

\$103,585,538

Westford Finance Committee

Report and Recommendations

2013 Annual Town Meeting Warrant

**Abbot Elementary School Gym
Saturday, March 23, 2013
10:00 a.m.**



This is your copy. Please bring it to Town Meeting.

Westford FY2014 Finance Committee Report

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Westford FY2014 Finance Committee Report

Town Meeting Information

SATURDAY, March 23, 2013

10:00 A.M.

ABBOT ELEMENTARY SCHOOL GYMNASIUM

25 Depot St.

Why you should come:

Town Meeting is the legislative branch of Westford's government, and all registered Westford voters may attend, speak and vote at our open Town Meeting. Town Meeting has two primary responsibilities: establishing an annual budget by voting to appropriate money for all Town departments, and voting on the Town's local statutes, called bylaws.

If you are a registered voter in Westford by March 1, 2013 you can, and should, participate in Town Meeting. Renters as well as property owners, if registered to vote, may attend and vote at Town Meeting. You must attend in person, however; no absentee voting is allowed. If you are not a registered voter, you are welcome to attend Town Meeting as an observer.

Adjourned Meeting:

If the meeting does not finish on Saturday, the adjourned session will be on Wednesday, March 27, 2013, at 7 pm in the Abbot School Gym.

Special arrangements or needs:

If you require special accommodations to participate in the meeting, please contact the Town Manager's Office at (978) 692-5500 at least 24 hours in advance.

Seniors:

The Council on Aging offers transportation for seniors. Please call (978) 692-5523 to reserve a spot on the Road Runner to go to Town Meeting.

Lunch:

There will be a break for lunch from 12:30 - 1:15.

Basic Town Meeting Rules:

Free copies of the League of Women Voters of Westford's 18-page "A Guide to Town Meeting in Westford" are available at the Westford Town Clerk's office, Fletcher Library, and the League's web site, www.westford.com/lwv. "Town Meeting Time: A Handbook of Parliamentary Law" can be borrowed from the library. Ellen Harde, Town Moderator, has copies for sale for \$25.

Town Election Date Change Notice:

Westford will hold the Town and State elections on April 30, 2013. The voter registration deadline for both elections is April 20, 2013 at 8 p.m.

Finance Committee

Westford's Finance Committee recommends the Town Manager's budget for FY2014 to Annual Town Meeting. As you can read in this report, this year we are proposing a \$98,436,379 operating budget (Article 11). Additional articles bring the total budget to \$103,585,538 as reflected on the cover of this book. This budget funds our Town government – the people and services that protect us, educate our children, plow our roads, maintain our infrastructure, and keep Westford running on a daily basis.

The Finance Committee produces this report to provide Westford residents and Town Meeting voters with recommendations and information on the financial considerations taken to develop our Town's budget.

The Finance Committee thanks the Town and School administrations, departments, employees, boards, and committees for their cooperation and assistance during the past year. We would particularly like to thank Westford's Budget Director Dan O'Donnell and Town Manager Jodi Ross for their enormous assistance with this report and the entire budget process. We would also like to thank Tina Landry for her work on the warrant section.

The Finance Committee members are appointed by the Town Moderator to advise the Town Meeting on expenditures. They are appointed for 3-year terms.

In the end, the voters of Westford have the final call on budget decisions. The Finance Committee encourages you to attend the Annual Town Meeting on Saturday, March 23, 2013 and let your voice be heard.

Town of Westford Finance Committee (2012-13)

Michael Princi, Chair
Ingrid Nilsson, Vice-Chair
Jeanne Drula, Clerk
Jim Conry
Ellen Doucette
Jerry Koehr
Mark Kost
Bill Taffel
Dennis Wrona

FY2014 TOWN OF WESTFORD BUDGET

Overview

In this difficult economy, Westford has again been successful in crafting a realistic budget that generally maintains current levels of service, avoids lay-offs, and provides some limited funding for program improvements in the Schools, Police Department, Building and Permitting Services, Veterans Services and a few other areas. The recommended FY14 Budget stays within the Proposition 2 ½ levy limit, although availability of reserves needed to balance the budget over the next few years will be significantly depleted.

In developing the FY2014 Budget, the following considerations and guidelines were taken:

- Supporting a “Level Services” budget for FY14, which attempts to maintain the same level of services to residents as in FY13, taking into account realistic, yet modest, estimates of inflationary increases in some areas, along with efficiencies and cost-savings measures.
- Providing some limited funding to support high-priority needs identified by department heads, driven generally by substantially increased needs in areas such as public safety, state mandates (special education tuition), increased development activity (inspectional services), and other factors.
- Not needing to carry forward any grant-funded positions from FY13 to FY14 General Funds (different than past few years).
- Budgeting for a modest level of salary increases; in the previous two fiscal years, employees (both union and non-union) agreed to 0% cost-of-living increases, as well as changes to health insurance benefits that reduced costs to the Town.
- Funding \$756,900 in capital appropriations in the “Pay-as-You-Go” account (from general funds within the 2 ½ levy limit), and an additional \$105,000 for transfer to the Capital Stabilization account (down from \$998,500 total in FY13).
- Assuming no increase in state aid (despite Governor’s preliminary budget reflecting small increases for Westford).
- Planning for \$1,100,000 in revenues from new growth in the property tax base.
- Maintaining reserves at minimum recommended levels (5%) for FY14.

As our Town Manager repeatedly emphasizes, it is important to note that when we “level fund” budgets as we have done for the past few years, we are actually reducing budgets, as the departments must absorb increases in fixed or increasing expenses, without an increase in their appropriations. Such expenses include rising utility and gasoline expenses. New and existing, but unfunded, state and federal mandates also continue to pressure our local budget.

Based on these efforts the Finance Committee recommends this balanced budget of **\$103,585,538** for FY14.

FY2014 Recommended Budget

Operating budget	\$98,436,379
Capital appropriations	\$861,900
Other articles (Community Preservation, Supplemental Appropriations, Hwy Ch 90, Perchlorate)	\$2,562,702
Other amounts to be raised (Snow & Ice, etc.)	\$716,445
State & county cherry sheet charges (state/county charges for services to Westford) - estimated	\$408,112
Allowance for abatements	\$600,000
TOTAL FY2014 BUDGET	\$103,585,538

OPERATING BUDGET

The Town's operating budget is **\$98,436,379** for FY14. This year's operating budget increases by \$3,765,341, or 3.98%, over the FY13 operating budget.

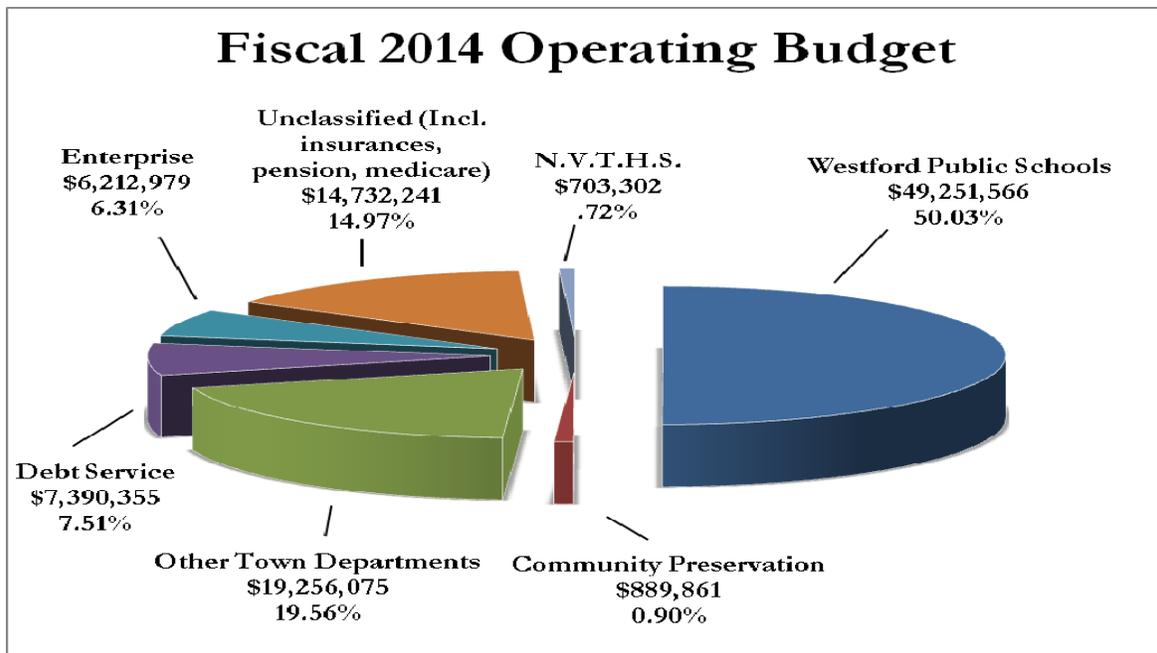
One of the primary drivers in holding our budget increase over the past two years to a manageable level was the willingness of the majority of the 12 Town unions to settle collective bargaining agreements with 0% cost of living increases (COLA) for FY12 and FY13. The majority of the unions also agreed to forego step increases in an attempt to help the Town control expenses. We appreciate these employees' understanding and willingness to sacrifice their anticipated increases for the future financial stability of our town. In the FY14 budget, we are proposing a modest increase in salaries.

Additionally, due to the Town's commitment to annual competitive bidding of health insurance, Westford moved to a new provider (Tufts) in FY12 that last year held health insurance premiums at a 0% increase versus a 10.3% increase with the previous provider. Next year's current estimate for health insurance cost increases is 7.84%

Our budget is comprised of the personnel and expenses to provide the services enjoyed by our town. 51% of our operating budget funds education. The next largest item is other Town departments at 19.6%. The remainder is comprised of unclassified expenses (health insurance, pensions, etc) at 15.0%, debt service at 7.5%, Enterprise Funds at 6.3%, and Community Preservation at 1.0% of the budget.

Westford FY2014 Finance Committee Report

	FY13 Budget	FY14 Recommended	\$ Change from last year	% Change from last year
GENERAL GOVERNMENT	3,688,451	3,899,271	210,820	5.72%
PUBLIC SAFETY	7,945,946	8,332,595	386,649	4.87%
EDUCATION	48,215,939	49,954,868	1,738,929	3.61%
PUBLIC WORKS	4,242,011	4,244,748	2,737	0.06%
HEALTH & HUMAN SERVICES	919,869	983,310	63,441	6.90%
CULTURE & RECREATION	1,784,368	1,796,151	11,783	0.66%
DEBT SERVICE	7,460,456	7,390,355	(70,101)	-0.94%
UNCLASSIFIED	13,594,015	14,732,241	1,138,226	8.37%
RESERVE FUND TRANSFERS TO CAPITAL	24,560		(24,560)	
COMMUNITY PRESERVATION FUND	891,266	889,861	(1,405)	-0.16%
WATER ENTERPRISE FUND	3,783,394	3,941,814	158,420	4.19%
RECREATION ENTERPRISE FUND	1,142,066	1,217,724	75,658	6.62%
AMBULANCE ENTERPRISE FUND	978,697	1,053,441	74,744	7.64%
TOTAL OPERATING BUDGET	94,671,038	98,436,379	3,765,341	3.98%



EXPENSES

Rising health insurance, utilities, gasoline, current pension costs and future liabilities, and unfunded government mandates continue to pressure our expenses. Health insurance has increased almost 12%/year on average over the past 5 years, and is expected to increase by 7.84% in FY14. Middlesex retirement assessments for FY14 are increasing by 15.44%. The School Department is faced with a significant mandated special education out-of-district tuition cost increase of over \$465,000 in FY14.

Personnel

Our largest expense is personnel, comprising about 57% of our total budget. The Town employs 993 full-time equivalents/people (FTE). 768 FTEs are employed in our public schools, (681 funded in the General Fund and 87 funded from grants). 225 FTEs are employed in other Town departments. Our responsive Town government and the high service levels we receive are direct results of the excellent people we employ in Westford.

Unlike other communities in the Commonwealth, we are again fortunate this year not to be forced to have lay-offs that would directly impact our services.

Debt Service

Currently Westford holds \$58.2 million in debt obligations, including \$47 million in outstanding principal and \$11.2 in interest obligations. This debt funds most of our large capital and infrastructure projects. Most of our debt obligations are excluded (\$54.3 million), meaning that Westford voters approved funding this amount of debt through higher taxes, outside of Proposition 2 ½ limitations. \$3.9 million of the debt obligations are in the non-exempt category.

Cost-Savings Measures

Measures have been and continue to be taken to become more efficient and identify cost savings opportunities;

- The Town Manager and staff have negotiated a "Net-Metering" agreement that will result in savings on electricity costs for Town facilities. It is expected to save approximately \$122,000 in FY14, including \$100,000 for the School Department.
- Previous restructuring and rebidding of the town-wide health insurance program resulted in significant cost avoidance last year, and a reduced level of inflation in FY14.
- Reorganizations of Town departments in the past few years have enabled combining some functions and reducing staffing needs.
- The School Department has renegotiated its student transportation contract and generated \$172,000 in savings in FY14.
- Additionally our Town and school employees accepted a 0.0% Cost of Living Adjustment (COLA) in FY12 and FY13, as well as freezing steps in FY12, providing significant savings. We are grateful for their commitment to our Town.

REVENUE AND AVAILABLE FUNDS**FY2014 Projected Revenue**

	FY13 Budgeted Revenue	% of Tot. Rev.	FY14 Projected Revenue	% of Tot. Rev.	% Change from FY2013
Tax Revenue (property tax) – Base	\$60,718,468		\$63,147,118		4.00%
New Growth	1,210,815		1,100,000		-9.20%
Sub-total: Property Tax Levy	61,929,283	61.6%	64,247,118	62.0%	3.74%
State Aid (Level Funded)	19,862,504	19.8%	19,862,504	19.2%	0.00%
Local Revenue	7,144,932	7.1%	7,429,552	7.1%	3.98%
Enterprise Revenue/Free Cash Appropriations (Water, Ambulance & Recreation)	5,727,232	5.7%	6,442,314	6.2%	12.49%
Available Funds (Debt Exclusion offsets, Overlay Surplus, Community Preservation funds, Wetland fees, etc.)	3,262,513	3.2%	2,562,307	2.5%	-21.46%
Appropriations from Free Cash	697,000	0.7%	121,770	0.1%	
Total FY2014 Revenue	\$98,623,464	98.2%	\$100,665,565	97.2%	2.07%
Free Cash (savings) applied to Balance Budget (to be applied at Fall Special Town Meeting)	1,851,116	1.8%	2,919,973	2.8%	57.74%
Total Outlay	\$100,474,580	100.0%	\$103,585,538	100.0%	3.10%

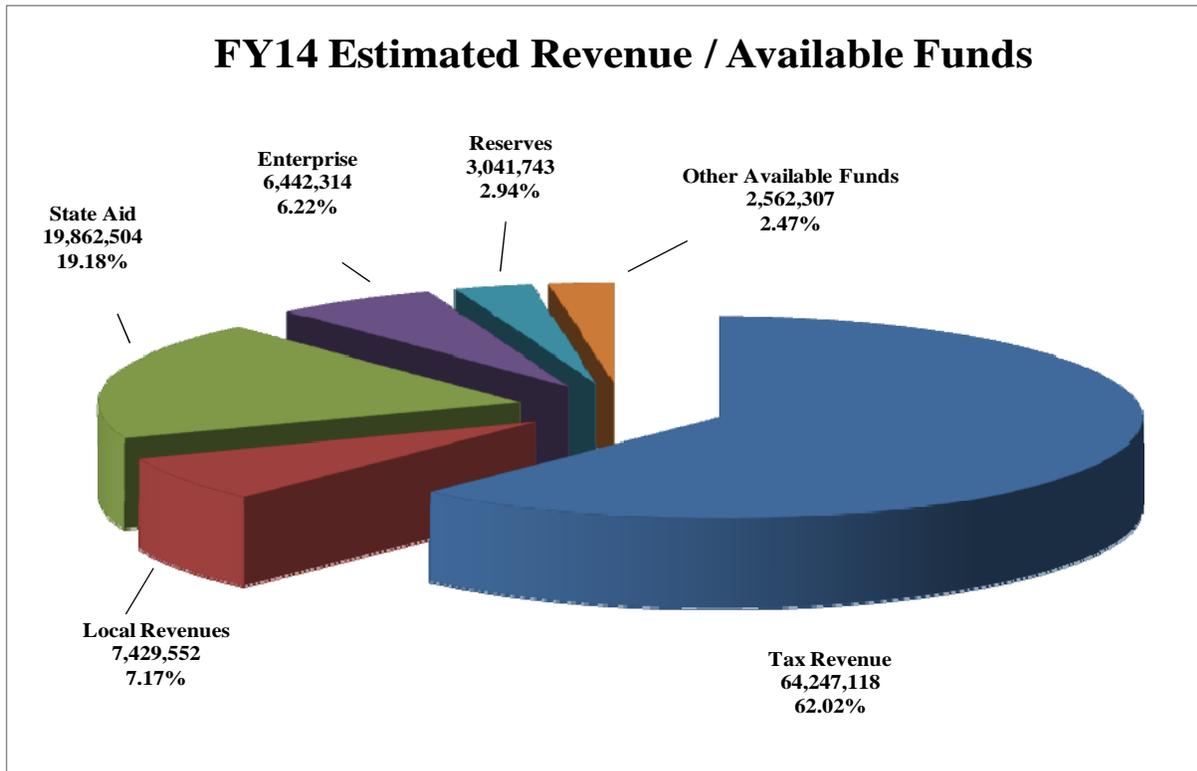
Note: The Tax Revenue Base increase of 4.00% is not the effective tax rate increase. The effective tax rate increase is $(\$63,147,118/\$61,929,283)$ which equals 1.97%.

State Aid is projected to be level-funded in FY14. Although a small increase (\$185,000) is estimated in the Governor's recently submitted preliminary FY14 budget, discussions with our state representative and senator suggest that we should expect state aid level to FY13.

Roughly 62% of our current budgeted expenditures are covered by property taxes. Of these taxes, about 86% comes from residential property owners. Our local property tax rate can increase annually up to 2.5%, in accordance with the legal limitations of Proposition 2½. The average single-family residential tax bill in FY13 was \$6,885.90 based on a median assessed value of \$426,900 (decreased from \$431,500 last year) at the FY13 residential tax rate of \$16.13 per thousand dollars of appraised value.

Meals and Hotels Taxes provided a well-needed source of revenue, and are projected to bring in \$1,000,000 in FY13.

Our investment income has fallen from a high in FY07 of \$846,064 to an anticipated \$41,000 in FY14.



Free Cash Used To Balance Budget

\$2,919,973 of Free Cash is estimated to be needed at the 2013 Fall Special Town Meeting to balance the FY14 budget. Free Cash is our Town’s savings. Last year \$1,851,115 was used to balance the budget.

Through diligent management, we are able to realize some appropriation closeouts at year-end (Closeouts are funds budgeted but not spent by departments. These funds return to free cash, annually replenishing our reserves. Our policy has been to maintain a minimum of 5% of the operating budget in reserves. General Fund Reserves consist of two items – Free Cash and the Operating Stabilization Fund.

