

\$96,393,702

Westford Finance Committee

Report and Recommendations

2011 Annual Town Meeting Warrant

**Abbot Elementary School Gym
Saturday, March 26, 2011
10:00 a.m.**



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

Westford FY2012 Finance Committee Report

Table of Contents

Town Meeting Information	1
Finance Committee	2
FY12 Budget Overview	3
Departmental Detail	
General Government	10
Public Safety	11
Education	12
Public Works	14
Health & Human Services.....	15
Culture & Recreation	15
Debt Service	16
Unclassified	18
Water Enterprise Fund	19
Ambulance Enterprise Fund	19
Recreation Enterprise Fund	20
Community Preservation.....	20
Community Preservation Committee Recommendations	21
Finance Committee Reserve Fund Transfers.....	23
Annual Town Meeting Warrant Articles	24
Warrant Map.....	70
Pay Classification Plan	71
Glossary.....	73

Westford FY2012 Finance Committee Report

Town Meeting Information

SATURDAY, March 26, 2011

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 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 4, 2011 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 Monday, March 28, 2011, 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:

Transportation for seniors is offered by the Council on Aging. 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, 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.

Finance Committee

Westford's Finance Committee recommends the Town Manager's budget for FY12 to Annual Town Meeting. As you can read in this report, this year we are proposing a \$92,278,754 operating budget. Additional articles bring the total budget to \$96,393,702 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 issues Westford faces today.

The Finance Committee thanks the Town and School administrations, departments, employees, boards, and committees for their cooperation and assistance during the past year. While the conversations were uncomfortable at times, we appreciate the professionalism and respect demonstrated by all of those involved. We would particularly like to thank Westford's Finance Director Suzanne Marchand, Finance & Budget Analyst 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 March 26, 2011 and let your voice be heard.

Town of Westford Finance Committee (2010-11)

Michael Princi, Chair
Mark Kost, Vice-Chair
Jeanne Drula, Clerk
Ellen Doucette
Al Herget
Matthew Lewin
Ingrid Nilsson
Rose O'Donnell
Dennis Wrona

FY12 TOWN OF WESTFORD BUDGET

Overview

Government is a service – providing us with education, protection, safety, health, and infrastructure to enrich our lives in Westford. Westford is fortunate to generally maintain our past levels of service. Still, each year costs increase and this was a pivotal year for the Town of Westford as two major trends affected the town's financial situation:

- 1.) Reductions in State Aid as the governor's proposed budget reduces state aid to Westford by \$32,423. The state legislature has not submitted its budget but the governor's proposal is generally understood to be the maximum state aid the town will receive next fiscal year. In addition, the school construction reimbursement for the Blanchard Middle School ends this year, resulting in a total reduction of almost \$1 million.
- 2.) Increasing health care costs due to higher premiums assessed on Westford and 75 additional enrollees to the town's health plan. The increased number of people covered in our health plan is primarily due spouses of town employees losing their jobs and joining the towns health plan, not new employees.

The town manager and staff are undertaking major efforts to offset these negative effects on the budget which include:

- Decreasing the town's general government, services and public safety budgets slightly due to the savings from the early retirement program, some staff restructuring and freezing of expenses.
- Funding the capital requirements of the town by depleting the funds in the Capital Reserve fund (\$768,700.73) for FY12 and asking the town to approve articles to borrow money to fund additional major capital.
- Continuing to invest in our children's education by increasing the budget for Westford Public Schools over \$1.1 million or a +2.5% increase from the previous year's budget in order to maintain close to current service levels.
- Using free cash to augment revenues to balance the budget.

Based on these efforts the Finance Committee recommends this balanced budget of \$96,393,702 for FY12. To achieve this budget and avoid a request for a tax override or a significant change in service through layoffs, the town will have to explore further actions to sustain our service levels in future years. We have established a special task force to study alternatives for future years.