The 5% balance in reserves is a large factor in our positive bond rating (which guides interest rates on debt). Westford continues to be rated Aa3 by Moody’s and AA+ by Standard and Poor’s. At the time of this printing, we project free cash and stabilization fund reserves to be \$984,000 over the 5% minimum recommended reserves to pay for known obligations that are due on July 1, 2014.

Capital Projects & Equipment

Our Town's infrastructure continues to require a significant amount of capital in order to preserve its assets from deteriorating. The Finance Committee advocates deliberate and prioritized capital planning of the funds allocated to this area. The Capital Planning Committee uses the following guidelines: major non-recurring tangible assets or projects which cost more than \$ 10,000, have a useful life of longer than five years, and are purchased or undertaken at intervals of not less than five years are capital items.

The Capital Planning Committee evaluates capital requests each year. As it has for the past 3 years, the Committee developed a list of multi-year projects from all departments, which will continue to be updated each year and prioritized to identify projects for funding in a particular year. Each year the Capital Planning Committee targets allocating approximately \$1.5 million to capital funded from annual appropriations.

This year, the Finance Committee recommends \$756,900 in capital spending funded from annual appropriations, for the 10 projects as described in the first motion of Article 16. We further recommend authorizing borrowing (bonding) the amount of \$2,069,792 to fund the major items described in the 2nd motion of Article 16, including;

- \$600,000 of engineering services for Highway Department design services required for a Master Plan for town drainage systems and major intersection improvements.
- \$739,792 for purchase of a new Fire/Rescue truck to replace antiquated equipment with both safety and major repair issues, and a Highway Department 10-wheel dump truck to replace old and inadequate equipment.
- \$550,000 to fund new bleachers for the Westford Academy athletic field, to replace the existing unsafe and deteriorated bleachers.
- \$180,000 to replace failing boilers at the Abbot and Robinson schools, both of which are beyond their useful life.

Additionally, the Finance Committee recommends \$670,000 of capital for water system improvements and two water department vehicles, funded from the Water Enterprise retained earnings, and \$80,000 in capital from the Ambulance Enterprise retained earnings for rehabilitation of an ambulance and additional EMS equipment.

Finally, the Finance Committee recommends appropriating \$105,000 into the capital stabilization fund to be used for future capital needs. The capital stabilization fund currently has a balance of \$190,400. If the articles involving appropriations to and from the capital stabilization fund are approved at Town Meeting, the capital stabilization funds balance as of July 1, 2013 will be approximately \$264,400.

Moving forward - FY15 and Beyond

While the Finance Committee believes this FY14 recommended budget generally maintains current levels of service, avoids lay-offs, and provides some funding for program improvements, this was mostly accomplished by increased bonding of capital items and a reduction in allocations to capital stabilization. However, our situation for FY15 is more somber. Based on conservative estimates and known contractual commitments, the Town Manager projects we will be \$3,339,602 below our minimum recommended reserves of \$4,848,237. This projection, absent significant new revenues or substantial reductions, would leave us with a potential reserve of \$1,508,635, less than 1.4% of our projected FY15 Budget, and well below the projected FY16 Budget.

Based on these projections, it appears additional actions will likely need to be undertaken which may have an effect on our service levels. We will explore all options, including a blend of revenue enhancements such as a proposition 2 ½ override, debt exclusion or capital expenditure outlay exclusion, and additional significant actions to change the cost structure. To this end, the Finance Committee will be working closely with the Board of Selectmen, the Town Manager, the School Superintendent, and the School Committee to explore all options and their potential benefits and drawbacks in an effort to address the projected shortfall in FY15. We will be seeking your thoughts on the services that are important to you as we try to ensure we are acting in the best interests of the town.

Westford FY2014 Finance Committee Report

Financial Summary	FY13 Budget	FY14 Budget	FY15 Projected
Operating Budget	94,671,038	98,436,379	102,331,185
Capital Plan	1,324,855	1,642,900	1,500,000
Total Other Articles	2,927,006	1,781,702	250,000
Total Other Amounts to be Raised	562,642	716,445	716,445
State and City Cherry Sheet Charges	398,158	408,112	418,315
Allow Abate & Exempt (Overlay)	590,881	600,000	600,000
Total Amount to be Raised	100,474,580	103,585,538	105,815,945

Tax Revenue	61,929,286	64,247,118	66,327,342
Local Revenue	7,144,932	7,429,552	7,578,516
State Aid	19,862,504	19,862,504	19,889,673
Free Cash - Offset Tax Rate	1,851,115		
Free Cash - Appropriations From	697,000	121,770	
Other Available Funds	3,262,512	2,562,307	1,100,917
Enterprise Revenue	5,727,231	6,442,314	5,746,037
Total Revenue	100,474,580	100,665,565	100,642,485

Free Cash / Available Funds to Balance Budget		2,919,973	5,173,460
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Westford Financial Reserves – Actual and Projected Amounts

Free Cash & Stabilization Fund Balances	FY13 Budget	FY14 Budget	FY15 Projected
Free Cash - Beginning Balance	2,094,476	4,150,874	2,159,131
Free Cash Applied	(2,476,115)	(3,041,743)	(5,173,460)
Est. Free Cash Generated	4,532,514	1,050,000	1,000,000
Free Cash - Ending Balance	4,150,875	2,159,131	(2,014,329)
Stabilization Cash Fund Balance	3,432,963	3,477,963	3,522,964
Total Cash Reserves - Ending Balance	7,583,838	5,637,094	1,508,635
Minimum Recommended Reserves -- 5%	4,464,292	4,652,905	4,848,237
Above (Below) Minimum Recommended Reserves	3,119,546	984,189	(3,339,602)

Department Detail — General Government

	FY12 Actual	FY13 Budget	FY14 TMR	\$ Increase (Decrease)	% Increase (Decrease)
Personal Services	2,099,896	2,159,658	2,238,355	78,697	3.64%
Expenses	1,221,748	1,328,237	1,269,916	(58,321)	(4.39%)
Other	191,963	200,556	391,000	190,444	94.96%
Total	3,513,607	3,688,451	3,899,271	210,820	5.72%

General Government includes the following departments;

- Board of Selectmen
- Town Accountant
- Treasurer/Collector
- Technology
- Conservation Commission
- Town Hall Maintenance
- Town Manager
- Budget Director
- Legal Services
- Town Clerk
- Planning Board
- Public Building & Properties Maintenance
- Finance Committee
- Board of Assessors
- Human Resources
- Permitting Department
- Zoning Board of Appeals

Changes

The Recommended FY14 Budget for General Government departments reflects a 5.72% increase over the FY13 Budget, from \$3,688,451 to \$3,899,271 (increase of \$210,820). The proposed increase is the result of the following:

- **Personal Services** (Salaries & Wages): a half-time Planner/Permitting Specialist position (salary \$30,073) is proposed in the Permitting Department to provide needed support to the Town Planner and Conservation/Resource Planner based on significantly increased department workloads due to increased development in the town. This would enable a more pro-active response to potential development. Also, a new department, Public Buildings and Properties Maintenance, is proposed in the General Government section to support town-wide (except schools) facilities maintenance. Salaries (\$39,699) from existing department budgets are transferred to this new department, as well as other expenses. In addition to these two items, there are small salary increases related to some step and longevity increases, and a 1% COLA for non-union employees (who received 0% in the past 2 years).
- **Expenses**: the decrease of (\$58,321) in FY14 is primarily due to elimination of one-time and other FY13 expenses, including engineering study costs in the Selectmen budget (\$36,000), training costs on the Town Manager budget (\$5,000), outside accounting services in the Town Accountant budget (\$6,300), and reduction of contracted services in the Assessors budget (\$15,000). These are partially offset by new funding of \$10,000 in the proposed Public Buildings and Properties Maintenance budget for building systems maintenance (HVAC, Plumbing, Electrical, Roofing, etc.) Minor reductions in a number of department expense accounts based on efficiencies, and small increases to reflect actual costs in some line items account for the balance.

- **Other:** the increase of \$190,444 is based on two items;
 - 1) Level-funding of the Finance Committee Reserve Fund at \$191,000 for FY14. In FY13, transfers out of this fund for unanticipated costs/emergencies in Town department budgets totaled \$85,939 as of 12/31/12 (see Finance Committee Reserve Fund Transfers, page 38), and this amount, \$85,939 restores the Reserve Fund to the same level as FY13;
 - 2) The \$200,000 in the Compensation Reserve budget in Human Resources is an estimate for funding salaries for Town collective bargaining agreements not yet negotiated for FY14 (School bargaining units are covered in the School budget). For FY13 at the time of finalizing the budget, 5 of 6 contracts were settled. For FY14, none of the 6 contracts are currently settled. This requires a higher reserve. The difference between the FY13 budget and the FY14 budget is \$104,504. In both FY12 and FY13, Town employees, union and non-union, received 0% COLA increases, and agreed to changes in health insurance programs that significantly reduced costs to the Town.

Excluding the two Reserve items in the "Other" category, the General Government budget for FY14 is proposed to increase by 0.6% over FY13.

For the five-year period from FY09 (Actual) to FY14 (Proposed Budget), the General Government portion of the budget has decreased by 11.6%.

Department Detail – Public Safety

	FY12 Actual	FY13 Budget	FY14 TMR	\$ Increase (Decrease)	% Increase (Decrease)
Personal Services	6,876,561	7,172,376	7,428,567	256,191	3.57%
Expenses	706,005	773,570	904,028	130,458	16.86%
Offset	(82,527)	0	0	0	
Total	7,500,039	7,945,946	8,332,595	386,649	4.87%

The Public Safety section of the budget includes the following departments:

- Police Department
- Fire Department
- Building Department
- Sealer of Weights & Measures
- Emergency Management
- Animal Control
- Tree Warden

Changes

The Recommended FY14 Budget calls for an increase of \$386,649 in the Public Safety budget, a 4.87% increase. \$256,191 of the increase is in Personal Services (Salaries & Wages), and \$130,458 is in Expense line items. Individual departmental increases are as follows.

Police Department

The Police Department budget is recommended to increase from \$4,635,823 in FY13 to \$4,952,701 in FY14, an increase of \$316,878 (6.84%).

- A \$207,030 increase in Personal Services is due to the following:
 - A recommended increase of \$98,155 for increased staffing of four officers over the current staffing of 41 officers (patrolmen and command staff). The increase consists of two patrolmen to be assigned to the 2nd and 3rd shifts to provide increased support required by the town's residential and commercial growth over the past decade. Additionally, two School Resource Officers (SROs) have been hired, one assigned to Westford Academy (and budgeted in the School Department budget) and the other assigned to Nashoba Valley Technical HS. Nashoba Tech will reimburse the Town for the cost of their SRO, but it must be initially budgeted in the Town budget since Nashoba is an outside agency. Both SROs report to the Police Chief. With the exception of a new officer hired in FY13, the police department has had level staffing since 2000.
 - An increase of \$58,541 to fund education degree increments for both new and existing officers, due to collective bargaining and "Quinn Bill" requirements.
 - The remaining increases are due to the one percent raise in salaries for non-union Town employees, an increase of \$8,120 in the salary of an Operations Administrator position resulting from a negotiated "band change" in the OPIEU contract, and increases of \$10,002 in holiday pay, \$7,933 in shift differential and other increases in Personnel Services accounts.
- A \$109,848 increase in Expenses is due to the following:
 - \$88,424 for the replacement of three cruisers. Police cruisers were previously funded through the Capital budget, but the recommendation was made by the Capital Committee to have future cruiser replacements reflected in the operating budget,

since they have been recurring annual costs, and are expected to continue in the future.

- The remaining increases are due to \$12,760 for gasoline cost increases, \$5,065 for equipment/vehicle maintenance, and small increases in uniform allowances/body armor and psych/med testing costs.

In FY13, \$10,000 was transferred from the Finance Committee Reserve Fund for the K-9 cruiser, supplementing funds raised from the non-profit Vest-A-Dog and from trade-ins of old cruisers. Additionally, \$23,379.75 was also transferred from the Finance Committee Reserve Fund to replace a police cruiser involved in an accident.

Fire Department

The Fire Department budget is recommended to increase from \$2,926,501 in FY13 to \$2,968,379 in FY14, an increase of \$41,878 (1.43%).

- A \$30,878 (1.14%) increase in Personal Services is primarily due to increases in contractual Education Incentives (\$31,536 increase), offset by small decreases in other accounts. Within the Fire Department this year, one employee earned an Associate's Degree (+5% increase in base salary), five earned bachelor's degrees (+10% increase), one MS (+12.5% increase), plus additional certificates in fire-fighting. An increase in holiday overtime in the Fire Department budget is offset by a corresponding reduction in holiday overtime in the Ambulance budget, reflecting a more accurate distribution of costs of firemen/EMTs between the two departments.
- Increases of \$11,130 (4.82%) in Expenses are due to rising gasoline costs and vehicle maintenance, partially offset by decreases in uniform allowances and gas utilities costs.

In FY13, \$24,560 was transferred from the Finance Committee Reserve Fund for repairs to Engine #3.

Building Department

The Building Department budget is recommended to increase from \$260,134 in FY13 to \$282,827 in FY14, an increase of \$22,693 (8.72%). \$21,563 of the increase is due to the proposal to add additional hours to the Assistant Building Commissioner position. This is due to increased demands on this department resulting from the Town's continuing residential and commercial growth. The \$1,130 increase in Expenses is primarily due to increased gasoline costs and travel expenses associated with increased inspections.

The Building Department, through its permitting and inspection functions, has generated significant fee revenues in recent years, increasing from \$327,807 in FY09 to \$896,702 in FY12, an increase of \$568,895 (173.5%), reflecting the increased activity (and workload) of the department. FY12 Building Department revenues exceeded the department operating budget by \$634,103.

Other Public Safety Departments

Additional Public Safety increases include \$7,400 in the Emergency Management budget to purchase a portable equipment trailer to be used during town emergencies, \$1,925 in Contracted Services in the Sealer of Weights & Measures Dept to cover additional inspections, entirely offset by revenue generated, and offsetting cost savings in the Animal Control budget

Department Detail— Education

State law dictates that Town Meeting may vote only upon the total amount of the School Department’s operating budget. Town Meeting can amend the total amount allocated to the School Department, but only the School Committee has the authority to direct how the funds will be spent.

The Education Budget includes funding for the Westford Public Schools, and the Westford share of funding for the Nashoba Valley Technical High School, a regional school serving several area communities.

	FY12 Actual	FY13 Budget	FY14 TMR	\$ Increase (Decrease)	% Increase (Decrease)
Westford Public Schools	45,442,156	47,591,283	49,251,566	1,660,283	3.49%
Nashoba Tech	696,777	624,656	703,302	76,646	12.59%
Total	46,138,933	48,215,939	49,954,868	1,738,929	3.61%

Changes

Westford Public Schools

For FY14, the Westford Public Schools request is \$49,775,689. This is an increase of \$2,184,406, or 4.59%, over the FY13 Budget of \$47,591,283. However, the Town Manager’s recommended FY14 budget for the Westford Public Schools is \$49,251,566, or 3.49%. The table below summarizes the Manager’s proposed budget, and the next few pages describe the differences between the two budgets.

Personal Services /Expenses

	FY12 Actual	% of Total	FY 2013 Budget	% of Total	FY14 TMR*	% of Total	FY13 – FY14 \$ Increase (Decrease)	FY13 – FY14 % Incr/ (Decr)
Personal Services	37,002,964	81.4%	39,138,334	82.2%	39,914,206	81.0%	775,872	2.0%
Expenses	8,439,192	18.6%	8,452,949	17.8%	9,337,360	19.0%	884,411	10.4%
Total	45,442,156	100.0%	47,591,283	100.0	49,251,566	100.0	1,660,283	3.49%

* FY14 TMR breakdown of Personal Services and Expenses is an estimate, pending School Department determination of adjustments in their request to meet TM recommended budget.

In late February, the Selectmen and Finance Committee both voted to support the Town Manager’s recommended FY14 budget of \$49,251,566 for the Westford Public Schools, which was \$524,123 less than the \$49,775,689 request voted by the School Committee in early January. These votes followed extensive discussions and exchange of information among FinCom members, Selectmen, School Committee, Town Manager and both School and Town financial staff. As a result of the discussions, the Town Manager increased her original Westford Public Schools allocation recommendation of \$48,801,566 by \$450,000 (approximately the increased cost of mandated Special Education out-of-district tuition costs), thereby arriving at the \$49,251,566 amount shown above. This closed the original budget “gap” between the two numbers from \$974,123 to \$524,123.

Further, the School Superintendent and Town Manager, working together, identified additional savings to further close the budget gap. Through a renegotiated bus contract, WPS will save \$172,000 in transportation costs in FY 2014. Also, through the new net metering program, WPS could save \$100,000 in utility costs. These additional \$272,000 in

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decreased costs bring the "gap" down to \$252,123. Thus, actions by the Town Manager and School Administration have reduced the "gap" by almost 75%.

However, since the Finance Committee and Selectmen's vote occurred late in February, the School Committee has not had the opportunity to meet and vote what, if any, changes to make to its FY14 request. Therefore, much of the financial detail information and charts further in this School Department section reflect the original School Committee budget of January 2013. We expect that the School Committee will determine what action to take before the ATM on March 23.

The chart below summarizes the difference between the Town Manager's recommended budget (TMR) and the School Committee request for FY14;

FY 2014 School Committee Total General Fund Request as of January, 2013	\$49,775,689	4.59% increase
FY 2014 Town Manager Recommended Budget	\$49,251,566	3.49% increase
Difference Between School Comm. Request and Town Manager Recommended Budget	\$524,123	1.1% diff.
Additional cost savings identified by School Department and Town Manager to Reduce Difference: <ul style="list-style-type: none"> Renegotiated bus contract savings Townwide "Net Metering" energy program initiative reducing School Dept. electricity costs 	(\$172,000) (\$100,000)	
<u>Revised</u> Difference between School Dept. & Town Mgr Recommended Budget (2/28/13)	\$252,123	0.5% diff.

The chart below breaks down the School Committee request into the "Carry-Forward" amount, which reflects increased costs of maintaining the same level of services as in FY13, taking into account contract and other salary increases and decreases (steps, degree increments, etc.), inflationary increases in expense accounts (utilities, supplies, maintenance, etc.), cost savings from efficiency measures, and other factors. The "additional funding" request is for program improvements based on student needs, new costs such as mandated Special Education Tuition costs, and other items deemed to be high priorities by the School Committee (see next page).

FY 2013 General Fund Appropriation	\$47,591,283	
FY 2014 Level Service Carry-Forward Budget	\$48,762,410	2.46% increase
FY 2014 Additional Funding Requested	\$1,013,279	2.13% increase
FY 2014 School Committee Total General Fund Request as of January, 2013	\$49,775,689	4.59% increase

The \$1,013,279 School Committee request for additional funding is to address current pupil needs in special education, provide needed support to address pockets of lower academic achievement at the elementary and middle school levels, a School Resource Officer for Westford Academy, additional technology staffing including a K-12 Instructional Technology Coordinator, and other needs to improve student achievement. Of these requests, the Town

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Manager has recommended \$450,000 for the special education tuition increase, and the \$272,000 in savings identified above would cover some additional requests on the list below.