FY12 Recommended Budget

Operating budget	\$92,278,754
Capital budget	\$914,550
Other articles (Community Preservation, Supplemental Appropriations, Hwy Ch 90, Perchlorate)	\$1,539,675
Other amounts to be raised (Snow & Ice, etc.)	\$741,945
State & county cherry sheet charges (state/county charges for services to Westford) - estimated	\$418,778
Allowance for abatements	\$500,000
TOTAL FY12 BUDGET	\$96,393,702

OPERATING BUDGET

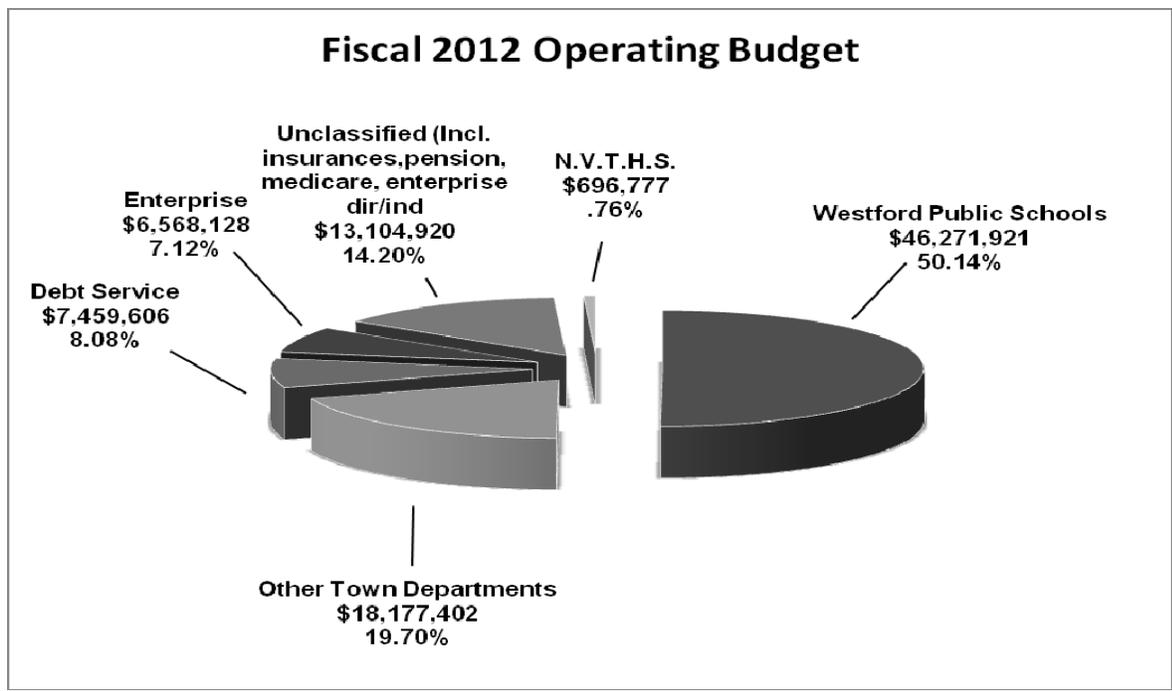
The town operating budget is **\$92,278,754** for FY12. This year's operating budget increased \$2,658,112 or 2.97% increase over the FY2011 operating budget. The School Department budget contributed to the increase by \$1,128,584, a 2.5% increase over FY2011. However, the primary driver of the increase is the \$2,623,316 increase in the Unclassified account, which consists of employee health insurance, pensions, Medicare, and the Town's general insurance. While the Town earned a 23% increase in health insurance premiums during the November 1, 2010 open enrollment period, the increase was subsidized by the MIAA Trust Fund, and capped at 13%. The Town's health insurance plan has had to absorb the cost of 75 new plans in a 16 month period mostly due to the spouses of Town employees losing their jobs and joining the town's health insurance plan. The Town Manager is currently working with the Insurance Advisory Committee to make design changes to the health plan in order to save roughly \$500,000 in the next fiscal year.

Three major areas account for the majority of our budget. 50.14% of our operating budget funds education. The next largest item is unclassified expenses at 14.20%; then debt service which is 8.08% of the budget.

This year's budget included the following assumptions:

- The Governor's proposed state aid budget
- Only step increases are budgeted for in personal services (salaries)
- Level funded town expenses
- 2.50% increase from FY2011 for the Westford Public Schools
- Maintenance of minimum recommended reserves
- \$2,034,550 million for capital projects (outlined in Article 14)

	FY11 Budget	FY12 Recommended	\$ Change from last year	% Change from last year
GENERAL GOVERNMENT	3,881,604	3,741,287	(140,317)	-3.61%
PUBLIC SAFETY	7,641,206	7,632,612	(8,594)	-0.11%
EDUCATION	45,826,599	46,968,698	1,142,099	2.49%
PUBLIC WORKS	4,140,832	4,225,514	84,682	2.05%
HEALTH & HUMAN SERVICES	835,750	844,953	9,203	1.10%
CULTURE & RECREATION	1,733,815	1,733,036	(779)	-0.04%
DEBT SERVICE	8,542,125	7,459,606	(1,082,519)	-12.67%
UNCLASSIFIED	10,481,604	13,104,920	2,623,316	25.03%
RFT'S TO CAPITAL		21,885	(21,885)	(100.00%)
COMMUNITY PRESERVATION FUND	887,819	890,970	3,151	0.35%
WATER ENTERPRISE FUND	3,387,905	3,471,962	84,057	2.48%
RECREATION ENTERPRISE FUND	1,212,366	1,204,631	(7,735)	-0.64%
AMBULANCE ENTERPRISE FUND	1,027,127	1,000,565	(26,562)	-2.59%
TOTAL OPERATING BUDGET	89,620,637	92,278,754	2,658,117	2.97%



This year (FY12) the Finance Committee recommends a \$96,393,702 budget. This is \$1,681,259 more (1.77%) than FY2011's \$94,712,443 budget.

EXPENSES

Collective bargaining obligations and government mandates continue to pressure our expenses. Health insurance and pension liabilities continue to grow across all departments.

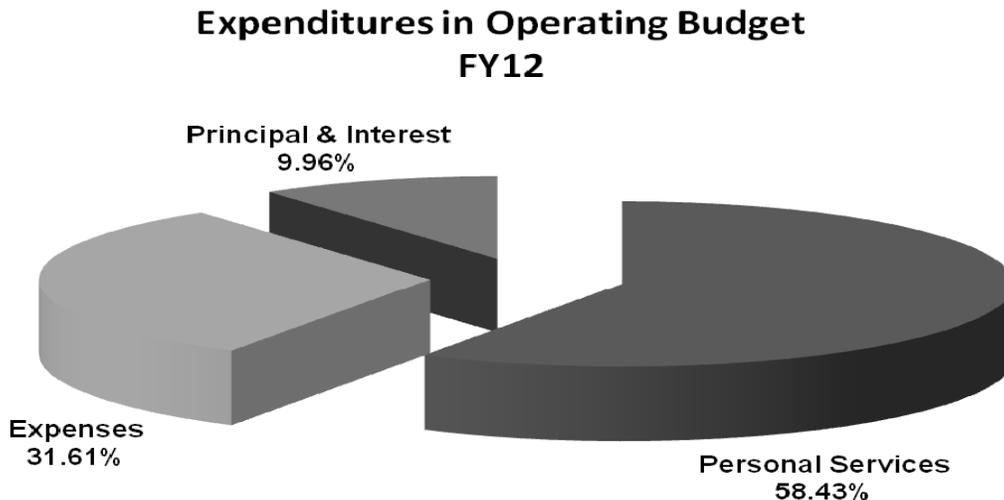
Personnel

Our largest expense is personnel, comprising almost 59% of our total budget. The town employs 915 full-time people/equivalents. 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 large lay-offs that would directly impact our services.

The Westford Public Schools budget's 2.50% increase is driven primarily by employee compensation obligations in the form of step increases. The schools employ 707 people. A level service budget after contract obligations would have resulted in a 3.50% increase, but through the diligent efforts of the superintendent, his staff and administration, and the School Committee, the town will provide a 2.50% increase to the Westford Public Schools.

Health insurance costs increased by 13%, although the Town earned a 23% increase.



Operating Expenses

Over the past few years, all departments have made cuts in their operating expenses.

Measures to reduce operating expenses include:

- o Reducing gasoline and utility expenses
- o Refinancing debt where applicable
- o Rebidding health insurance every year
- o Receiving MEMA/FEMA reimbursement for ice storm expenses
- o Negotiating new solid waste and recycling contract
- o Creating the Advanced Life Support increasing Ambulance Enterprise Revenue

- o Operating the Recreation Enterprise to be self-supporting with no General Fund subsidy.