FY14 School Committee Additional Funding Requests:

Need	Grade Level	Reason	Amount
Special Education tuition	Student Support	Special Education out of system tuition.	\$465,000
1 School Resource Officer	9-12	School-based police officer as approved by 2012 Special Town Meeting	\$72,000
3 Special Education Teacher Assistants	Student Support	1:1 instructional services required for students per current IEPs. Eliminates the need to place students in a more costly outside placement.	\$43,401
3 Literacy Specialists	3-5	Provides higher level of intervention services to address current student need and address lower student performance on ELA MCAS.	\$174,441
Reading Interventionists at Abbot and Crisafulli (increase 6 positions by 1 hr/day)	3-5	Address students who did not meet minimum Progress and Performance index (federal)	\$23,623
Reading & Math Interventionists (increase 4 positions by 2 hrs/day)	8	No such math and reading support currently available for demonstrated need of 8 th graders; only 6 th and 7 th graders.	\$26,400
.4 English Language Arts Teacher	9-12	Current Alternative Education teacher teaches 2 sections of CP2 English. This teacher is needed back full-time in Alternative Education Program. Need to provide teacher for the 2 CP2 English sections.	\$21,659
.4 Math Teacher	9-12	11 math classes have more than 25 students (with 5 of 11 classes having more than 30 students)	\$21,659
.2 Mandarin Teacher	9-12	Allows students who started Mandarin to continue to next level of language instruction.	\$10,830
.5 Instructional Technology Specialist	9-12	Restores Instructional Technology support to 2.0 to service 140 staff at WA. School accreditation recommendation.	\$27,073
.4 English Lang Arts Teacher	9-12	Provides teacher for 2 English classes, replacing current teaching by grades 6-12 ELA coordinator. Allows greater curriculum coordination and need to meet staff evaluation obligations.	\$21,659
.4 Math Teacher	9-12	Provides teacher for 2 math classes, replacing current teaching by grades 6-12 Math coordinator. Allows greater curriculum coordination and need to meet staff evaluation obligations.	\$21,659
K-12 Instructional Technology Coordinator	System	Restoration of position to develop and coordinate long- and short-term technology planning, procurement and utilization.	\$83,875
Total Additional FY14 Requests			\$1,013,279

The School Department Budget is organized by categories established by the state for standardized financial reporting to the state. The following table shows a comparison of the

FY13 and FY14 School budgets broken out by those categories. This table includes both carry-forward amounts and additional FY14 requests.

Westford Public Schools – FY14 SC Recommended Budget as of 1/3/2013

Description	FY13 Budget	FY14 School Comm. Budget	\$ Increase (Decrease)	%Increase (Decrease)
School Committee	7,430	7,930	500	6.7
Superintendent	281,030	279,830	(1,200)	(0.4)
Assistant Superintendent	187,005	189,780	2,775	1.5
Business Office	393,916	398,095	4,179	1.1
Human Resources & Benefits	131,208	136,428	5,220	4.0
Compensation Reserve	18,000	101,000	83,000	
Legal Services	61,382	61,382	-	-
Swide Info Mgmt/ Technology	263,907	276,507	12,600	4.8
Curriculum Directors	286,001	287,101	1,100	0.4
School Leadership / Bldg Level	2,517,890	2,512,314	(5,576)	(0.2)
Non - Instructional Bldg Tech	14,500	16,000	1,500	10.3
Classroom Teachers	21,352,217	21,754,427	402,210	1.9
Teacher Specialists	3,399,450	3,638,982	239,532	7.0
Instr Coord / Team Leaders	463,918	480,204	16,286	3.5
Medical / Therapeutic Services	876,156	893,297	17,141	2.0
Teacher Substitutes	487,977	553,677	65,700	13.5
Instructional Assistants	2,283,564	2,446,501	162,937	7.1
Library / Media Center Salaries	655,207	630,744	(24,463)	(3.7)
Subs For Prof Development	37,100	37,100	-	-
Prof Development Expenses	418,621	671,333	252,712	60.4
Textbooks & Related	282,897	282,897	-	-
Library Instructional Material	27,675	27,675	-	-
Instructional Equipment	41,780	41,780	-	-
General Instructional Supplies	478,556	456,956	(21,600)	(4.5)
Other Instructional Services	55,361	55,361	-	-
Classroom Instructional Tech	82,530	87,630	5,100	6.2
Library Instructional Hardware	1,130	1,130	-	-
Instructional Software	49,093	49,093	-	-
Guidance & Adjust Counselors	1,779,231	1,815,035	35,804	2.0
Testing & Assessment	49,600	52,600	3,000	6.0
Psychological Services	265,763	248,739	(17,024)	(6.4)
Health Services	580,548	571,932	(8,616)	(1.5)
Transportation	2,176,648	2,435,668	259,020	11.9
Athletics	441,007	441,007	-	-

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Description	FY13 Budget	FY14 School Comm. Budget	\$ Increase (Decrease)	%Increase (Decrease)
Other Student Activities	194,364	194,364	-	-
School Security	-	72,000	72,000	
Custodial Services	1,708,687	1,744,862	36,175	2.1
Heating Of Buildings	730,000	710,000	(20,000)	(2.7)
Utilities	1,075,700	1,060,700	(15,000)	(1.4)
Maintenance Of Grounds	53,600	73,600	20,000	37.3
Maintenance Of Buildings	851,931	852,156	225	0.0
Building Security	35,500	35,500	-	-
Maintenance Of Equipment Networking/	117,494	97,494	(20,000)	(17.0)
Telecommunications	50,000	74,000	24,000	48.0
Technology Maintenance	255,219	257,394	2,175	0.9
Employer Retirement Benefits	35,000	50,000	15,000	42.9
Non - Employee Insurance	6,000	6,000	-	-
Lease Of Equipment	150,500	150,500	-	-
Civic Activities	4,000	4,000	-	-
Tuitions	1,874,990	2,452,984	577,994	30.8
TOTAL	47,591,283	49,775,689	2,184,406	4.59%

Other WPS Funding

In addition to the General Fund appropriation, the Westford Public Schools will utilize an estimated \$2,840,245 of additional funding from outside sources. These are as follows

WPS - Additional Funding from Outside Sources*	Est. FY14 Amount
• School Choice	\$ 353,000
• Circuit Breaker Reimbursements (Special Education)	900,000
• Transportation Fees	485,000
• Westford Academy Parking Fees	15,000
• Grades 6-12 Activity Fees	49,750
• Grades 3-5 Music Instrumental Fees	119,197
• Integrated Pre-school Fees	180,000
• Integrated Full Day Kindergarten	80,000
• Kindergarten Extended Day Fees	108,298
• Athletic Revolving Account (Offsets)	25,000
• Athletic Revolving – Direct Expenses	500,000
• Other Revolving Account Fees	25,000
Total Additional Funding from Outside Sources:	\$2,840,245

* Not including federal/state entitlement or allocation grants, competitive grants, or private grants

System-wide Enrollment & Staffing

System-wide enrollment has remained relatively stable over the last several years, indicating that families with school-age children are continuing to move to Westford based on the quality of the school system. Staffing has been reduced at the elementary level over the last several years in response to a slow decline in elementary enrollment. This decline is offset by growth in the upper grades. The following is a 10-year history of enrollments and staffing:

Fiscal Year		Total Enrollment	Total Staffing FTE		
			General Fund	Grant/Other Funds	Total
FY03-04	Actual	5120	618.0	67.0	685.0
FY04-05	Actual	5140	586.7	73.7	660.4
FY05-06	Actual	5210	585.6	81.1	666.7
FY06-07	Actual	5247	594.8	81.7	676.5
FY07-08	Actual	5297	610.1	82.3	692.4
FY08-09	Actual	5325	631.7	79.8	711.5
FY09-10	Actual	5288	630.7	96.2	726.9
FY10-11	Actual	5306	629.2	113.2	742.4
FY11-12	Actual	5307	630.5	110.7	741.2
FY12-13	Actual	5281	672.3	85.8	758.1
FY13-14	Estimated	5314	681.1	87.3	768.4
Change FY03-04 to FY13-14		194	63.1	20.3	83.4
% Change FY03-04 to FY13-14		3.8%	10.2%	30.3%	12.2%

Staffing in the WPS continues to be added to address specific student needs, as in previous years. Staffing is driven not just by head-count, but by the continuing and emerging needs of all students. New special education and intervention staff will allow the district to provide services to students at a considerably lower cost than educating them through an outside placement.

Nashoba Valley Technical High School

Nashoba Tech is a regional technical school serving eight communities in the area; Ayer (will be official member community in FY14), Chelmsford, Groton, Littleton, Pepperell, Shirley, Townsend, and Westford. Budget costs are allocated among the eight towns based on enrollments from each town as of October 1 of the previous year, taking into account a total "Minimum Contribution" factor calculated by the state each year, and other budget items for transportation, capital equipment, and debt service. There is a small offset resulting from a "premium" paid by the Town of Ayer, when it negotiated to join the other seven communities in 2012. Typically, the "Minimum Contribution" total rises somewhat each year. It applies to all regional school districts in the state and is a formula measure taking into account a number of factors, including enrollment distribution.

Westford's FY14 budget assessment from Nashoba Tech is \$703,302, an increase of \$78,646 (12.59%) from the FY13 budget assessment of \$624,656. In School Year 2011-12 (FY12), 53 students from Westford were enrolled, while in School Year 2012-13 (FY13) 57

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Westford students were enrolled. The actual enrollment of SY2012-13 is used for the Assessment calculation for FY14.

The following chart shows the allocation of FY14 assessments among member towns.

Nashoba Valley Technical School District Fiscal Year 2013-14 Assessments

Town	10/1/12 No. of District Students	Students per Town %	Town's Minimum Contri- bution	Increase in Minimum Contri- bution	Capital Equip- ment	Transpor- tation	Sub-total Assessment 2013-14	Debt Service	Premium Offset	Assessment 2013-14	Increase 2013-14
Ayer	53	8.32%	490,842	24,961	8,320	33,281	557,404	44,648	(1,124)	600,928	600,928
Chelmsford	154	24.18%	1,867,308	72,527	24,176	96,703	2,060,714	129,732	(3,266)	2,187,180	142,547
Groton	33	5.18%	400,048	15,542	5,181	20,722	441,492	27,800	(700)	468,592	18,625
Littleton	51	8.01%	583,780	24,019	8,006	32,025	647,830	42,963	(1,082)	689,712	(2,662)
Pepperell	116	18.21%	899,696	54,631	18,210	72,841	1,045,378	97,720	(2,460)	1,140,639	32,361
Shirley	71	11.15%	567,966	33,438	11,146	44,585	657,135	59,812	(1,506)	715,441	6,720
Townsend	102	16.01%	751,968	48,038	16,013	64,050	880,068	85,927	(2,163)	963,831	41,745
Westford	57	8.95%	584,807	26,845	8,948	35,793	656,393	48,018	(1,209)	703,202	78,545
Total	637	100.00%	6,146,414	300,000	100,000	400,000	6,946,414	536,620	(13,510)	7,469,524	918,809

Nashoba Tech’s total budget for FY14 is \$11,772,242, an increase of \$878,153 (8%) over the FY13 budget of \$10,894,089. In addition to assessment revenue received from towns, it also receives state aid and other revenues, similar to the Town of Westford.

Areas that faced increased costs at Nashoba Tech include; filling the Assistant Superintendent position (off-set partially by reassigning previous administrative positions), increases in Building Technology (providing uninterrupted power supply for head-end room, increased bandwidth for wireless technology), higher transportation costs, contractual agreements/steps for teachers, newly appointed school resource officer, and increased health care costs. Savings were realized through a new natural gas contract and decreases in debt service.

Enrollment

While total enrollment for Nashoba Tech has grown significantly over the past six years, student counts from Westford have remained relatively level, as indicated in the chart below;

Town	School Year of Enrollment						5-Year % Change
	SY08-09	SY09-10	SY10-11	SY11-12	SY12-13	SY13-14	
	Fiscal Year of Minimum Spending Requirement						
	FY09-10	FY10-11	FY11-12	FY12-13	FY13-14	FY14-15*	
Ayer	0	0	0	0	0	53	100%
Chelmsford	117	133	139	133	144	154	32%
Groton	43	39	44	36	33	33	-23%
Littleton	42	39	48	48	52	51	21%
Pepperell	107	124	132	114	122	116	8%
Shirley	51	45	52	66	75	71	39%
Townsend	78	106	109	108	102	102	31%
Westford	55	53	61	61	53	57	4%
Total	493	539	585	566	581	637	29%

*SY08-09 thru SY12-13 are actual October 1 enrollments; SY13-14 are estimates from state used for Ch70 state aid calculations.

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Fiscal Year: 2013-2014 Nashoba Valley Technical High School Budget				
Description	FY13	FY14	Increase (Decrease)	Increase (Decrease) %
Central Office, Finance and Legal	564,974	585,916	20,942	4%
Assistant Superintendent	152,366	276,345	123,979	81%
Principal	127,510	133,948	6,438	5%
School Curriculum/Dept. Heads	370,096	385,747	15,651	4%
Building Technology	96,181	118,090	21,909	23%
Teaching Services	3,893,259	4,294,316	401,057	10%
Library & Media	55,626	57,925	2,299	4%
Professional Development	55,348	55,704	356	1%
Textbooks & Instructional Materials	171,381	184,950	13,569	8%
Guidance Services	288,487	291,385	2,898	1%
Attendance Services	76,737	81,672	4,935	6%
Health Services	56,416	57,414	998	2%
Transportation Services	468,600	617,840	149,240	32%
Food Services	15,380	16,317	937	6%
Athletic Services	199,125	210,340	11,215	6%
Student Activities	63,586	67,789	4,203	7%
School Security	67,958	146,560	78,602	116%
Custodial Services	182,120	182,943	823	0%
Heating of Buildings	220,000	200,000	(20,000)	-9%
Utility Services	371,800	385,780	13,980	4%
Grounds Maintenance	109,724	111,959	2,235	2%
Maintenance – Buildings	154,195	154,837	642	0%
Maintenance of Equipment	132,379	142,875	10,496	8%
Technology Maintenance	7,600	7,300	(300)	-4%
Employer Retirement Contributions	195,000	200,000	5,000	3%
Insurance for Active Employees	1,427,500	1,447,500	20,000	1%
Insurance for Retired Employees	420,170	420,170	0	0%
Other Non Employee Insurance	82,976	85,000	2,024	2%
Asset Acquisition & Improvement	100,000	100,000	0	0%
Debt Svc-Principal/School Construction	355,000	355,000	0	0%
Debt Svc-Interest/School Construction	197,595	181,620	(15,975)	-8%
School Choice	15,000	15,000	0	0%
Total	10,694,089	11,572,242	878,153	8%

Department Detail— Public Works

	FY12 Actual	FY13 Budget	FY14 TMR	\$ Increase (Decrease)	% Increase (Decrease)
Personal Services	1,696,213	1,604,363	1,572,385	(31,978)	(1.99%)
Expenses	2,716,717	2,637,648	2,672,363	34,715	1.32%
Total	4,412,930	4,242,011	4,244,748	2,737	0.06%

Public Works includes:

- Engineering Department
- Highway Department
- Stormwater Management
- Recycling
- Solid Waste
- Sewerage Collection
- Cemetery

Changes

The total Public Works FY14 budget is essentially flat compared to FY13, showing an increase of only 0.06%. A \$31,978 decrease in Personal Services is largely due to the transfer of 50% of the cost of the Project and Facilities Technician from the Highway budget to the Public Buildings and Property Maintenance budget (see General Government section). Without this accounting change, DPW total costs would have increased by 0.8%.

The vacant Administrative Assistant position in the Highway Department was filled by an employee on a lower step, thus at a lower cost than the prior assistant.

The \$34,715 increase in Expenses is the result of a \$20,000 increase in NESWC (trash) fees, a \$12,000 increase in curbside collection costs over FY13 (increase in “tipping fees” from \$71.50 to \$73/ton), and an increase of \$7,500 in landfill monitoring fees, offset by reductions in expenses for recycling.

The FY14 capital budget allocates \$195,792 for a 10-wheel dump/sand truck for the Highway Department, as well as \$600,000 for design work required for town-wide drainage systems and two intersection redesigns.

It should be noted that the Highway Department is responsible for the maintenance of about 153 miles of accepted roads, an increase of 74 miles over the 79 miles of roads in 1992. The Department has managed to handle this increase with the same number of highway staff as in 1992 (13), and an addition of one office staff and ½ of a mechanic.

Department Detail – Health and Human Services

	FY12 Actual	FY13 Budget	FY14 TMR	\$ Increase (Decrease)	% Increase (Decrease)
Personal Services	698,701	736,028	767,219	31,191	4.24%
Expenses	183,967	183,841	216,091	32,250	17.54%
Total	882,668	918,869	983,310	63,441	6.90%

Health & Human Services includes:

- Board of Health
- Veterans Services
- Cameron Senior Center
- Council on Aging

Health and Human Services includes the Board of Health, the Cameron Senior Center, the Council on Aging, and Veteran’s Services.

Changes

The total FY14 budgeted cost for this group is recommended to increase by \$63,441, or 6.9%, from the FY13 budget.

About half of the increase (\$32,900) is in Veteran’s Services, where the number of recipients of Chapter 115 benefits has been increasing at the rate of about one person every six to eight weeks. These benefits are budgeted at \$78,000 in FY14, up \$22,000 from FY13. 75% of these benefit costs are reimbursed by the state (treated as revenue in the budget).

In FY13, Veterans Services initiated a program similar to the Senior Tax Program and the Finance Committee provided \$5,000 in funding so that five veterans can work for the Town (or have another person work for them) and receive a rebate on their property tax bills. \$5,000 has been budgeted for the Veteran’s Tax Work Program in FY14.

In FY13, there was a \$20,000 transfer from the Finance Committee Reserve Fund for Veteran Services to supplement Veteran benefits through March 2013.

A \$14,675 increase in the Council on Aging budget reflects a salary increase for a Social Worker position newly filled at a higher level than the previous incumbent, and an increase in the senior rebate awards from \$800 to \$1,000. Also, there is a \$4,000 increase budgeted for the Senior Center to address ongoing problems with the HVAC system.

The Board of Health is allocated a \$4,000 increase (to \$10,000) to match FY12 actual costs of the flu clinic. Reimbursements are received from insurers to cover the expenses of the flu clinics (treated as revenue in the budget).

The Board has also requested a revolving fund for Immunizations and Clinical Services with a \$25,000 expenditure limit. If this is approved at Town Meeting, the \$10,000 earmarked for flu vaccines, as well as the associated offsetting revenues, will be eliminated from the FY15 budget and accounted for in the revolving fund. Currently revenue from health clinics go into the General Fund.

In FY13, \$3,000 was transferred to the Health Department for an over 65 yrs old flu clinic.