Debt Service

Currently Westford holds \$72.91 million in debt obligations that fund most of our large capital and infrastructure projects. Most of our debt is excluded, that is the voters approved funding the \$67 million of debt through higher taxes, outside of Proposition 2 ½ limitations.

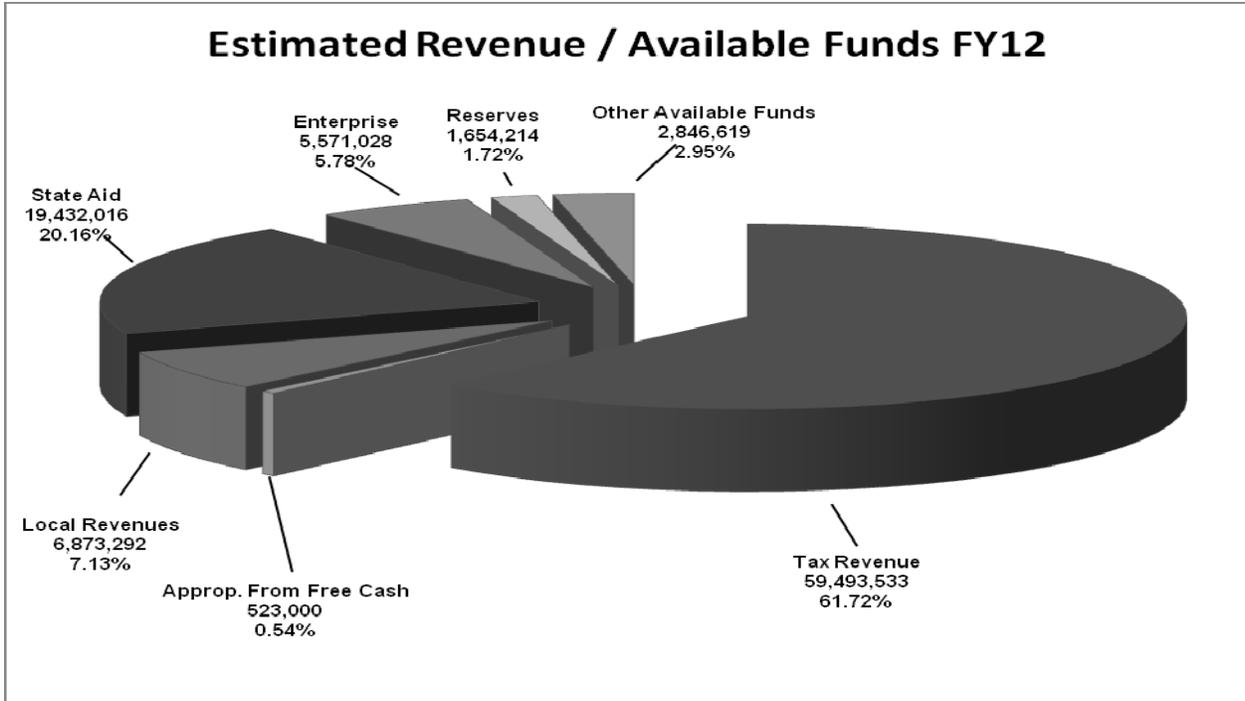
REVENUE AND AVAILABLE FUNDS

FY12 Projected Revenue

	FY12 Projected Revenue	Change from FY2011
Tax Revenue (property tax)	\$58,493,533	2.18%
New Growth	\$1,000,000	-1.59%
State Aid (Governor's Proposed Budget)	\$19,432,016	-4.75%
Local Revenue	\$6,873,292	5.59%
Enterprise Revenue (Water, Ambulance & Recreation)	\$5,571,028	5.35%
Available Funds (State Highway funds, Debt Exclusion offsets, Overlay Surplus, Community Preservation funds, Wetland fees)	\$2,846,619	-25.95%
Appropriations from Free Cash	523,000	
TOTAL FY12 REVENUE	\$94,739,488	1.55%
Free Cash (savings) applied to Balance Budget (to be applied at Fall Special Town Meeting)	\$1,654,214	-7.53%
TOTAL OUTLAY	\$96,393,702	1.38%

In FY12, the state aid financial projections are from Governor's Patrick's recommended budget released on February 11, 2011. Estimates are not yet available from the state legislature but informal inputs from our representative are that we should expect less than the governor's recommendation.

Roughly 60% of our current budgeted needs are covered by property taxes. Of these taxes, about 86% comes from residential property owners. Our local property tax revenue can increase annually at 2.5%, in accordance to the legal limitations of Proposition 2½. The average single-family residential tax bill in FY11 was \$6,718.64 based on a median assessed value of \$430,900 (decreased from \$440,050 last year) at the FY11 residential tax rate of \$15.23 per thousand dollars of appraised value.



Free Cash Used To Balance Budget

\$1,654,214 of Free Cash is estimated to be needed at the 2011 Fall Special Town Meeting to balance the FY12 budget. Free Cash is our town’s savings. Last year \$1,788,878 was used to balance the budget.

Through diligent management, we are able to realize significant appropriation close-outs at year end. 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. The 5% balance in reserves is a large factor in our positive bond rating (which guides interest rates on debt). At the time of this printing we project free cash to be \$165,760 above minimum recommended reserves.

Capital

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 that can afford to be allocated to this area. All capital requests are evaluated and prioritized over a 5-year period by the Capital Planning Committee. Each year we target allocating around \$1.5 million to capital.

This year we recommend almost \$2,229,550 in capital spending. We recommend the 17 projects outlined in Article 14, totaling \$1,304,550. The funding for these 17 items will come from the following sources:

- Transfer from Capital Stabilization Fund: \$767,700.73
- Remaining Balances from Completed Capital Projects \$146,849.27
- Water Enterprise Free Cash \$195,000.00

In Articles 15, 16, and 17, the Town Manager has recommended bonding for the installation of an elevator in the Abbot School (\$500,000), the purchase of a street sweeper for the highway department (\$225,000), and the purchase of a base radio for the police department (\$200,000).

Moving forward

Although this continues to be a challenging economic climate and this budget does not meet every need as identified by the town and schools, the Finance Committee believes that this budget will allow the town to continue to deliver most services expected by residents. We will continue to balance our service needs with the fiscal reality we face today. Together with the Town Manager and all departments and boards, we will continue to seek avenues to increase efficiencies and save money, while still maintaining Westford's excellent educational and municipal services.

<u>Financial Summary</u>	<u>FY11 Total</u>	<u>FY12 Total</u>	<u>FY13 Proj.</u>
TOTAL ARTICLE 8	89,619,887	92,278,754	96,127,355
Total Article 14 - Capital Plan	1,975,000	914,550	1,500,000
Total Other Articles	2,029,574	1,539,675	50,000
Total Other Amounts to be Raised	456,379	741,945	631,945
State and City Cherry Sheet Charges	455,398	418,778	423,715
Allow Abate & Exempt (Overlay)	543,624	500,000	500,000
TOTAL AMOUNT TO BE RAISED	95,079,861	96,393,702	99,233,015
Tax Revenue	57,247,754	59,493,533	61,631,871
Local Revenue	6,509,337	6,873,292	7,013,402
State Aid	20,401,423	19,432,016	19,432,016
Free Cash-Offset Tax Rate	1,788,878	-	-
Free Cash-Approp From	-	523,000	-
Available Funds	3,844,406	2,846,619	866,627
Enterprise Revenue	5,288,064	5,571,028	5,722,891
TOTAL REVENUE	95,079,861	94,739,488	94,666,807
Free Cash / Available Fds to Balance Budget	-	(1,654,214)	(4,566,208)
Free Cash and Stabilization Fund Balances			
Free Cash - Beginning Balance	2,435,677	2,358,769	1,181,555
Free Cash Applied	(1,788,878)	(2,177,214)	(4,566,208)
Est. Free Cash Generated	1,711,970	1,000,000	1,000,000
Free Cash - Ending Balance	2,358,769	1,181,555	(2,384,653)
Stablization Cash Fund Balance	3,280,772	3,352,772	3,452,772
Cash Reserves - Ending Balance	5,639,541	4,534,327	1,068,119
Minimum Recommended Balance-RESERVES*	4,228,004	4,368,567	4,557,817
Above(Below) Min Rec Balance-RESERVES	1,411,538	165,760	(3,489,698)