Department Detail — Culture and Recreation:

	FY12 Actual	FY13 Budget	FY14 TMR	\$ Increase (Decrease)	% Increase (Decrease)
Personal					
Services	1,518,688	1,563,984	1,573,390	9,406	0.60%
Expenses	443,488	452,441	455,428	2,987	0.66%
Offset	(268,199)	(232,057)	(232,667)	(610)	(0.26%)
Total	1,693,977	1,784,368	1,796,151	11,783	0.66%

Culture & Recreation includes:

- J.V. Fletcher Library
- Land Management
- Recreation (excluding enterprise)
- Historical Commission
- Parks & Grounds

Changes

J.V. Fletcher Library

The FY14 Library Budget of \$1,435,032 reflects an increase of \$10,494 (0.74%) over the FY13 Budget of \$1,424,538. The Personal Services budget increase is due to a 1% COLA in the salaries of non-union staff, a few increases in longevity for contractual employees, and one promotion. Reductions in line items for equipment maintenance and gasoline reflect the discontinuance of the Bookmobile. Postage costs have increased by 36% in order to comply with new circulation and notice requirements regarding overdue, recall, billing and lost notices to patrons.

Though the Library’s overall budget complies with the Town Manager’s recommended budget and it is able to maintain its service hours to the community, the amount appropriated is approximately \$30,000 less than the Municipal Appropriation Requirement (minimum standards of expenditures for library materials) established by state regulations adopted by the Massachusetts Board of Library Commissioners for a free public library and as such, the Board of Library Trustees will once again, have to file for a waiver from this requirement.

In FY13, \$9000 was transferred from the Finance Committee Reserve Fund to replace a failing heat pump at the library.

Recreation and Parks & Grounds

The FY14 budget for the Recreation and Parks & Grounds Departments reflects a combined increase of \$4,419 (1.47%) over FY13. Although the Recreation and Parks department head also oversees the Cemetery operations, the budget for that department is included in the Public Works budget.

A portion of the salaries of Recreation and Parks administrative staff is allocated to the Cemetery budget to reflect time allocated to overseeing that operation. Also, the costs of some personnel and equipment that are shared with the Highway Department are allocated between the departments based on summer/winter assignments.

Costs for Personal Services have increased slightly due to a 1% COLA for staff, and contractual increases. Anticipated utility costs are based upon FY12 actual usage and therefore, a reduction from FY13 is indicated. The budget reflects a 5.43% increase in equipment and ground maintenance because of the addition of a line item identifying such cost. The Parks and Grounds FY14 budget will receive a \$30,000 offset from the Field Maintenance Revolving Fund, which received revenues from permit fees charged to various users for organized activities. This is not reflected in the figures above.

Costs for user programs operated by the Recreation Department are accounted for in the Recreation Enterprise Account (see page 33), into which user fees are deposited.

Land Management

This budget supports properties managed by the Conservation Commission. There are no budget changes (FY14 utility costs are also based upon FY12 actuals), but a future increase may be required for Caretaker Services for East Boston Camps once the Conservation Commission issues an RFP for caretaker services for the EBC property.

Historical Commission

This budget was reduced by \$3,130, (21.11%) to reflect FY12 actual spending.

Department Detail — Debt Service

	FY12 Actual	FY13 Budget	FY14 TMR	\$ Increase (Decrease)	% Increase (Decrease)
Exempt	6,589,850	6,475,190	6,221,314	(253,876)	(3.92%)
Non-Exempt	821,507	983,266	1,159,791	176,525	17.95%
Short Term Interest	500	2,000	9,250	7,250	362.50%
Total	7,411,857	7,460,456	7,390,355	(70,101)	(0.94%)

Capital needs are funded either through the Operating Budget as part of the Capital budget (commonly called "pay as you go"), or through bonding under the levy known as Non-Excluded debt (also called Non-Exempt) or through Excluded (also called Exempt) debt (authorized by a vote by Westford residents to pay outside the Prop 2 ½ levy limit). The Town's Capital Planning Committee reviews all departmental requests and presents a prioritized list to the Town Manager. Through the budget process a plan is established to determine how each capital item will be funded.

The Capital Planning Committee uses the guideline that major non-recurring tangible assets or projects which cost more than \$ 10,000, have a useful life of longer than five years, and are purchased or undertaken at intervals of not less than five years are Capital items and are bonded and not paid for as part of the Operating Expense budget. Items acquired by the technology department (excluding software) are exempt from these restrictions due to the rapidly changing nature of technology advancement and costs.

The following tables show the yearly Debt Service payments and Total Outstanding Debt (Principal and Interest). Here is a brief description of these tables:

Debt Service - These tables show the total of the Principal and Interest payments that will be made for Fiscal Years 2013 and 2014, and the year of expiration for the loan, for the Exempt and Non-Exempt items that have been approved by previous voters. These payments are included in the Town's Operating Budget within the Debt Service line on the budget.

Also included are items passed by Town Meetings in the past few years which are temporarily being paid for via short term debt. To bond items, it costs the Town approximately \$40,000 in bonding expenses (regardless of the amount being bonded). Because interest rates are so low right now, it was felt to be more prudent to wait until the Town had a larger amount of debt to bond, and then incur the cost of bonding once on a larger dollar amount vs. bonding multiple times for smaller dollar amounts.

<u>Existing Long Term Debt - Excluded:</u>	Year of Loan Expiration	FY13 Budget \$	FY14 Budget \$
ACADEMY REFUNDING 1	2020	332,825	332,825
ACADEMY REFUNDING 2	2014	1,425,263	1,349,263
ELEMENTARY SCHOOL CONST -Crisafulli/Miller	2023	1,607,388	1,613,638
MIDDLE SCHOOL CONST - Stony Brook	2023	1,533,914	1,541,908
CLASSROOM CONV DAY ABBOT	2014	58,685	56,238

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SENIOR CENTER DESIGN (385K)	2013	96,425	
SENIOR CENTER CONSTRUCTION	2030	317,600	312,350
HIGHWAY GARAGE CONSTRUCTION	2024	784,381	758,131
HIGHWAY GARAGE CONST 2	2016	92,800	89,600
HIGHWAY GARAGE A&E	2018	61,938	60,000
FIRE STATION CONST	2014	112,035	107,363
FIRE STATION SUPPLEMENTAL	2013	20,775	
BORDELEAU LAND ACQ	2013	31,163	
Existing Long Term Debt - Excluded Total		\$6,475,190	\$6,221,314

Existing Long Term Debt - Non Excluded:	Year of Loan Expiration	FY13 Budget \$	FY 14 Budget \$
ABBOT SEPTIC TOWN CTR EXT	2013	103,875	
SCHOOL BLDG & FAC REPAIR(ABBOT WINDOWS)	2014	108,875	103,875
LAND ACQ DREW PARCEL	2014	10,670	10,225
ABBOT SEPTIC TOWN CTR EXT-BOND 2	2014	43,550	41,550
MODULAR CLASSROOMS Refunding 1, WA Ref 2	2015	210,215	205,015
SEWER EXTENSION	2019	128,000	124,000
TITLE V	2020	4,087	4,087
TOWN HALL CONSTRUCTION G/F	2030	117,409	115,919
GROTON ROAD WATER MAIN ESTIMATED	2031	17,018	17,001
WPAT – PERCHLORATE REMEDIATION	2031	48,666	47,616
ABBOT ELEVATOR (\$500,000 TOTAL)*	EST	67,500	67,500
DEPART. EQPT. – SWEEPER & POLICE BASE RADIO (\$425,000 TOTAL)*	EST	57,375	57,375
ABBOT BOILER (\$90,000 TOTAL)*	EST	13,150	13,150
AMBULANCE (\$225,000 TOTAL)*	EST	52,875	52,875
Existing Long Term Debt - Non Excluded		\$983,266	\$860,188

*AUTHORIZED BUT NOT PERMANENTLY BORROWED

Proposed Non-Excluded Debt for the March 23, 2013 Annual Town Meeting:	Loan Expiration (Est No. Years)	FY13 Budget \$	FY 14 Est. Budget \$
PUBLIC WORKS PROJECTS (TOTAL \$600,000)	5	-	138,125
WESTFORD ACAD. BLEACHERS (TOTAL \$550,000)	15	-	46,933
FIRE ENGINE & DUMP TRUCK (TOTAL \$739,792)	10	-	88,245
ABBOT & ROBINSON BOILERS (TOTAL \$180,000)	9	-	26,300
Proposed New Long Term Debt - Non Excluded		-	\$299,603
Existing Total Long Term Debt – Non Excluded		\$983,266	\$1,159,791
Total: Existing and Proposed Long-term Debt – Non-Exempt		\$983,266	\$1,159,791
FY14 Increase Amount:			\$176,525

As older project bonds are paid off, funds are generally freed up for new capital asset improvements. In FY14, the increased cost of principal and interest payments on newly issued bonds is estimated to exceed reductions due to paid-off bonds in FY13, resulting in an increase in the FY14 Debt Service budget of \$229,400 for non-excluded bonds.

Principal & Interest Outstanding

The following chart reflects the amounts of long-term debt outstanding as of June 30, 2013, including both total principal outstanding and projected interest costs over the life of the bonds:

Loan Category	Year of Loan Expiration	Proj. Payment Totals as of June 30, 2013		
		Principal O/S	Interest	Total
Long Term Debt - Exempt				
FIRE STATION CONST	2014	105,000	2,363	107,363
CLASSROOM CONV DAY ABBOT	2014	55,000	1,238	56,238
ACADEMY REFUNDING 2	2014	1,315,000	34,263	1,349,263
HIGHWAY GARAGE CONST 2	2016	240,000	19,200	259,200
HIGHWAY GARAGE A&E	2018	250,000	30,000	280,000
ACADEMY REFUNDING 1	2020	7,970,000	1,465,513	9,435,513
ELEMENTARY SCHOOL CONST - CRISAFULLI/MILLER	2023	12,860,000	3,388,088	16,248,088
MIDDLE SCHOOL CONST - STONY BROOK	2023	12,255,000	3,227,060	15,482,060
HIGHWAY GARAGE CONSTRUCTION	2024	5,240,000	1,371,631	6,611,631
SENIOR CENTER CONSTRUCTION	2030	3,400,000	1,060,200	4,460,200
Long Term Debt - Exempt Total		\$43,690,000	\$10,599,554	\$54,289,554
Long Term Debt – Non-Exempt				
SCHOOL BLDG & FAC REPAIR(ABBOT WINDOWS) AND ACQ DREW PARCEL	2014	100,000	3,875	103,875
ABBOT SEPTIC TOWN CTR EXT-BOND 2	2014	40,000	1,550	41,550
MODULAR CLASSROOMS Refunding 1, ACADEMY REFI 2	2015	385,000	14,955	399,955
SEWER EXTENSION	2019	600,000	84,000	684,000
TITLE V	2020	28,244	-	28,244
TOWN HALL CONSTRUCTION	2030	1,151,500	378,032	1,529,532
GROTON ROAD WATER MAIN	2031	251,424	47,958	299,382
WPAT - PERCHLORATE REMEDIATION	2031	718,993	137,143	856,136
Long Term Debt – Non-Exempt Total		\$3,285,161	\$667,738	\$3,952,899
Total Long-Term Debt		\$46,975,161	\$11,267,292	\$58,242,453

Department Detail — Unclassified

	FY12 Actual	FY13 Budget	FY14 TMR	\$ Increase (Decrease)	% Increase (Decrease)
Health Insurance Middlesex	7,724,184	9,438,000	10,177,521	739,521	7.84%
Retirement	3,030,843	3,168,130	3,657,194	489,064	15.44%
Other Insurance and Benefits	1,445,499	1,651,008	1,722,953	71,945	4.36%
Offsets	(729,441)	(663,123)	(825,427)	(162,304)	24.48%
Total	11,471,085	13,594,015	14,732,241	1,138,226	8.37%

Changes

This budget includes items that are centrally budgeted and are not classified into individual departments. In this budget are such line items as:

- Employee Benefits for both School and Town employees, including Health Insurance, Middlesex Retirement Assessment (except for School employees covered by Massachusetts Teachers' Retirement System), Employer Share of Medicare Tax
- Workers' Compensation and Unemployment Compensation
- Town-wide Liability Insurance and Property Insurance
- Sick Leave and Vacation Buyback for Town employees
- Indirect Cost offsets for Enterprise Funds (Water, Recreation and Ambulance)

For FY14, Health Insurance costs are estimated to increase by \$739,521, or 7.84%. Westford's rate typically changes in November of each year. In November 2012, the rates increased by 12.67%.

The Middlesex Retirement System assessment increase of \$489,064 (15.44%) is due to adjustments to the actuarial rate of return, adjustments to mortality tables, and unexpected disability retirements.

Offsets are a negative amount in this budget, whose purpose is to charge back to the Enterprise Funds (Water, Recreation and Ambulance) for the direct and indirect costs associated with their operations. This includes health insurance, Medicare and retirement costs, a portion of general insurance, and charges for services provided by other Town departments, such as payroll, budget, treasury, and the like. This is to give a true picture of total operating costs for these funds. Only the Water Enterprise Fund is self-sufficient at this time.

The Budget Office has analyzed the Unclassified budget line items to estimate the amount of cost allocable to Town Departments and the School Department, using data such as employee counts, actual prior period cost data from insurers and other factors. Based on this analysis, approximately 62% (\$9,665,900) of the total unclassified budget of \$15,558,380 (excluding offsets), is allocable to the School Department, and approximately 38% (\$5,892,480) is allocable to Town departments.

Enterprise Funds:

Westford has three enterprise funds that provide goods or services to the public for a fee that contributes to the support of the entity. A goal is for Enterprise Funds to each be self-sufficient.

- Water: established in 1992, all expenses are covered by the water-takers.
- Ambulance: established in 2004, partial General Fund subsidy (FY14 \$403,441).
- Recreation: established in 2008, partial General Fund subsidy (FY14 \$117,224).

Department Detail — Water Enterprise Fund

	FY12 Actual	FY13 Budget	FY14 TMR	\$ Increase (Decrease)	% Increase (Decrease)
Personal Services	962,548	1,020,086	1,102,654	82,568	8.09%
Expenses	1,375,058	1,567,579	1,632,774	65,195	4.16%
Reserve Fund		250,000	250,000	0	
Capital	852,253	945,729	956,386	10,657	1.13%
Total	3,189,859	3,783,394	3,941,814	158,420	4.19%

Overview

All costs of the Water Enterprise are borne by the water takers; there is no subsidy and no impact on the property tax rate. The current long range projections for the Westford Water Department indicates that the water rates should be adequate through at least FY17 without any rate increase.

Changes to Costs

Personal Services increase by \$82,568 over the FY13 budget. This increase reflects the addition of a new water foreman for the meter division (\$60,301), a part-time department clerical assistant (\$15,526), 2 part-time summer seasonal staff (\$10,560) and a proposed band change for the Business Manager (\$9,099) to reflect increased responsibilities. Reductions in other salary accounts partially offset the increases. The changes are the result of a reorganization providing more management focus on meter testing, meter repair and meter replacements.

Expenses increased by \$65,195. This figure includes \$25,000 for a new account for hydrant repair and replacement, a \$25,000 increase for well repairs and improvements and a \$32,000 increase for indirect costs, offset by a \$15,000 reduction in legal expenses.

The Emergency Reserve, which was authorized last year, is funded at the same \$250,000 level as in FY13. This Fund can only be used for Emergency/Unforeseen expenses, and only if approved by the Finance Committee. Each year the Annual Town Meeting must vote to replenish the Emergency Reserve Fund for the following year from the Water Enterprise undesignated reserves.

The FY14 Capital budget covers \$670,000 of non-bonded projects including installation of

a 12-inch main in Nabnasset (\$600k), replacements for a 2005 utility van (\$30k) and a 2000 ¾ ton four-wheel-drive pick-up truck (\$40k). These are all funded from the Water Enterprise Fund.

The \$956,386 Debt Service budget for the Water Department includes \$124,600 to cover the first year's payments on \$2.8 million of new 20-year bonding for the following previously approved projects: \$1.5 million for water distribution system improvements in Graniteville, \$550,000 for a 12 inch water main replacement on Littleton Road between Boston Road and Nixon Road, and \$750,000 for a 12 inch water main replacement on Littleton Road between Nixon Road and St. Mary's Drive.

Water Revenues: estimated revenues for FY14 are \$3,470,340, a slight decrease of \$57,758 from \$3,528,098 estimated for FY13.

Department Detail— Ambulance Enterprise Fund

	FY12 Actual	FY13 Budget	FY14 TMR	\$ Increase (Decrease)	% Increase (Decrease)
Personal Services	602,998	647,467	658,782	11,315	1.75%
Expenses	361,397	331,230	394,659	63,429	19.15%
Total	964,395	978,697	1,053,441	74,744	7.64%

Changes

Around the clock ALS (Advanced Life Support) is now available to the town. ALS provides an advanced level of care compared to Basic Life Support. The personal services line has increased slightly to include an increase in EMT (paramedic) stipends for this higher level of care, and for contractual education stipend pay. A portion of the FY13 Holiday Overtime budget had been transferred to the Fire Department to more accurately reflect where costs are incurred. The overall expense line has increased because of a \$70,339 increase to direct and indirect costs. There have also been increases to the gasoline and medical supplies budgets, and a decrease in one-time equipment costs.

The Ambulance Enterprise is not yet self-supporting. A Town subsidy of \$403,441 (38.3% of the budget) is expected for FY14. There is an ongoing issue of uncollected ambulance services billing, with several insurance providers reimbursing patients rather than sending payments to the Town, which as the provider has submitted the billings. This creates an issue of collection, with some bills not being paid. In FY12, \$121,655 in bad debts was written off (representing unpaid bills from previous years.)

Department Detail — Recreation Enterprise Fund

	FY12 Actual	FY13 Budget	FY14 TMR	\$ Increase (Decrease)	% Increase (Decrease)
Personal					
Services	886,333	898,118	913,506	15,388	1.71%
Expenses	257,476	243,948	304,218	60,270	24.71%
Total	1,143,809	1,142,066	1,217,724	75,658	6.62%

The Recreation Enterprise Fund is supported by user fees for programs, and receives a subsidy from the General Fund since it is not self-supporting. The general fund subsidy for FY14 is \$117,224, which represents 9.6% of the total budget of \$1,217,724.

The budget for the Recreation Enterprise Fund includes the salaries for program staff, a portion of the salaries for the Recreation Management and Administration, health and workers' compensation insurance, and indirect costs attributed to the support provided by other Town departments including, but not limited to, Budget, Treasury, Human Resources, and Payroll.

Changes

The FY14 Recreation Enterprise budget is recommended to increase by \$75,658 (6.62%) over the FY13 Budget due to the following:

Personal Services: increase of \$15,388 primarily due to increased seasonal program staff costs previously funded from the Recreation revolving account (\$15,333).

Expenses: Increase of \$60,270 due to \$59,503 increase in direct and indirect costs, and a small increase in building maintenance costs.

Department Detail — Community Preservation Fund

	FY12 Actual	FY13 Budget	FY14 TMR	\$ Increase (Decrease)	% Increase (Decrease)
Personal Services	2,329	9,000	9,000	0	0.00%
Expenses	3,865	6,000	6,000	0	0.00%
Principal & Interest on Debt	875,970	876,266	874,861	(1,405)	(0.16%)
Total	882,163	891,266	889,861	(1,405)	(0.16%)

Changes: The FY14 operating budget for Community Preservation remains level-funded at \$15,000, with slightly declining principal and interest payments on bond issues. This entire budget is funded from Community Preservation funds.