Department Detail — General Government

	FY10 Actual	FY11 Budget	FY12 TMR	\$ Increase (Decrease)	% Increase (Decrease)
Personal Services	2,123,439	2,344,107	2,163,344	(180,763)	(7.71%)
Expenses	1,257,157	1,305,850	1,285,943	(19,907)	(1.52%)
Other	199,539	231,648	292,000	60,352	26.05%
Total	3,580,135	3,881,604	3,741,287	(140,317)	(3.61%)

Changes

The General Government budget decreased 3.61% (\$140,317) overall due to savings realized by realignment of the personnel in the Finance Department. At the Fall Special Town Meeting, the Town accepted provisions of the early retirement initiative, allowing the Finance Director and the Town Collector to retire. These positions were realigned to a Budget Director and a Treasurer/Collector resulting in significant savings in personal services.

Department Detail – Public Safety

	FY10 Actual	FY11 Budget	FY12 TMR	\$ Increase (Decrease)	% Increase (Decrease)
Personal Services	6,589,425	7,102,165	7,073,329	(28,836)	(0.41%)
Expenses	666,020	709,581	675,560	(34,021)	(4.79%)
Offset	(248,486)	(170,540)	(116,277)	54,263	(31.82%)
Total	7,006,959	7,641,206	7,632,612	(8,594)	(0.11%)

Changes

Overall the Public Safety budget decreased by \$8,594 or 0.11%. Decreases in Personal Services (\$28,836) and Expenses (\$34,021) more than offset the decrease in Offsets of \$54,263.

The decreases in Personal Services were primarily due to two employees of the Fire Department being accepted for the state's early retirement program and the elimination of one position in the Animal Control department.

The decreases in Expenses were primarily due to continued cost reductions in various accounts.

The increase in the Offset category is the effect of the gradual decrease in the SAFER grant for the staffing of the Rogers Fire Station. FY12 is the final year the town will receive funding from this grant.

Overall the Police Department budget is down by \$5,299 in FY12. The Personal Services portion of the budget was kept virtually flat due to the resignation of one officer and the replacement of that officer with a more junior officer, the restructuring the dispatcher's work week resulting in lower costs and the voluntary forfeiture of compensation for sick pay by the Chief of Police offsetting the contractual step increases due the department. Various expense reductions resulted in the remaining reductions.

Overall the Fire Department budget is up \$51,264. The Personal Services budget is up by \$26,345 due primarily to increased overtime necessitated by minimally staffed shifts requiring additional assistance. Various expenses are being reduced by \$26,344, but are being offset (as mentioned above) by the reduction of \$51,263 in the SAFER grant.

The Animal Control Department's budget is being reduced by (\$52,362) due to the elimination of one position within the department.

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.

	FY10 Actual	FY11 Budget	FY12 TMR	\$ Increase (Decrease)	% Increase (Decrease)
Westford Public Schools	43,488,942	45,143,337	46,271,921	1,128,584	2.50%
Nashoba Tech	582,085	683,262	696,777	13,515	1.98%
Total	44,071,027	45,826,599	46,968,698	1,142,099	2.49%

Westford Public Schools

Description	FY 2011 Appropriation	FY 2012 School Comm. Budget	\$ Increase (Decrease)	% Increase (Decrease)
School Committee	13,430	13,430	-	-
Superintendent	289,880	275,030	(14,850)	(5.1)
Assistant Superintendent	201,211	191,559	(9,652)	(4.8)
Business Office	388,089	387,916	(173)	(0.0)
Human Resources & Benefits	109,648	110,009	361	0.3
Compensation Reserve		185,000	185,000	
Legal Services	51,382	51,382	-	-
Swide Info Mgmt/ Technology	256,007	258,907	2,900	1.1
Curriculum Directors	290,138	286,138	(4,000)	(1.4)
School Leadership / Bldg Level	2,513,949	2,525,449	11,500	0.5
Non - Instructional Bldg Tech	14,450	14,450	-	-
Classroom Teachers	21,251,910	21,279,578	27,668	0.1
Teacher Specialists	3,387,438	3,513,596	126,158	3.7
Instr Coord / Team Leaders	329,149	409,723	80,574	24.5
Medical / Therapeutic Services	408,170	434,901	26,731	6.5
Teacher Substitutes	253,034	252,977	(57)	(0.0)
Instructional Assistants	1,882,514	1,892,418	9,904	0.5
Library / Media Center Salaries	678,998	657,146	(21,852)	(3.2)
Subs For Prof Development	35,000	37,100	2,100	6.0
Prof Development Expenses	557,432	488,057	(69,375)	(12.4)
Textbooks & Related	284,747	277,697	(7,050)	(2.5)
Library Instructional Material	26,205	25,850	(355)	(1.4)
Instructional Equipment	34,477	43,264	8,787	25.5
General Instructional Supplies	449,694	441,947	(7,747)	(1.7)
Other Instructional Services	50,361	50,361	-	-
Classroom Instructional Tech	75,620	79,635	4,015	5.3
Library Instructional Hardware	1,000	1,025	25	2.5

Westford FY2012 Finance Committee Report

Description	FY 2011 Budget	FY 2012 School Comm. Budget	\$ Increase (Decrease)	% Increase (Decrease)
Instructional Software	48,548	48,873	325	0.7
Guidance & Adjust Counselors	1,614,808	1,775,457	160,649	9.9
Testing & Assessment	31,291	24,100	(7,191)	(23.0)
Psychological Services	148,056	93,581	(54,475)	(36.8)
Health Services	575,000	577,099	2,099	0.4
Transportation	1,859,904	2,011,320	151,416	8.1
Athletics	449,037	439,407	(9,630)	(2.1)
Other Student Activities	173,380	189,483	16,103	9.3
Custodial Services	1,592,958	1,620,894	27,935	1.8
Heating Of Buildings	774,309	691,000	(83,309)	(10.8)
Utilities	1,166,041	1,142,341	(23,700)	(2.0)
Maintenance Of Grounds	53,600	53,600	-	-
Maintenance Of Buildings	916,257	841,148	(75,109)	(8.2)
Building Security	35,500	35,500	-	-
Maintenance Of Equipment	133,494	117,494	(16,000)	(12.0)
Networking/ Telecommunications	72,250	66,000	(6,250)	(8.7)
Technology Maintenance	255,219	255,219	-	-
Non - Employee Insurance	6,000	6,000	-	-
Lease Of Equipment	150,500	150,500	-	-
Civic Activities	4,000	4,000	-	-
Acquisition Of Equip (>\$5,000)	13,370	13,370	-	-
Tuitions	1,235,881	1,930,990	695,109	56.2
TOTAL	45,143,337	46,271,921	1,128,584	2.5

Personal Services / Expenses

	FY 2011 Budget	% of Total	FY 2012 School Comm. Budget	% of Total	% Change from FY11
Personal Services	37,546,536	83.2	37,977,543	82.1	1.1
Expenses	7,596,801	16.8	8,294,378	17.9	9.2
Total	45,143,337	100.0	46,271,921	100.0	2.5

Nashoba Valley Technical High School

Westford's assessment for Nashoba Tech increases 1.98% (\$13,515) from FY11. In part, this increase is the result of the overall decrease in enrollment in the student body, causing Westford's students to comprise a larger percentage of the student body. In FY11, the total number of students attending Nashoba Tech is 585 which is expected to decrease to 566 in FY12. The number of Westford students attending Nashoba Tech will remain level at 61 in FY12. The per pupil cost to Westford is approximately \$11,423.

Enrollment at Nashoba Tech by district:

- Chelmsford 23.5%
- Pepperell 20.2%
- Townsend 19.0%
- Shirley 11.6%
- **Westford 10.8%**
- Littleton 8.5%
- Groton 6.4%

Department Detail— Public Works

	FY10 Actual	FY11 Budget	FY12 TMR	\$ Increase (Decrease)	% Increase (Decrease)
Personal Services	1,489,663	1,533,080	1,607,622	74,542	4.86%
Expenses	2,802,128	2,607,752	2,617,892	10,140	0.39%
Total	4,291,791	4,140,832	4,225,514	84,682	2.05%

Changes

The Personal Services portion of the Public Works budget is increasing by \$74,542 due primarily to a staffing change bringing two engineers to the town's Engineering Department. This position was a transfer from the Permitting and GIS Departments, resulting in an increase in this department's budget, but not an increase to the town's budget.