This year there is a concerted emphasis to increase funding for Community Housing. The Community Preservation Committee recommends that \$308,946 in new funds be transferred to the Community Housing Reserve fund. That amount, in addition to that reserve fund’s current balance of \$25,054, totaling \$334,000 will then be allocated to Westford’s Affordable Housing Commission in order for them to use these critical funds to further support affordable housing in Westford. An additional \$90,000 project balance from a previously approved housing project is also recommended to be transferred to the Affordable Housing Trust.

In addition to the annual Principal and Interest payment for East Boston Camps (FY14 - \$788,480), Westford continues to actively support conservation land efforts. At the October 2013 Special Town Meeting, \$760,000 was authorized to secure a Conservation Restriction on the O’Brien property. This restriction secured an additional 23 acres of conservation land for Westford.

Westford continues to protect its historic public buildings through Community Preservation projects at the JV Fletcher Library, Frost and Roudenbush buildings.

Community Preservation Funds – FY13 Recommended Allocations

The Community Preservation Committee makes the following recommendations:

\$308,946	From Undesignated Fund Balance To the Community Housing Reserve This allocation more than covers the required 10% for Community Housing	Community Housing Reserve
\$138,636	From Undesignated Fund Balance To the Historic Resources Reserve This allocation more than covers the required 10% for Historical Resources	Historic Resources Reserve

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\$190,000	From Undesignated Fund Balance To the Conservation Trust Fund for future land purchases and any other related costs.	Conservation Commission
\$10,018	From Undesignated Fund Balance For the Victorian Chimney Rehabilitation and Attic Window Restoration at the J.V. Fletcher Library located at 50 Main Street	Board of Library Trustees
\$334,000	From Community Housing Fund Balance To the Affordable Housing Trust for the creation, preservation, support, rehabilitation or restoration of affordable housing and any other related costs.	Affordable Housing Trust
\$70,000	From Historic Resources Fund Balance For the rehabilitation of the Frost School Roof located at 73 Main Street and any other related costs.	Historical Commission
\$88,500	From Historic Resources Fund Balance For the design and installation of fire protection improvements for the Roudenbush Community Center, Inc. located at 65 Main Street and any other related costs.	Historical Commission
\$90,000	From the remaining balance of the Purchase & Retro-fit of a Potential Group Home project approved under Article 16 of the May 10, 2008 Annual Town Meeting. To the Affordable Housing Trust for the creation, preservation, support, rehabilitation or restoration of affordable housing and any other related costs.	Affordable Housing Trust

Community Preservation Fund Revenues

The Community Preservation budget is funded by a 3% special local property tax surtax, authorized by state law and adopted by Town Meeting effective in 2003. The state also provides a share of funding, which has consistently declined since inception of the program, from \$815,485 in 2003 to \$385,895 in 2012.

Westford has determined that revenues received in one year will not be allocated or expended until the following year. This ensures funds for this special purpose are "in the bank" before being expended. Thus, the FY13 allocations listed below are based on revenues actually received in FY12. The chart below summarizes the FY12 revenue;

Total FY12 Community Preservation Revenue – Allocable in FY13:

Local 3% surcharge	1,361,388
State matching funds	385,895
Penalties & Interest	2,356
Earnings on Investments	106,484
Sub-total: Amount subject to 10% minimum	1,856,123
Gifts	30,000
Total	\$1,886,123

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Community Preservation funds can only be used for Community Housing, Open Space, Historic Preservation, and Recreation. One of the law's requirements is minimum spending of 10% for Community Housing, 10% for Open Space and 10% for Historic Preservation. Westford's 10% amount this year is \$185,613. Once these thresholds have been met, the remainder of available funds can be allocated for any of the four categories.

The Community Preservation Fund balance carries over from year-to-year and is separate from other reserves and free cash. Currently the general (undesignated) and area-specific balances of Community Preservation funds are:

Community Preservation Fund – Available Balances and Allocations for FY13

Description	Undesignated	Historic	Open Space	Community Housing	Total
Fund Balance - 6/30/12	\$2,266,019	10,597	677	0	\$2,277,293
Plus: Prior project closeouts –FY13	33,791	9,268	0	25,054	68,113
Fund Balance with closeouts	2,299,810	19,865	677	25,054	2,345,406
Less: FY13 Operating Expense & Principal & Interest Pyts.	(891,266)				(891,266)
Equals: Fund balance available for FY13 Allocations	1,408,544	19,865	677	25,054	1,454,140
Less:					
• Fall 2012 Town Meeting Appropriation for O'Brien Farm	(760,000)				(760,000)
Less:					
• Mar. 2013 ATM Appropriations for transfer to Community Housing and Historic Resources:	(308,946)			308,946	0
	(138,636)	138,636			0
• Mar. 2013 ATM Appropriations for other recommended allocations:	(200,018)	(158,500)			(358,518)
• Mar. 2013 ATM Transfers from Available Funds in Sub-funds:				(334,000)	(334,000)
Sub-total: March 2013 ATM	(647,600)	(19,864)	0	(25,054)	(692,518)
Total FY13 Appr. & Transfers	(1,407,600)	(19,864)	0	(25,054)	(1,452,518)
Projected FY13 Ending Fund Balance:	944	1	677	0	1,622
Estimated New Revenues as of 6/30/13:	1,825,155				1,825,155
Projected Available Fund Balance as of 6/30/13 (prior to allocations in FY14)	1,826,099	1	677	0	1,826,777

Community Preservation Fund Debt Service – Principal and Interest

Currently, there are two bonded Capital projects funded from Community Preservation Funds:

	FY13 Budget			FY14 Budget			FY14 \$ Change
	Principal	Interest	Total	Principal	Interest	Total	
East Boston Camps	615,000	173,775	788,775	635,000	153,480	788,480	(295)
Town Hall Restoration	55,500	31,991	87,491	55,500	30,881	86,381	(1,110)
Total	670,000	205,766	876,266	690,000	184,361	874,861	(1,405)

Finance Committee Reserve Fund Transfers – FY13

Date	Transaction	Amount	Balance	Comment
3/24/12	Annual ATM/STM Appropriation	191,000.00	191,000.00	
8/23/12	Board of Health: Flu Vaccine	(3,000.00)	188,000.00	Special clinic for residents age 65+
8/23/12	Police: K-9 Cruiser Supplemental	(10,000.00)	178,000.00	K-9 Supplemental: Balance raised by Vest-A-Dog nonprofit and trade-in of cruisers
9/27/12	Police: Cruiser Replacement	(23,379.75)	154,620.25	To replace cruiser involved in an accident
11/8/12	Veterans Benefits	(20,000.00)	134,620.25	To fund Veterans Benefits through March 2013
11/8/12	Fire: Engine #3 Rehab Supplemental	(24,560.00)	110,060.25	Additional repairs needed for rehab of truck
12/6/12	Veterans Tax Work Program	(5,000.00)	105,060.25	New program approved by BOS on 11/27/12.
Sub-Total: Reserve Fund Transfers as of Dec 31, 2012		(\$85,939.75)	105,060.25	
1/24/13	Library: Replace Heat Pump #3	(9,000.00)	96,060.25	Heat pump failure.
Total as of 2/28/13		(94,939.75)	96,060.25	

**COMMONWEALTH OF MASSACHUSETTS
TOWN OF WESTFORD
WARRANT**

Middlesex, ss.

To the Constable of the Town of Westford, in said County,

GREETINGS:

You are required in the name of the Commonwealth aforesaid, to notify and warn all inhabitants of said Town qualified to vote in elections, and also in Town affairs, to meet at the Abbot School Gymnasium at Depot Street on the following date:

Saturday, March 23, 2013

(voter registration deadline, Friday, March 1, 2013 at 8:00pm)

at 10:00 o'clock in the morning, then and there to act upon the following articles:

REPORTS

ARTICLE 1: Accept Town Reports	<i>Town Manager</i>
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To see if the Town will vote to accept the Reports of Town Officers, Boards and Committees for the Fiscal Year 2012;

Or act in relation thereto.

Board of Selectmen recommends approval

FINANCIAL - FISCAL YEAR 2013

ARTICLE 2: Unpaid Bills from Previous Fiscal Year(s)	<i>Town Manager</i>
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To see if the Town will vote to appropriate a sum of money to pay for unpaid bills of prior fiscal years for various Town departments in accordance with the provisions of [Massachusetts General Laws Chapter 44, Section 64](#);

Or act in relation thereto.

Finance Committee and Board of Selectmen recommend approval

ARTICLE 3: Fiscal Year 2013 Supplemental Appropriations	<i>Town Manager</i>
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To see if the Town will vote to appropriate various sums in order to supplement operating budgets for the Fiscal Year ending June 30, 2013;

Or act in relation thereto.

Finance Committee and Board of Selectmen recommend approval

ARTICLE 4: Fiscal Year 2013 Budget Transfers	<i>Town Manager</i>
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To see if the Town will vote to transfer various sums between and among various accounts for the Fiscal Year ending June 30, 2013;

Or act in relation thereto.

Finance Committee and Board of Selectmen recommendation at Town Meeting

ARTICLE 5: Transfer From the Perchlorate Stabilization Fund for Perchlorate Expenses	<i>Board of Selectmen</i>
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To see if the Town will vote to transfer the sum of \$250,000 (TWO HUNDRED FIFTY THOUSAND DOLLARS) from the perchlorate stabilization fund to the town manager perchlorate remediation account for the purpose of providing funds to address associated issues regarding perchlorate contamination;

Or act in relation thereto.

Finance Committee and Board of Selectmen recommend approval

ARTICLE 6: Appropriate Funds to Address Public Safety Hazards at 12 North Main Street	<i>Board of Selectmen</i>
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To see if the Town will vote to appropriate from Free Cash the sum of \$50,000 (FIFTY THOUSAND DOLLARS) for the purpose of providing funds to address associated issues regarding the condition of the property at 12 North Main Street;

Or act in relation thereto.

Finance Committee and Board of Selectmen recommend approval

ARTICLE 7: Authorize Expenditure from Insurance Receipts Reserved	<i>Board of Selectmen</i>
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To see if the Town will vote to appropriate from insurance receipts reserved in accordance with Massachusetts General Laws Chapter 44, Section 53;

Or act in relation thereto.

Finance Committee and Board of Selectmen recommend approval

ARTICLE 8: Capital Appropriations for Fiscal Year 2013	<i>Capital Planning Committee</i>
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To see if the Town will appropriate by taxation, by transfer from available funds, by borrowing, or any combination thereof, the sum of \$781,000 (SEVEN HUNDRED EIGHTY ONE THOUSAND DOLLARS) to provide for the following capital requests:

<i>DEPARTMENT</i>	<i>AMOUNT</i>	<i>PURPOSE</i>
Ambulance	\$60,000	Rehabilitation of Ambulance #10 and any other related costs
Ambulance	\$20,000	Purchase Emergency Medical Service equipment and any other related costs
Engineering	\$31,000	Minot's Corner Engineering
Water Department	\$600,000	Water system improvements on Edwards Avenue, Hadley Road, and Williams Avenue in the Nabnasset Section of Town, including all costs incidental and related thereto
Water Department	\$40,000	Purchase of a 4 Wheel Drive pick-up truck w/plow, accessories and any other related costs
Water Department	\$30,000	Purchase of Utility Van, accessories and any other related costs

Or act in relation thereto.

Finance Committee and Board of Selectmen recommend approval

COMMUNITY PRESERVATION FUNDS

ARTICLE 9: Community Preservation Committee Recommendations	<i>Community Preservation Committee</i>
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To see if the Town will vote to hear and act on the report of the Community Preservation Committee on the Fiscal Year 2013 Community Preservation budget and to appropriate from the Community Preservation Fund a sum of money not exceeding 5% of the FY2013 estimated annual revenues to meet the administrative expenses and all other necessary and proper expenses of the Community Preservation Committee for Fiscal Year 2013; and further to reserve for future appropriation a sum of money from the Community Preservation Fund for open space, historic resources, and community housing purposes, and further to appropriate from the Community Preservation Fund or borrow pursuant to [Massachusetts General Laws Chapter 44B, Section 11](#), or any other enabling authority, a sum or sums of money for Community Preservation projects or purposes, including acquisition of interests in land, all as recommended by the Community Preservation Committee;

Or act in relation thereto.

Finance Committee and Board of Selectmen recommend approval

FINANCIAL-FISCAL YEAR 2014

ARTICLE 10: Amend the Wage and Classification Plan

Town Manager

To see if the Town will vote to amend the Pay Classification Plan for non-unionized municipal employees, effective July 1, 2013;

Or act in relation thereto.

Finance Committee and Board of Selectmen recommend approval

ARTICLE 11: Fiscal Year 2014 Operating Budget

Town Manager

To see if the Town will vote to appropriate a sum of money by taxation, by transfer from available funds, by borrowing, or any combination thereof, for the operation and maintenance of Town Departments for the Fiscal Year July 1, 2013 through June 30, 2014, and that such sums be expended for such purposes under the direction of the respective Town Officers, Boards and Committees;

Or

To see if the Town will vote to appropriate a sum of money by taxation, by transfer from available funds, by borrowing, or any combination thereof, for the operation and maintenance of Town Departments for the Fiscal Year July 1, 2013 through June 30, 2014, and further to raise and appropriate a supplemental amount to fund the operation and maintenance of the Westford Public Schools contingent on the passage of a Proposition 2 and ½ override; and that all such sums be expended for such purposes under the direction of the respective Town Officers, Boards and Committees;

Or act in relation thereto.

Finance Committee and Board of Selectmen recommend approval

Westford FY2014 Finance Committee Report

		FY 2012	FY 2013	FY 2014	FY 13/FY14	FY 13/FY14
		ACTUAL	BUDGET	TM & FINCOM	VARIANCE	% CHANGE
				RECOMMEND		
GENERAL GOVERNMENT						
122	SELECTMEN					
	Personal Services	0	0	0		
	Expenses	28,756	55,464	19,806	(35,658)	-64.3%
	TOTAL	28,756	55,464	19,806	(35,658)	-64.3%
123	TOWN MANAGER					
	Personal Services	301,566	303,282	308,452	5,170	1.7%
	Expenses	40,664	43,380	33,258	(10,122)	-23.3%
	TOTAL	342,230	346,662	341,710	(4,952)	-1.4%
131	FINANCE COMMITTEE					
	Personal Services	0	0	0		
	Expenses	7,763	10,065	10,113	48	0.5%
	Reserve Fund	242,000	191,000	191,000	0	0.0%
	(Transfers out)	(112,269)	(85,940)	0	85,940	-100.0%
	TOTAL	137,494	115,125	201,113	85,988	74.7%
135	TOWN ACCOUNTANT					
	Personal Services	212,334	221,184	225,213	4,029	1.8%
	Expenses	35,255	42,160	36,360	(5,800)	-13.8%
	TOTAL	247,489	263,344	261,573	(1,771)	-0.7%
137	BUDGET DIRECTOR					
	Personal Services	76,798	76,798	77,561	763	1.0%
	Expenses	77	1,300	1,300	0	0.0%
	TOTAL	76,875	78,098	78,861	763	1.0%
141	BOARD OF ASSESSORS					
	Personal Services	212,809	212,810	214,369	1,559	0.7%
	Expenses	22,593	38,850	24,600	(14,250)	-36.7%
	TOTAL	235,402	251,660	238,969	14,900	-5.0%
145	TREASURER / COLLECTOR					
	Personal Services	249,315	249,187	249,987	800	0.3%
	Expenses	36,756	53,115	45,805	(7,310)	-13.8%
	TOTAL	286,071	302,302	295,792	(6,510)	-2.2%
151	LEGAL SERVICES					
	Personal Services	0	0	0		
	Expenses	264,048	263,500	263,500	0	0.0%
	TOTAL	264,048	263,500	263,500	0	0.0%
152	HUMAN RESOURCES					
	Personal Services	171,228	172,541	174,251	1,710	1.0%
	Expenses	20,852	22,520	28,000	5,480	24.3%
	Compensation Reserve	100,000	100,000	200,000	100,000	100.0%
	Transfers out	(37,768)	(4,504)	0	4,504	-100.0%
	TOTAL	254,312	290,557	402,251	111,694	38.4%

Westford FY2014 Finance Committee Report

		FY 2014				
		FY 2012	FY 2013	TM & FINCOM	FY 13/FY14	FY 13/FY14
		ACTUAL	BUDGET	RECOMMEND	VARIANCE	% CHANGE
155	TECHNOLOGY					
	Personal Services	340,836	359,457	364,009	4,552	1.3%
	Expenses	600,452	600,150	599,590	(560)	-0.1%
	TOTAL	941,288	959,607	963,599	3,992	0.4%
161	TOWN CLERK					
	Personal Services	188,145	210,772	204,549	(6,223)	-3.0%
	Expenses	18,149	24,702	21,916	(2,786)	-11.3%
	TOTAL	206,294	235,474	226,465	(9,009)	-3.8%
170	PERMITTING DEPARTMENT					
	Personal Services	150,431	151,431	183,904	32,473	21.4%
	Expenses	35,014	35,765	36,665	900	2.5%
	TOTAL	185,445	187,196	220,569	33,373	17.8%
171	CONSERVATION COMMISSION					
	Personal Services	75,731	78,136	80,623	2,487	3.2%
	Expenses	4,705	9,470	9,040	(430)	-4.5%
	TOTAL	80,436	87,606	89,663	2,057	2.4%
175	PLANNING BOARD					
	Personal Services	76,787	78,194	78,194	0	0.0%
	Expenses	15,811	17,896	17,536	(360)	-2.0%
	TOTAL	92,598	96,090	95,730	(360)	-0.4%
176	ZONING BOARD OF APPEALS					
	Personal Services	0	0	0	0	
	Expenses	4,127	5,750	5,550	(200)	-3.5%
	TOTAL	4,127	5,750	5,550	(200)	-3.5%
192	TOWN HALL MAINTENANCE					
	Personal Services	44,014	45,867	37,544	(8,323)	-18.2%
	Expenses	86,725	104,150	101,377	(2,773)	-2.7%
	TOTAL	130,739	150,017	138,921	(11,096)	-7.4%
199	PUBLIC BUILDINGS & PROPERTIES MAINTENANCE					
	Personal Services	0	0	39,699	39,699	
	Expenses	0	0	15,500	15,500	
	TOTAL	0	0	55,199	55,199	
TOTAL GENERAL GOVERNMENT		3,513,606	3,688,451	3,899,271	210,820	5.7%

Westford FY2014 Finance Committee Report

	FY 2012	FY 2013	FY 2014	FY 13/FY14	FY 13/FY14
	ACTUAL	BUDGET	TM & FINCOM	VARIANCE	% CHANGE
			RECOMMEND		
<i>PUBLIC SAFETY</i>					
210 POLICE DEPARTMENT					
Personal Services	3,942,101	4,155,946	4,362,976	207,030	5.0%
Expenses	440,814	479,877	589,725	109,848	22.9%
TOTAL	4,382,915	4,635,823	4,952,701	316,878	6.8%
220 FIRE DEPARTMENT					
Personal Services	2,615,735	2,695,703	2,726,451	30,748	1.1%
Offset From Grant	(77,277)	0	0	0	
Expenses	208,406	230,798	241,928	11,130	4.82%
TOTAL	2,746,864	2,926,501	2,968,379	177,369	1.4%
241 BUILDING DEPARTMENT					
Personal Services	249,226	245,684	267,247	21,563	8.8%
Expenses	13,373	14,450	15,580	1,130	7.8%
TOTAL	262,599	260,134	282,827	22,693	8.7%
244 SEALER WGHTS/MEASURE					
Personal Services	0	0	0	0	
Expenses	3,000	3,075	5,000	1,925	62.6%
TOTAL	3,000	3,075	5,000	1,925	62.6%
291 EMERGENCY MANAGEMENT					
Personal Services	8,000	8,000	8,080	80	1.0%
Expenses	5,499	5,595	12,995	7,400	132.3%
TOTAL	13,499	13,595	21,075	7,480	55.0%
292 ANIMAL CONTROL					
Personal Services	59,499	65,043	61,793	(3,250)	-5.0%
Expenses	2,262	7,125	6,150	(975)	-13.7%
Offset	(5,250)	0	0	0	
TOTAL	56,511	72,168	67,943	(4,225)	-5.9%
294 TREE WARDEN					
Personal Services	2,000	2,000	2,020	20	1.0%
Expenses	32,650	32,650	32,650	0	0.0%
TOTAL	34,650	34,650	34,670	20	0.1%
<i>TOTAL PUBLIC SAFETY</i>	7,500,038	7,945,946	8,332,595	386,649	4.9%

Westford FY2014 Finance Committee Report

		FY 2014				
		FY 2012	FY 2013	TM & FINCOM	FY 13/FY14	FY 13/FY14
		ACTUAL	BUDGET	RECOMMEND	VARIANCE	% CHANGE
EDUCATION						
WESTFORD PUBLIC						
300	SCHOOLS	45,442,156	47,591,283	49,251,566	1,660,283	3.5%
310	NASHOBA TECH	696,777	624,656	703,302	78,646	12.6%
TOTAL EDUCATION		46,138,933	48,215,939	49,954,868	1,738,929	3.6%
PUBLIC WORKS						
410	ENGINEERING DEPARTMENT					
	Personal Services	220,849	221,351	191,556	(29,795)	-13.5%
	Expenses	13,877	13,900	14,910	1,010	7.3%
	TOTAL	234,726	235,251	206,466	(28,785)	-12.2%
421	HIGHWAY DEPARTMENT					
	Personal Services	1,404,660	1,312,727	1,309,725	(3,002)	-0.2%
	Expenses	1,214,991	1,092,944	1,092,944	0	0.0%
	TOTAL	2,619,651	2,405,671	2,402,669	(3,002)	-0.1%
427	STORMWATER MANAGEMENT					
	Personal Services	0	0	0	0	
	Expenses	47,399	48,000	48,000	0	0.0%
	TOTAL	47,399	48,000	48,000	0	0.0%
432	RECYCLING					
	Personal Services	0	0	0	0	
	Expenses	241,031	256,270	247,450	(8,820)	-3.4%
	TOTAL	241,031	256,270	247,450	(8,820)	-3.4%
433	SOLID WASTE					
	Personal Services	0	0	0	0	
	Expenses	1,173,352	1,197,836	1,238,678	40,842	3.4%
	TOTAL	1,173,352	1,197,836	1,238,678	40,842	3.4%
440	SEWERAGE COLLECTION					
	Personal Services	0	0	0	0	
	Expenses	8,739	8,940	8,940	0	0.0%
	TOTAL	8,739	8,940	8,940	0	0.0%
491	CEMETERY DEPARTMENT					
	Personal Services	70,704	70,285	71,104	819	1.2%
	Expenses	17,328	19,758	21,441	1,683	8.5%
	TOTAL	88,032	90,043	92,545	2,502	2.8%
TOTAL PUBLIC WORKS		4,412,929	4,242,011	4,244,748	2,737	0.1%

Westford FY2014 Finance Committee Report

		FY 2012	FY 2013	FY 2014	FY 13/FY14	FY 13/FY14
		ACTUAL	BUDGET	TM & FINCOM	VARIANCE	% CHANGE
				RECOMMEND		
HEALTH & HUMAN SERVICES						
510	BOARD OF HEALTH					
	Personal Services	355,932	362,348	368,136	5,788	1.6%
	Expenses	29,896	34,970	40,800	5,830	16.7%
	TOTAL	385,828	397,318	408,936	11,618	2.9%
540	SENIOR CENTER					
	Personal Services	118,833	121,358	124,165	2,807	2.3%
	Expenses	51,346	56,321	57,901	1,580	2.8%
	TOTAL	170,179	177,679	182,066	4,387	2.5%
541	COUNCIL ON AGING					
	Personal Services	188,581	210,521	223,456	12,935	6.1%
	Expenses	53,685	33,200	34,940	1,740	5.2%
	TOTAL	242,265	243,721	258,396	14,675	6.0%
543	VETERANS SERVICES					
	Personal Services	35,356	41,801	51,462	9,661	23.1%
	Expenses	49,040	59,350	82,450	23,100	38.9%
	TOTAL	84,396	101,151	133,912	32,761	32.4%
TOTAL HEALTH & HUMAN SERVICES		882,668	919,869	983,310	63,441	6.9%

Westford FY2014 Finance Committee Report

		FY 2012	FY 2013	FY 2014	FY 13/FY14	FY 13/FY14
		ACTUAL	BUDGET	TM & FINCOM	VARIANCE	% CHANGE
				RECOMMEND		
CULTURE & RECREATION						
610	LIBRARY					
	Personal Services	1,055,120	1,083,226	1,089,504	6,278	0.6%
	Expenses	338,946	341,312	345,528	4,216	1.2%
	TOTAL	1,394,066	1,424,538	1,435,032	10,494	0.7%
630	RECREATION					
	Personal Services	204,333	220,191	221,067	876	0.4%
	Expenses	11,128	11,866	11,600	(266)	-2.2%
	Offsets / Shared Costs	(216,199)	(232,057)	(232,667)	(610)	0.3%
	TOTAL	(738)	0	0	0	
650	PARKS					
	Personal Services	259,235	260,567	262,819	1,332	0.9%
	Expenses	34,933	39,933	42,100	5,000	5.4%
	Offset	(52,000)	0	0	0	
	TOTAL	242,168	300,500	304,919	4,419	1.5%
660	LAND MANAGEMENT					
	Personal Services	0	0	0	0	
	Expenses	51,499	44,500	44,500	0	0.0%
	TOTAL	51,499	44,500	44,500	0	0.0%
670	HISTORICAL COMMISSION					
	Personal Services	0	0	0	0	
	Expenses	6,983	14,830	11,700	(3,130)	-21.1%
	TOTAL	6,983	14,830	11,700	(3,130)	-21.1%
TOTAL CULTURE & RECREATION		1,693,977	1,784,368	1,796,151	11,783	0.7%
DEBT SERVICE						
710	DEBT SERVICE					
	Principal & Interest	7,411,857	7,460,456	7,390,355	(70,101)	-0.9%
	TOTAL	7,411,857	7,460,456	7,390,355	(70,101)	-0.9%
TOTAL DEBT SERVICE		7,411,857	7,460,456	7,390,355	(70,101)	-0.9%

Westford FY2014 Finance Committee Report

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 TM & FINCOM RECOMMEND	FY 13/FY14 VARIANCE	FY 13/FY14 % CHANGE
UNCLASSIFIED					
940 OTHERWISE UNCLASSIFIED					
Expenses	(729,441)	(663,123)	(825,427)	(162,304)	24.5%
TOTAL	(729,441)	(663,123)	(825,427)	(162,304)	24.5%
945 EMPLOYEE BENEFITS & MISCELLANEOUS					
Expenses	12,200,526	14,257,138	15,557,668	1,300,530	9.1%
TOTAL	12,200,526	14,257,138	15,557,668	1,300,530	9.1%
TOTAL UNCLASSIFIED	11,471,085	13,594,015	14,732,241	1,138,226	8.4%
RESERVE FUND TRANSFERS TO CAPITAL		24,560	0	(24,560)	
TOTAL GENERAL FUND	83,025,094	87,875,615	91,333,539	3,457,924	3.9 %
COMMUNITY PRESERVATION FUND					
240 COMMUNITY PRESERVATION					
Personal Services	2,329	9,000	9,000	0	0.0%
Expenses	3,865	6,000	6,000	0	0.0%
Principal & Interest	875,969	876,266	889,861	(1,405)	-0.2%
TOTAL	882,163	891,266	889,861	(1,405)	-0.2%
WATER ENTERPRISE FUND					
600 WATER ENTERPRISE					
Personal Services	962,548	1,020,086	1,102,654	82,568	8.1%
Expenses	1,375,059	1,567,579	1,632,774	65,195	4.2%
Reserve Fund		250,000	250,000	0	0%
Capital	852,253	945,729	956,386	10,657	1.1%
TOTAL	3,189,859	3,783,394	3,941,814	158,420	4.2%
RECREATION ENTERPRISE FUND					
630 RECREATION ENTERPRISE					
Personal Services	886,333	898,118	913,506	15,388	1.7%
Expenses	257,476	243,948	304,218	60,270	24.7%
TOTAL	1,143,809	1,142,066	1,217,724	75,658	6.6%
AMBULANCE ENTERPRISE FUND					
640 AMBULANCE ENTERPRISE					
Personal Services	602,998	647,467	658,782	11,315	1.8%
Expenses	361,397	331,230	394,659	63,429	19.2%
TOTAL	964,395	978,697	1,053,441	74,744	7.6%
TOTAL OPERATING BUDGET	89,205,321	94,671,038	98,436,379	3,765,341	3.98%

ARTICLE 12: Authorize Revolving Funds *Town Manager*

To see if the Town will vote to authorize revolving funds for the Fiscal Year July 1, 2013 - June 30, 2014, under the provisions of [Massachusetts General Laws Chapter 44, Section 53E](#) ½ for the following:

Revolving Account	Spending Authority	Revenue Source	Allowed Expenses	Expenditure Limits	Year End Balance
Lease of Town Buildings: 65 & 73 Main St 170 Plain Rd	Board of Selectmen	Lease payment and other revenues from leased properties	Costs associated with maintenance, repairs and improvements to the leased properties	\$550,000	Available for expenditure next year
Recycling Revolving	Recycling Commission	Sale of bins	Purchase of recycling supplies	\$20,000	Available for expenditure next year
Recreation Field Maintenance	Recreation Commission	Field user fees/permits	Field maintenance, hiring of necessary personnel and consulting services	\$150,000	Available for expenditure next year
Senior Center Fitness Room	Council on Aging	Fees and gifts received for the Fitness Room	Fitness room maintenance supplies, equipment warranties, training, monitoring and purchase of replacement fitness equipment	\$75,000	Available for expenditure next year
Senior Center Programs	Council on Aging	Program fees	Costs associated for the operation of activities for Cameron to include supplies and wages	\$50,000	Available for expenditure next year
School Parking	School Department	Parking fees	Maintenance and expansion of parking facilities	\$30,000	Available for expenditure next year
School Bus/Transportation	School Department	User bus fees	Student transportation costs	\$589,292	Available for expenditure next year
East Boston Camps Maintenance	Conservation Commission	Revenue received for the lease, rental or licensing of camp facilities and donations received for the support of the East Boston Camps property	Costs associated for the operation and maintenance of the East Boston Camps property	\$50,000	Available for expenditure next year
Stormwater Revolving Fund	Planning Board	Peer review fees from applicants for stormwater management permits	Third party consultant review of stormwater management permits and/or construction inspection	\$20,000	Available for expenditure next year
Immunizations and Clinical Services	Board of Health	Fees received for immunizations and clinical services for the purpose of	costs of supplies and technical services for immunization and clinical programs	\$25,000	Available for expenditure next year

Or act in relation thereto.

Finance Committee and Board of Selectmen recommend approval

ARTICLE 13: Appropriate Chapter 90 Local Transportation Funds for Roadway Maintenance	<i>Board of Selectmen</i>
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To see if the Town will vote to appropriate a sum of money from the proceeds due to the Town under the provisions of [Massachusetts General Laws Chapter 90](#);

Or act in relation thereto.

Finance Committee and Board of Selectmen recommend approval

ARTICLE 14: Accept Massachusetts General Laws Chapter 59 Section 5, Clause 56 Related to Abatements for Members of the National Guard	<i>Board of Assessors</i>
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To see if the Town will vote to accept [Massachusetts General Laws Chapter 59, § 5 Cl 56](#):
"Upon the acceptance of this section by a city or town, the Board of Assessors may grant, real and personal property tax abatement up to 100 per cent of the total tax assessed to members of the Massachusetts National Guard and to reservists on active duty in foreign countries for the fiscal year they performed such service subject to eligibility criteria to be established by the board of assessors. The authority to grant abatements under this section shall expire after 2 years of acceptance unless extended by a vote of the city or town";

Or act in relation thereto.

Finance Committee and Board of Selectmen recommend approval

ARTICLE 15: Accept Massachusetts General Laws Chapter 73, Section 4 of the Acts of 1986, as Amended by Chapter 126 of the Acts of 1988 Related to Property Tax Exemption Increase by 100% for the Blind, Elderly and Disabled Veterans	<i>Board of Assessors</i>
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To see if the Town will vote to accept the provisions of [Massachusetts General Laws Chapter 73, Section 4 of the Acts of 1986, as amended by Chapter 126 of the Acts of 1988](#), by providing for additional property exemptions for qualified residents who may be blind, elderly, surviving spouses or minors, or who are disabled veterans, and to continue the present percentage increase of 100%;

Or act in relation thereto.

Finance Committee and Board of Selectmen recommend approval

CAPITAL APPROPRIATIONS**ARTICLE 16: Capital Appropriations for Fiscal Year 2014***Capital Planning Committee*

To see if the Town will appropriate by taxation, by transfer from available funds, by borrowing, or any combination thereof, the sum of \$2,931,692 (TWO MILLION NINE HUNDRED THIRTY ONE THOUSAND SIX HUNDRED NINETY TWO DOLLARS) to provide for the following capital requests:

DEPARTMENT	AMOUNT	PURPOSE
Emergency Management	36,000	AM Radio Notification System
Engineering Department	300,000	Master Plan for Town's Drainage System
Engineering Department	175,000	Design for Intersection Improvements at Groton Road and Oak Hill Road
Engineering Department	125,000	Design for Intersection Improvements at Groton Road and Dunstable Road
Engineering Department	25,000	Design for Beaver Brook Road Bridge Repairs
Fire Department	544,000	Fire Truck
Fire Department	34,900	Firehouse Flooring (Excl. Center Station)
Highway	195,792	10 wheel Dump/sander/plow
Highway	70,000	2 pickup trucks
Highway	50,000	1 ton truck
Schools	550,000	WA Bleachers
Schools	90,000	Replace 2nd boiler at Abbot
Schools	90,000	Replace 2nd boiler at Robinson
Schools	20,000	WA Network Infrastructure
Technology	325,000	Computer Replacement
Technology	35,000	Fusion Software for Fire/Ambulance
Technology	11,000	GIS Flyover
Town Manager	150,000	Town-wide/school-wide Facility Study
Stabilization	105,000	Capital Stabilization

Or act in relation thereto.

Finance Committee and Board of Selectmen recommend approval

ADMINISTRATIVE

ARTICLE 17: Authorize Lease Agreement for Radio Telecommunications Facility to be Located at the Highway Department at 28 North Street

Board of Selectmen

To see if the Town will vote to transfer the care, custody, management and control of certain property being the Westford Highway Facility at 28 North Street, identified as Assessor's Parcel 030-0030-0000, described in a deed recorded with the Middlesex North Registry of Deeds in Book 11232, Page 204, from the Board of Selectmen for purposes of a highway facility to the Board of Selectmen for purposes of a highway facility and for purposes of leasing and granting an easement and to authorize the Board of Selectmen to enter into a lease with a telecommunications service provider to construct, install, operate and maintain a Radio Telecommunications Facility (RTF) on said property, and for access to and from said property and to construct, install, operate and maintain utilities necessary for the operation of the RTF, said lease to be for a term up to 20 years, and on such terms and conditions as the Board of Selectmen deems to be in the best interests of the Town; and further to authorize the Board of Selectmen to convey to a telecommunications service provider, and its successors and assigns, on such terms and conditions as the Board of Selectmen may determine, a non-exclusive easement over a portion of the property for the purposes of constructing, installing, maintaining and operating the RTF, including electric and telephone utilities necessary for the operation of the RTF on the property, and access thereto for said purposes;

Or act in relation thereto.

Finance Committee and Board of Selectmen recommend approval

ARTICLE 18: Authorize Board of Selectmen to Accept Easements

Board of Selectmen

To see if the Town will vote to authorize the Board of Selectmen, during Fiscal Year 2014, to accept any and all easements for sidewalk, drainage, or other utility purposes, as they may deem in the Town's best interests;

Or act in relation thereto.

Board of Selectmen recommends approval

ZONING BYLAW AMENDMENTS

ARTICLE 19: Amend Section 6 to Add New Section 6.6 Temporary Moratorium on Medical Marijuana Treatment Centers

Planning Board

To see if the Town will vote to amend the Town's Zoning Bylaw by adding a new Section 6.6, **Temporary Moratorium on Medical Marijuana Treatment Centers**, and to amend the Table of Contents to add Section 6.6, "Temporary Moratorium on Medical Marijuana Treatment Centers" and to add a definition in Section 10.2.

6.6. TEMPORARY MORATORIUM ON MEDICAL MARIJUANA TREATMENT CENTERS

6.6.1 Purpose

1. By vote at the State election on November 6, 2012, the voters of the Commonwealth approved a law regulating the cultivation,

distribution, possession and use of marijuana for medical purposes. The law provides that it is effective on January 1, 2013 and the State Department of Public Health is required to issue regulations regarding implementation within 120 days of the law's effective date.

2. Currently under the Zoning Bylaw, a Medical Marijuana Treatment Center is not a permitted use in the Town and any regulations promulgated by the State Department of Public Health are expected to provide guidance to the Town in regulating medical marijuana, including Medical Marijuana Treatment Centers. The regulation of medical marijuana raises novel and complex legal, planning, and public safety issues and the Town needs time to study and consider the regulation of Medical Marijuana Treatment Centers and better understand and address the complex issues mentioned herein. Furthermore, the Town needs to understand the potential impact of the State regulations on local zoning and to undertake a planning process to consider amending the Zoning Bylaw regarding regulation of medical marijuana treatment centers and other uses related to the regulation of medical marijuana.
3. The Town intends to adopt a temporary moratorium on the use of land and structures in the Town for Medical Marijuana Treatment Centers so as to allow the Town sufficient time to engage in a planning process to address the effects of such structures and uses in the Town, to study the complex issues noted herein, and to enact bylaws in a manner consistent with sound land use planning goals and objectives.

6.6.2 Temporary Moratorium

1. For the reasons set forth above and notwithstanding any other provision of the Zoning Bylaw to the contrary, the Town hereby adopts a temporary moratorium on the use of land or structures for a Medical Marijuana Treatment Center. The moratorium shall be in effect through **June 30, 2014**.
2. During the moratorium period, the Town shall undertake a planning process to address the potential impacts of medical marijuana in the Town, consider the Department of Public Health regulations Regarding Medical Marijuana Treatment Facilities and related uses, and shall consider adopting new Zoning Bylaws to address the impact and operation of Medical Marijuana Treatment Centers and related uses.

And Further;

Add the following definition in alphabetical order to this section.

Section 10.2 GENERAL DEFINITIONS

Medical Marijuana Treatment Center: A not-for-profit entity, as defined by Massachusetts law only, registered by the Department of Public Health, that acquires, cultivates, possesses, processes (including development of related products such as food, tinctures, aerosols, oils or ointments), transfers, transports, sells, distributes, dispenses, or

administers marijuana, products containing marijuana, related supplies, or educational materials to qualifying patients or their personal caregivers.

Or take any action relative thereto.

Board of Selectmen and Planning Board recommend approval

ARTICLE 20: Amend Section 5.3 to Replace the Sign Bylaw in its Entirety	<i>Planning Board</i>
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To see if the Town will amend Section 5.3 of the Westford Zoning Bylaw, a copy of which is on file with the town clerk;

Or act in relation thereto.

Board of Selectmen and Planning Board recommendation at Town Meeting

ARTICLE 21: Amend Section 9.3 Special Permits to Allow for Applicant to Contribute Funds in Lieu of Sidewalk Construction	<i>Planning Board</i>
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To see if the Town will amend Section 9.3 of the Westford Zoning Bylaw to add a subsection providing for off site sidewalk construction and providing for funds in lieu of construction to be accepted by the Planning Board. The sub section relates only to projects that are being considered by the Planning Board under a Special Permit. The proposed language is shown below in underline.

9.3 SPECIAL PERMITS

9.3.1 Special Permit Granting Authority. Unless specifically designated otherwise, the Board of Appeals shall act as the special permit granting authority.

9.3.2 Criteria. Special permits shall be granted by the special permit granting authority, unless otherwise specified herein, only upon its written determination that the proposed use or structure(s) shall not cause substantial detriment to the neighborhood or the town, taking into account the characteristics of the site and of the proposal in relation to that site. In addition to any specific factors that may be set forth elsewhere in this Bylaw, such determination shall include consideration of each of the following:

1. Social, economic, or community needs which are served by the proposal;
2. Traffic flow and safety, including parking and loading;
3. Adequacy of utilities and other public services;
4. Neighborhood character and social structures;
5. Impacts on the natural environment; and
6. Potential fiscal impact, including impact on town services, tax base, property values, and employment.

9.3.3 Procedures. Applications shall be filed in accordance with the rules and regulations of the special permit granting authority. An application shall not be deemed complete until all copies of required information and documentation have been filed with the special permit granting authority.

9.3.4 Plans. An applicant for a special permit shall submit a plan in substantial conformance with the requirements of Section 9.4, herein.

9.3.5 Conditions.

1. Special permits may be granted with such reasonable conditions, safeguards, or limitations on time or use, including performance guarantees, as the special permit granting authority may deem necessary to serve the purposes of this Bylaw.
2. For special permits in which a requirement to construct on-site sidewalks is waived by the special permit granting authority, the special permit granting authority may, as a condition of approval, require the applicant to construct an off-site sidewalk in a location within proximity to the subject project; or may entertain an offer from the applicant for a contribution of funds into a public sidewalk account established by the Town of Westford for the dedicated purpose of designing and/or constructing sidewalks, pathways, walkways, bicycle paths, and/or other pedestrian access and safety measures. Where a contribution of funds is accepted in lieu of sidewalk construction, the amount of such funds shall be equal to the cost of the sidewalk(s) that would have been required in the absence of a waiver, with such amount determined and agreed upon by the special permit granting authority within the public hearing process.

9.3.6 Lapse. Special permits shall lapse if a substantial use thereof or construction thereunder has not begun, except for good cause, within 24 months following the filing of the special permit approval (plus such time required to pursue or await the determination of an appeal referred to in G.L. c. 40A, s. 17, from the grant thereof) with the Town Clerk.

9.3.7 Regulations. The special permit granting authority may adopt rules and regulations for the administration of this section.

9.3.8 Fees. The special permit granting authority may adopt reasonable administrative fees and technical review fees for applications for special permits.

Or act in relation thereto.

Board of Selectmen and Planning Board recommendation at Town Meeting

ARTICLE 22:	Amend Section 8.2 Flood Plain Overlay District to Update Reference and to Add Criteria for New Subdivisions	<i>Planning Board</i>
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To see if the Town will vote to amend the Town's Zoning Bylaw by updating references and new criteria for subdivisions in the Floodplain Overlay District Section 8.2 (added words are shown in **bold and underlined**, deleted words are shown in ~~striketrough~~).

8.2 FLOODPLAIN OVERLAY DISTRICT (FOD) [Amended 3-27-2010 ATM, Art. 26]

8.2.1 Purpose. The Floodplain Overlay District (FOD) is established as an overlay district to all other districts:

1. to protect public health, safety and general welfare;
2. to protect human life and property from hazards of periodic flooding;
3. to preserve natural flood control characteristics and the flood storage capacity of the floodplain; and
4. to preserve and maintain the groundwater table and water recharge areas within the floodplain.

All development in the district, including structural and non-structural activities, whether Massachusetts General Laws and with the following:

- **Sections of the Massachusetts State Building Code application to construction in the floodplain;** ~~Section of the Massachusetts State Building Code which addresses floodplain and coastal high hazard areas (currently 780 CMR 120.C, "Flood Resistant Construction and Construction in Coastal Dunes");~~
- Wetlands Protection Regulations, Department of Environmental Protection (DEP) (currently 310 CMR 10.00);
- Inland Wetlands Restriction, DEP (currently 310 CMR 13.00);
- Minimum Requirements for the Subsurface Disposal of Sanitary Sewage, DEP (currently 310 CMR 15, Title 5);

Any variances from the provisions and requirements of the above referenced state regulations may only be granted in accordance with the required variance procedures of these state regulations.

8.2.2 District Boundaries. The FOD includes all special flood hazard areas within the Town of Westford designated as Zone A and AE on the Middlesex County Flood Insurance Rate Map (FIRM) issued by the Federal Emergency Management Agency (FEMA) for the administration of the National Flood Insurance Program. The map panels of the Middlesex County FIRM that are wholly or partially within the Town of Westford are panel numbers 25017C0113E, 25017C0114E, 25017C0118E, 25017C0226E, 25017C0227E, 25017C0228E, 25017C0229E, 25017C0231E, 25017C0232E, 25017C0233E, 25017C0234E, 25017C0236E, 25017C0237E, 25017C0241E, 25017C0242E and 25017C0243E anticipated to be dated June 4, 2010. The exact boundaries of the District may be defined by the 100-year base flood elevations shown on the FIRM and further defined by the floodway data tables in Middlesex County Flood Insurance Study (FIS) report anticipated to be dated June 4, 2010. The FIRM and FIS report are incorporated herein by reference and are on file with the Town Clerk, Planning Board and Building Commissioner.

8.2.3 Overlay District. The FOD shall be considered as overlaying all classes of districts listed in Section 2.1. All development, including structural and nonstructural activities, whether permitted by right or by special permit, must be in compliance with the Massachusetts State Building Code pertaining to construction in the floodplain, G.L. c. 131, s. 40, and other pertinent regulations.

8.2.4 Uses Permitted by Right. The following uses are permitted by right since they create a minimal risk of damage due to flooding and will not constitute obstructions to flood flow, provided that they are permitted in the

underlying district and that they do not require structures, fill or storage of materials or equipment:

1. Agricultural uses such as farming, grazing, truck farming, and horticulture.
2. Forestry and nursery uses.
3. Outdoor recreational uses, including fishing, boating and play areas.
4. Conservation of water, plants and wildlife.
5. Wildlife management areas; foot, bicycle and horse paths.
6. Temporary nonresidential structures used in connection with fishing, growing, harvesting, storage, or sale of crops raised on the premises.
7. Buildings lawfully existing prior to the adoption of these provisions May 7, 1983.

8.2.5 Uses Permitted by Special Permit.

- 1.** No structure or building shall be erected, constructed, substantially improved, or otherwise created or moved, and no earth or other materials dumped, filled, excavated, or transferred, unless a special permit is granted by the Planning Board.
- 2. All subdivision proposals must be designed to assure that:**
 - a. such proposals minimize flood damage;**
 - b. all public utilities and facilities are located and constructed to minimize or eliminate flood damage; and**
 - c. adequate drainage is provided to reduce exposure to flood hazards.**

8.2.6 Special Permit Procedures.

1. Upon receipt of an application for a special permit, the Board shall transmit one (1) copy of the development plan to the Conservation Commission, the Board of Health and the Building Commissioner. Final action shall not be taken until reports have been received from the above Boards or until thirty-five (35) days shall have elapsed following referral without receipt of such reports.
2. The Planning Board may issue a special permit if the application complies with the following provisions:
 - a. The proposed use complies in all respects with the provisions of the underlying district and all provisions in the Massachusetts State Building Code pertaining to construction in the Floodplain.
 - b. The proposed new construction, substantial improvement and other development or encroachment within the Floodway as designated on the maps shall be accompanied by a certification by a registered professional engineer or architect demonstrating that such activity shall not result in any increase in flood levels during the occurrence of the one hundred (100) year flood.
3. Floodway Data. In Zones A, A1-30, and AE, along watercourses that have not had a regulatory floodway designated, the best available Federal, State, local, or other floodway data shall be used to prohibit encroachments in floodways which would result in any increase in flood levels within the community during the occurrence of the base flood discharge.

4. Base Flood Elevation Data. Base flood elevation data is required for subdivision proposals or other developments greater than 5 acres, within A zones.

8.2.7 Notification of Watercourse Alteration.

In a riverine situation, Westford shall notify the following of any alteration or relocation of a watercourse:

1. Adjacent Communities
2. NFIP State Coordinator
Massachusetts Department of Conservation and Recreation
251 Causeway Street, Suite 600-700
Boston, MA 02114-2104
3. NFIP Program Specialist
Federal Emergency Management Agency, Region I
99 High Street, 6th Floor
Boston, MA 02110

Or act in relation thereto.

Board of Selectmen and Planning Board recommendation at Town Meeting

ARTICLE 23: Amend Section 3.1.2 Appendix A, "Table of Principal Use Regulations" to Allow for Drive-through Restaurants and Add New Section 3.1.4 Which Regulates All Drive-through Uses, and to Add a Definition in Section 10.2. *Planning Board*

To see if the Town will amend Section 3.1.2, Appendix A. "Table of Principal Use Regulations" Subsection D.(C).5. Restaurant, drive-through" from an N (not permitted) to SPB (Special Permit by the Planning Board) and adding a reference in the table, adding a new section 3.1.4. which regulates drive-through uses, and adding a definition in Section 10.2, Definitions. Only subsections that have proposed changes are included below. Subsections not listed below do not have changes proposed.

Excerpt of Appendix A: Table of Principal Use Regulations, Westford Zoning Bylaw: June 29, 2012

	RA	RB	B	BL	CH	IH	IA	IB	IC	ID
D. Commercial Uses										
<i>D. (A) Retail Uses</i>										
1. Retail sales to the general public	N	N	Y	N	Y	N	Y	Y	N	N
2. Retail sales to industrial or commercial buyers	N	N	N	N	SPB	Y	N	N	N	N
3. Retail sales of dairy products	N	N	Y	N	Y	N	Y	N	N	N
4. Retail sales or leasing of motor vehicles	N	N	N	N	Y	Y	N	N	N	N
5. Major retail project	N	N	SPB	SPB	SPB	SPB	SPB	N	N	N
<i>D. (B) Motor Vehicle Services</i>										
1. Motor vehicle services	N	N	SPA	N	SPA	SPA	SPA	SPA	N	N
2. Motor vehicle repair establishments	N	N	SPA	N	SPA	SPA	SPA	SPA	N	N

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D. (C) Other Commercial Uses

1. Nursing or convalescent home	SPA	SPA	SPA	N	N	N	SPA	SPA	N	N
2. Funeral home	N	N	Y	N	Y	N	Y	Y	N	N
3. Hotel	N	N	Y	N	SPB	N	Y	Y	N	N
4. Restaurant	N	N	Y	Y	Y	N	Y	Y	N	N
5. Restaurant, drive-through windows in , See section 3.1.4	N	N	N	N	N SPB	N	N	N	N	N
6. Business or professional office	N	N	Y	Y	Y	Y	Y	Y	Y	Y
7. Printing establishment; newspaper	N	N	Y	N	N	N	Y	Y	Y	Y
8. Nonexempt educational use	N	N	N	N	Y	N	N	N	N	N
9. Nonprofit membership club	Y	Y	Y	N	Y	N	Y	Y	N	N

See Definitions Y = permitted, N = not permitted

SPB = special permit by Planning Board

SPA = special permit by Zoning

board of Appeals

And Further;

Amend Section 3.1.2. Appendix A. "Table of Principal Use Regulations" Subsection F.2. as follows:

	RA	RB	B	BL	CH	IH	IA	IB	IC	ID
F. Other Uses										
1. Research conducted by a nonprofit educational institution	SPA	SPA	SPA	SPA	N	N	SPA	SPA	SPA	SPA
2. Drive-up or drive-through window facilities, except restaurants. See section 3.1.4	N	N	SPB							
3. Accessways to other districts	Y	Y	Y	Y	Y	Y	Y	N	N	N
4. RTF, including Antennas, equipment and Structures (see Section 6.2 for exemptions)	SPA									

See Definitions Y = permitted, N = not permitted

SPB = special permit by Planning Board

SPA = special permit by Zoning

board of Appeals

And Further;

Add new Section 3.1.4 as follows:

3.1.4 Drive-through Windows

1. *Procedure.* Upon a concurrent application for Site Plan Review, under Section 9.4 of this bylaw, and in accordance with this section and Section 9.3, the Planning Board is the Special Permit Granting Authority (SPGA) for drive-through windows. There are two types of drive-through windows allowed in Appendix A, Table of Principal Uses: 1) drive through windows for restaurants and 2) other drive through windows.
 - a. *Application.* In addition to the application materials required for site plan approval, the applicant shall submit the following:
 - i. Materials required in the Town's "Guidelines for Preparation of a Transportation Impact Assessment," regardless of the number of hourly trips. The required Scoping Letter shall include predictions of peak and off peak traffic generation and patterns

- associated for the drive-through window and for the primary use without the drive-through window. If the subject use is an existing or previously approved use, the applicant will also submit the traffic study submitted at the time of such initial approval (if applicable).
- ii. In accordance with the "*Guidelines for Preparation of a Transportation Impact Assessment*," the applicant shall show on the site plans how the proposed traffic flow, parking lay out, stacking areas, lighting, rubbish control, signage, dispensing areas, and other equipment, landscaping features and driveways associated with the drive-up window will be safe and meet recommendations of the Town technical staff.
 - iii. A narrative description of the drive-through window operation, including hours of operation and anticipated vehicle traffic peak hour trips and queuing lines based on the traffic study.
2. *Development standards for all drive-through windows.*
- a. The drive-through window facility must be subordinate to the principal use. Subordinate means that all components of the drive-through window facility in total, occupy less street frontage [*alternatively, less square footage*] than that of the primary commercial building in which the principal use is located.
 - b. Driveway connection to the public way shall be safe, which may mean that pre-existing conditions shall be improved by the addition of the drive-through window.
 - c. In the case where a project has an access driveway on a state highway, the applicant shall obtain confirmation from the Massachusetts Department of Transportation (MassDOT) that they do not have concerns about the proposed drive-through operation, or that the subject site can be improved or reprogrammed to properly service additional traffic generated by the drive-through window.
 - d. In the case where a project has an access driveway on a town road, the primary access or egress driveway intersection with the adjacent roadway shall be improved or reprogrammed to properly service traffic generated by the drive-through window as determined by the TIAS and Town Engineer and Highway Superintendent recommendations.
 - e. Drive-through windows shall not operate outside of the following hours of operation: 7:00 a.m. to 10:00 p.m.
 - f. Drive-through windows shall provide adequate circulation that accommodates vehicular and pedestrian traffic as well as providing for adequate space for parking lot circulation, entrance and exiting of the subject lot.
 - g. Vehicular Queuing
 - i. Queuing areas shall not be located between the structure with the principal use and the primary street frontage. If there is more than one street frontage, the Board shall determine which street frontage is primary.
 - ii. Minimum drive through queue on the subject site shall provide for 6 cars with space designed on the plan for an additional 6 queue spaces on the subject site. The Board shall have the right to adjust queue length which shall be stipulated in any permit by the Board.

- iii. Queue lines shall be designed to minimize conflicts between pedestrians and vehicles and between queuing cars and other parking lot vehicular circulation. .
3. *Development Standards for Restaurant drive-through windows.* The Planning Board shall require that each restaurant incorporating a drive-through window contain the following features and conditions:
 - a. There shall be a minimum separation of **[500 – 1,000]** linear feet between driveways serving restaurant drive through windows. The Planning Board may waive this requirement if applicant provides documentation that there will not be a decrease in the level of service on the adjacent roadway.
 - b. No drive-up windows shall be allowed, which, according to the traffic study, would generate a projected increase of more than **[10-50] %** _____ percent in peak hour trips (ADT) as a result of the addition of a drive-up window when compared to the restaurant without a drive-up window.
 - i. for the purpose of this requirement, when the application is for a drive-up window to be added to an existing restaurant, the traffic data for “a restaurant without a drive up window” to be used for purpose of the comparison will be the GREATER of either (1) current traffic data reporting actual peak hour and off-peak traffic volume, or (2) traffic data reporting projected peak hour and off-peak traffic volume in the traffic study submitted at the time of approval for the original construction of the restaurant.
 - c. Provision for refuse collection and refuse control shall be incorporated within the application and shall be incorporated as conditions within the special permit decision. Such provisions shall ensure the permit granting authority that no refuse shall litter the subject site and surrounding properties. Such measures such as, but not limited to the following:
 - i. Refuse collection devices within the premises;
 - ii. Refuse collection devices accessible from an automobile near the exit to the premises; and
 - iii. Operational measures for frequent refuse collection.
4. The Planning Board shall approve such special permits upon:
 - a. Compliance with the above stated requirements and conditions;
 - b. incorporation with the Special Permit of such other conditions as the Planning Board deems necessary to properly regulate traffic, refuse, lighting, pedestrian safety, and other conditions deemed necessary; and
 - c. Conformance with the Special Permit criteria in 9.3. 2 and Site Plan criteria in 9.4 7.

And Further;

Add the following definition in alphabetical order to this section.

Section 10.2 GENERAL DEFINITIONS

Drive-through window. Any window opening, chute or other mechanism and related canopy or other structure and vehicle circulation area designed to provide services such as banking or pharmacy, or service of food and beverages to occupants of vehicles.

Or act in relation thereto.

Board of Selectmen and Planning Board recommendation at Town Meeting

STREET ACCEPTANCES

ARTICLE 24: Accept Misty Lane and Rolling Meadows Lane as Public Ways

Board of Selectmen

To see if the Town will vote to accept the layout of MISTY LANE as Town public way pursuant to [Massachusetts General Laws Chapter 82](#);

And Further;

To see if the Town will vote to accept the layout of ROLLING MEADOWS LANE as Town public way pursuant to [Massachusetts General Laws Chapter 82](#);

Or act in relation thereto.

Finance Committee and Board of Selectmen recommend approval

CARE AND CUSTODY OF TOWN LAND

ARTICLE 25: Acquire Acton Road Parcel

Board of Selectmen

To see if the Town will vote to authorize the Board of Selectmen to acquire, on such terms and conditions as the Board shall deem appropriate, by gift, for general municipal purposes, a parcel of land, with restrictions encumbering the same, shown as "N/F Crest Haven Development Corporation" on a plan entitled "Property Plan of Crest Haven Development Corporation 62 Acton Road Westford, Massachusetts Surveyed for Town of Westford," dated February 4, 2013;

Or act in relation thereto.

Board of Selectmen recommends approval

ARTICLE 26: Transfer Custody of Parcels from the Tax Possession Sale Committee to the Conservation Commission

Conservation Commission

To see if the Town will vote to transfer the care, custody, control and management of the following parcels of land from the Tax Possession Sale Committee presently held for the purpose of tax title sale to the Conservation Commission to be held for conservation purposes:

Assessors' Map 30, Parcels 14 and 15, located west of the new Highway Facility
Assessors' Map 38, Parcels 20 and 21, located along Stony Brook, east of Brookside Road
Assessors' Map 44, Parcel 47, located at the corner of Tenney Road and Long Sought for Pond

Road

Assessors' Map 66, Parcel 18, located off Stony Brook Road;

Or act in relation thereto.

Board of Selectmen recommends approval

ARTICLE 27: Authorize the Transfer of a Portion of the Jack Walsh Fields Parcel Located on Carlisle Road in Exchange for Two Parcels Located on Farmer Way	<i>Board of Selectmen</i>
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To see if the Town will vote to transfer from the Parks and Recreation Commission for a playground or active recreation purposes to the Board of Selectmen for general municipal purposes, a portion of the property commonly known as the "Jack Walsh Site" and described in a deed to the Town filed with the Middlesex North Registry District of the Land Court as Document 64105 and described in Certificate of Title 19989 in Book 102, Page 377, said parcel containing 1.42 acres, more or less, and shown on a plan entitled "Proposed Location of Fire Sub-Station on Jack Walsh Site," dated November 15, 2012, on file with the Town Clerk, and further to authorize the Board of Selectmen to seek legislative approval of the aforesaid transfer under Article 97 of the Articles of Amendment to the Massachusetts Constitution, if necessary, said transfer to take effect upon such legislative approval and upon the approval thereof by the National Parks Service, and the determination by the Parks and Recreation Commission that said 1.42 acre parcel is no longer needed for active recreation purposes, whichever is later, and to further vote to transfer from the Board of Selectmen to the Parks and Recreation Commission and to dedicate for a playground or active recreation purposes two parcels of property, the first being a portion of Tax Map 035-0110, being a portion of the property described in a deed recorded with the Middlesex North Registry of Deeds in Book 11194, Page 17, the second being a portion of Tax Map 035-0113, being a portion of the property described in a deed recorded with the Middlesex North Registry of Deeds in Book 6597, Page 239, said portions together comprising a parcel containing 1.9 acres, more or less, and shown on a plan entitled "Stony Brook Parcels Showing Potential 1.9 Acre Swap Parcel in Red," on file with the Town Clerk, said transfer to take effect upon the determination by the board having custody of said 1.9 acre parcel that said 1.9 acre parcel is no longer needed for the purpose for which said parcel was formerly held;

Or act in relation thereto.

Board of Selectmen recommendation at Town Meeting

GENERAL BYLAW AMENDMENTS

ARTICLE 28: Adopt New Chapter 170: Westford Woods	<i>Citizen Petition</i>
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To see if the Town will vote to adopt a new General Bylaw Chapter 170 to rename the town owned parcels of land and camps now known as Stepinski and East Boston Camps with new names reflecting the Town of Westford ownership of this property as shown below;

Chapter 170: Westford Woods

§ 170.1. Purpose.

The purpose of this bylaw is to rename town owned parcels of land and camps currently known as the Stepinski parcel and East Boston Camps to "Westford Woods." Further, any signage referring to East Boston Camps and Stepinski will be replaced by "Westford

Woods." The camps will be renamed to "The Camps at Westford Woods." This does not preclude having a commemorative marker at the campsite denoting the history of the camps nor the naming of water wells or recreation fields situated on the land.

§ 170.2. Definitions

- A. "East Boston Camps" includes the parcels of land and camps approved for purchase by the February 7, 2005 Special Town Meeting Article 1. The land is described as Assessors' Map 31-37, 35-32-4 and a 6,141square foot lot shown on MNRD (Middlesex North Registry of Deeds) Plan Book 97, Plan 91B and a 25,858 square foot lot and a 48,582 square foot lot both shown on MNRD Plan Book 99, Plan 62A (all to be referred to as Parcel A) and Assessors' Map 36-8 (to be referred to as Parcel B), consisting of approximately 289 acres.
- B. The "Stepinski" parcel includes the parcel of land approved for purchase by the Town of Westford at the October 20, 2008 Special Town Meeting. The land is described as Assessors' Map 31-Parcel 35 consisting of 110.8 acres.
- C. "Westford Woods" is the new name of the combined East Boston Camps and Stepinski parcels

§ 170.3. Naming of Recreational Fields and Water Department Wells

This bylaw does not change the naming rights of the Committees or Boards having "care and custody" of the various recreational fields and wells located on this land.

Or act in relation thereto.

Board of Selectmen recommendation at Town Meeting

And you, Constable, are directed to serve this warrant by posting a true and attested copy thereof at the Town Hall, Library and at each Post Office in said Town of Westford at least fourteen (14) days prior to the time of holding said meeting.

THEREOF FAIL NOT and make return of this warrant, with your doings thereon, to the Town Clerk, at the time and place of holding the meeting aforesaid.

Given under our hands this _____ day of _____ in the Year of our Lord 2013.

Kelly Ross (Chair)

Robert Jefferies (Vice-Chair)

Jim Sullivan (Clerk)

Andrea Peraner-Sweet

Valerie Wormell

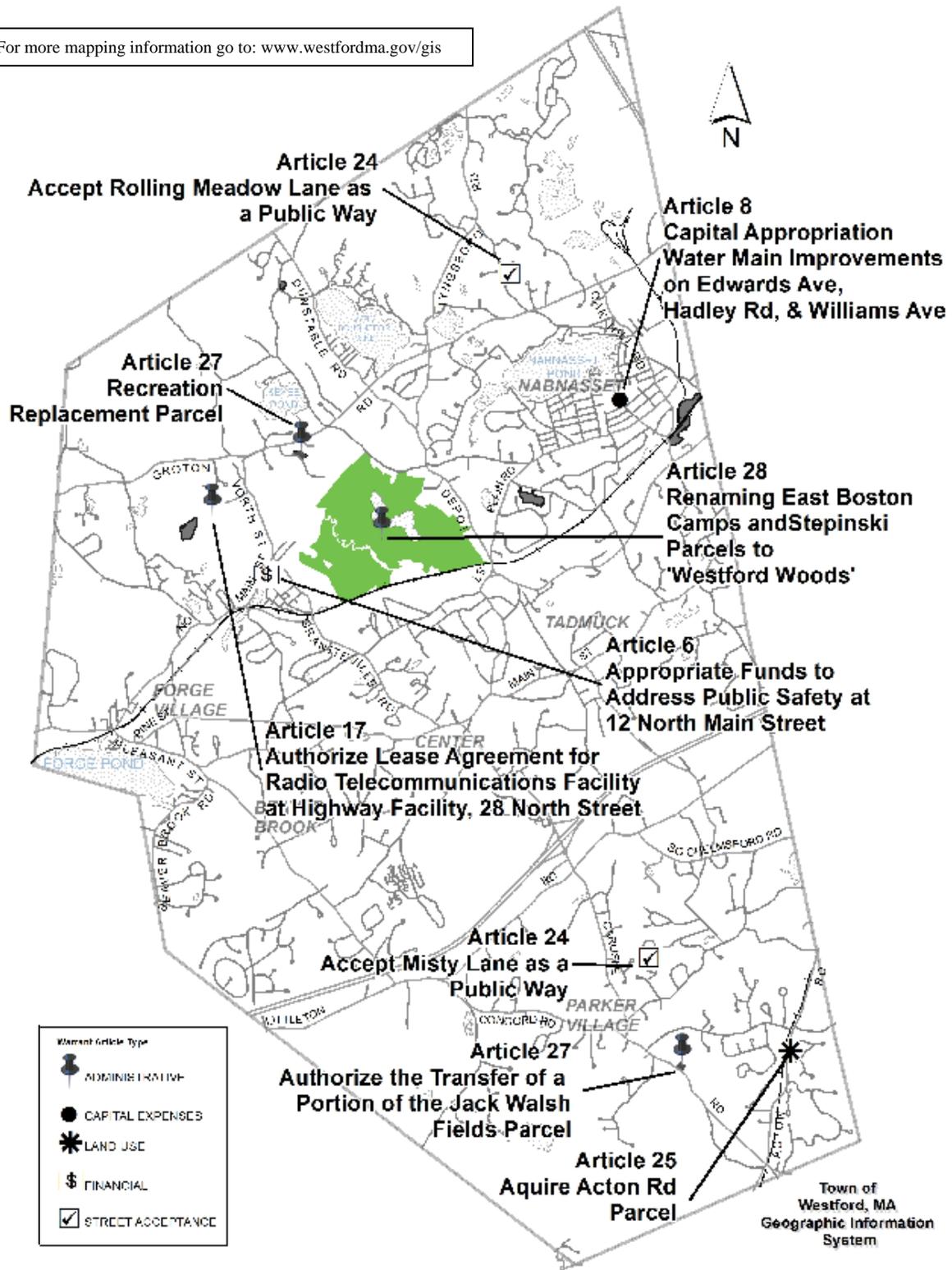
**A TRUE COPY
ATTEST:**

Constable of Westford

DATE:

I HEREBY CERTIFY THAT I HAVE SERVED THE FOREGOING WARRANT BY POSTING A TRUE AND ATTESTED COPY THEREOF AT THE TOWN HALL, LIBRARY AND AT EACH POST OFFICE IN THE SAID TOWN OF WESTFORD AT LEAST FOURTEEN DAYS PRIOR TO THE TIME OF HOLDING SAID MEETING.

For more mapping information go to: www.westfordma.gov/gis



<p>Town of Westford PAY CLASSIFICATION PLAN Effective July 1, 2013</p>
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Salary Ranges per Band

BAND	MIN	MID	MAX
10	\$110,758	\$118,371	\$125,983
9	\$77,424	\$94,092	\$110,758
8	\$71,028	\$86,320	\$101,610
7	\$65,164	\$79,192	\$93,220
6	\$59,782	\$72,651	\$85,522
5	\$54,848	\$66,655	\$78,462
4	\$48,970	\$59,512	\$70,056
3	\$43,724	\$53,137	\$62,548
2	\$39,038	\$47,442	\$55,846
1	\$34,856	\$42,359	\$49,864

BAND	POSITION TITLE
10	Fire Chief
10	Police Chief
9	Finance Director
8	Assistant Town Manager
8	Director of Land Use Management
8	Director of Technology
7	Director of Human Resources
7	Director of Parks, Recreation & Cemeteries
7	Highway Superintendent
7	Library Director
7	Town Engineer
7	Water Superintendent
6	Budget Director
6	Building Commissioner
6	Director of Environmental Services
6	Director of Health Care Services
6	Principal Assessor
6	Town Accountant
6	Treasurer/Collector
6	Water Treatment Manager
5	Assistant Town Engineer
5	Director of Elder Services
5	Town Clerk
4	Assistant Library Director
4	Business Manager, Water Department
4	Compliance Manager/Water Department

Westford FY2014 Finance Committee Report

BAND	POSITION TITLE
4	Finance & Budget Analyst
4	Social Worker
3	Administrative Assistant to the Town Manager
3	Animal Control Officer
3	Benefits Coordinator
3	Public Health Nurse
3	Senior Librarian
3	Systems/Automation Manager, Library
3	Veterans Services Officer
1	Activities Coordinator
1	Administrative Assistant
1	Elder Outreach Coordinator
1	Planner 1

HOURLY CLASS **	MIN	MAX
Auxiliary Firefighter	N/A	\$11.45
Library Bookmobile Driver	\$14.49	\$18.32
Library Page	\$8.36	\$9.17
COA Lead Van Driver	\$14.49	\$18.32
COA Van Driver	\$9.20	\$16.05
Evening Supervisor/Senior Center	\$11.16	\$14.89
Senior Volunteer Worker	\$10.03	\$12.59
Student Intern I	\$10.03	\$11.43
Student Intern II	\$11.16	\$12.58
Student Intern III	\$12.26	\$13.74
Receptionist/Senior Center	\$11.16	\$14.89
Registrar/Senior Center	\$11.16	\$14.89

* Further hourly wages for temporary or seasonal employees will be compatible to, but not greater than, the wage rate provided non-contract employees.

Salary range adjustment of 1% effective 7/1/13.

Glossary

Appropriation: An authorization by Town Meeting to spend money.

Assessed valuation: The value set on real or personal property by the Board of Assessors as a basis for setting the tax rate.

Budget: A plan of financial operation embodying an estimate of proposed revenue and expenditures for a given period and the proposed means of financing them.

Capital outlay exclusion: A vote by a municipality at an election to fund a capital project or make a capital acquisition. The exclusion is added to the tax levy only during the year in which the project is being funded and may increase the tax levy above the levy ceiling.

Cherry sheet: A form from the Massachusetts Department of Revenue showing, for the following fiscal year, all the state and county charges and reimbursements to the Town for local aid and for providing specific town services. It is called the Cherry Sheet because it was originally printed on cherry-colored paper.

Close outs: Unspent appropriations and actual revenues above budgeted revenues closed at year-end to fund balance, which is used in the calculation of free cash.

Debt exclusion: A vote by a municipality at an election to exclude debt service payments for a particular capital project from the levy limit, which allows the Town to increase its total property tax levy above the limit set by Proposition 2½. The amount of the annual debt service payment is added to the levy limit for the life of the debt only. (See **Proposition 2½**, below.)

Debt service: Payment of interest and principal to holders of the Town's bonds and notes. Debt service can be either excluded (see **Excluded debt**, below) or non-excluded (see **Non-excluded debt**, below).

Encumbrance: Obligations in the form of purchase orders or contract or salary commitments that are chargeable to an appropriation and for which a part of the appropriation is reserved.

Enterprise funds: An accounting mechanism allowing a community to show the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy. For example, Water and Ambulance are enterprise funds.

Excluded debt: Debt for a particular capital project for which the payments are excluded from the limits set by Proposition 2 ½. (See **Debt exclusion**, above.)

Expenditure: The spending of money by the Town for programs within its approved operating budget.

Foundation budget: The target set by the state for each school district establishing the spending level necessary to provide an adequate education, as defined by the state, for all students. The foundation budget comprises both local funding and state aid.

Fiscal year: A 12-month period, starting July 1, to that the annual budget applies. The moneys appropriated at the Annual Town Meeting in May are for the next fiscal year starting July 1.

Free cash: A dollar value, certified by the state usually in late summer, which represents unspent and unencumbered income and receivables from the previous fiscal year. Town Meeting can spend this money once free cash is certified.

Full-time equivalent (FTE) employee: A measurement equal to one staff person working a full-time work schedule for one year. Employment figures are expressed as full-time

equivalent employment, a computed statistic representing the number of full-time employees that could have been employed if the reported number of hours worked by part-time employees had been worked by full-time employees. This statistic is calculated by dividing the "part-time hours paid" by the standard number of hours for full-time employees and then adding the resulting quotient to the number of full-time employees. For example, using a 40-hour workweek standard, one employee working a 20-hour week and one employee working a 40-hour week would equal 1.5 FTEs.

General fund: The major Town fund created with Town receipts and tax revenues from which most Town expenses are met.

GIS: Geographical Information System.

Indirect costs: Costs of a service not reflected in the service's operating budget. A determination of these costs is necessary to analyze the total cost of service delivery. An example of an indirect cost of providing Town services would be health insurance costs for employees.

Local receipts: Collections made by the various Town departments that are not voted by the Town to offset the appropriations of a specific Town department.

Minimum recommended reserves: An amount equal to 5% of the sum of the operating budget (not including enterprise funds), estimated state charges, the allowance for abatements, and certain other amounts to be raised.

New growth: Under Proposition 2½, the taxing capacity added by new construction and other increases in the property tax base. New growth is calculated by multiplying the value associated with new construction by the tax rate of the previous fiscal year.

Non-excluded debt: Debt for which the payments are not excluded from the limits set by Proposition 2½.

Operating budget: The plan of proposed spending for the upcoming fiscal year. It is the Town's "best guess" on what it will cost to operate the Town.

Overlay account: An amount raised by the Assessors in taxes to be used for potential abatement of property taxes.

Overlay surplus: Any balance in the overlay account of a given fiscal year in excess of the amount remaining to be collected or abated can be transferred into this account. Overlay surplus may be appropriated for any lawful purpose.

Override: A vote by a municipality in an election to permanently increase the levy limit (see **Proposition 2½**, below).

Proposition 2½: An initiative law approved by Massachusetts voters in 1980. Proposition 2½ sets a limit on the amount of real and personal property taxes a community may levy, as well as a limit on the annual increase in the tax levy.

The levy limit is a restriction on the amount of property tax a community may levy. Under Proposition 2½, a community may not increase taxes more than 2½ percent over the previous year's levy (plus the value of any new growth that has occurred in the Town) and may not levy more than 2½ percent of the total full and fair cash value of all taxable real and personal property in the community (the levy ceiling).

Proposition 2½ allows cities and towns to vote in an election to exclude certain costs as well as to increase its annual levy limit. See **Debt exclusion** and **Override**, above.

Reserve fund: An amount set aside annually within the Town's budget to provide a funding source for "extraordinary and unforeseen" expenditures. The Finance Committee authorizes transfers from this fund.

Revolving fund: Moneys, usually derived from fees that may be used by a Town department for special use without Town Meeting appropriation.

Stabilization fund: Essentially a "rainy day" fund. It is a special reserve account created primarily to provide for capital improvements and unforeseen circumstances. It requires a two-thirds vote of Town Meeting to take money from this fund and appropriate it for expenditure.

Warrant: A list of items to be acted on by Town Meeting.

Notes

Notes

Town of Westford
55 Main Street
Westford, MA 01886

Presorted Standard
U.S. POSTAGE
PAID

Westford, MA 01886
Permit No. 12



COME TO
TOWN MEETING
AND MAKE YOUR VOICE
HEARD

SATURDAY, MARCH 23,
2013
10:00 AM
ABBOT ELEMENTARY
SCHOOL