Expenses increase due to \$23,500 increases in Tipping Fees being offset by various reductions in other expenses, resulting in a net increase of \$10,140 in expenses.

Department Detail — Health and Human Services

	FY10 Actual	FY11 Budget	FY12 TMR	\$ Increase (Decrease)	% Increase (Decrease)
Personal Services	626,148	673,257	685,926	12,669	1.88%
Expenses	134,128	162,493	159,027	(3,466)	(2.13%)
Total	760,277	835,750	844,953	9,203	1.10%

Changes

The Health and Human Services budget is increasing a total of \$9,203 or 1.10% due to increases in the Personal Services budget of \$12,699 or 1.88% due to contractual step wage increases and increases in the number of hours in the Veteran Services office due to higher demand for services.

The expense budget decreases by a total of \$3,466 or 2.33% due to higher expenses than anticipated in the new Senior Center being offset by reductions in expenses in other departments.

Department Detail — Culture and Recreation:

	FY10 Actual	FY11 Budget	FY12 TMR	\$ Increase (Decrease)	% Increase (Decrease)
Personal Services	1,489,010	1,555,706	1,556,850	1,144	0.07%
Expenses	427,284	431,228	432,519	1,291	0.30%
Offset	(235,234)	(253,119)	(256,333)	(3,214)	1.27%
Total	1,681,060	1,733,815	1,733,036	(779)	(0.04%)

Changes

The Culture and Recreation Department provides those services that are not part of the Recreation Enterprise Fund, including Cemetery and Town Parks. Some expenses are shared with the Recreation Enterprise Fund and those shared costs are allocated appropriately across both budgets. The above offset reflects the offset by the Recreation Enterprise Fund.

Department Detail — Debt Service

	FY10 Actual	FY11 Budget	FY12 TMR	\$ Increase (Decrease)	% Increase (Decrease)
Exempt	8,972,048	7,655,384	6,589,850	(1,065,534)	-13.92%
Non-Exempt	741,006	886,741	869,756	(16,985)	-1.92%
Total	9,713,054	8,542,125	7,459,606	(1,082,519)	-12.67%

	Year of Loan Expiration	FY11 Budget \$	FY 12 Budget \$
<u>Long Term Debt - Exempt:</u>			
ACADEMY REFUNDING 1	2020	571,450	332,825
ACADEMY REFUNDING 2	2014	1,606,703	1,513,663
ELEMENTARY SCHOOL CONST -Crisafulli/Miller	2023	1,590,413	1,603,388
MIDDLE SCHOOL CONST - Stony Brook	2023	1,518,664	1,523,039
MIDDLE SCHOOL REFIN 93 ISSUE - Blanchard	2011	708,900	0
CLASSROOM CONV DAY ABBOT	2014	63,415	61,078
SENIOR CENTER DESIGN (385K)	2013	102,719	99,275
SENIOR CENTER CONSTRUCTION	2030	330,600	323,600
HIGHWAY GARAGE CONSTRUCTION	2024	821,131	802,756
HIGHWAY GARAGE CONST 2	2016	99,200	96,000
HIGHWAY GARAGE A&E	2018	65,563	63,813
FIRE STATION CONST	2014	121,065	116,603
FIRE STATION SUPPLEMENTAL	2013	22,225	21,525
BORDELEAU LAND ACQ	2013	33,338	32,288
Long Term Debt - Exempt Total		\$7,655,384	\$6,589,850

<u>Long Term Debt - Non Exempt:</u>			
ABBOT SEPTIC TOWN CTR EXT	2011	111,125	107,625
GROTON ROAD WATER MAIN ESTIMATED	2013 Est	40,000	17,035
SCHOOL BLDG & FAC REPAIR(ABBOT WINDOWS)	2014	115,875	112,375
LAND ACQ DREW PARCEL	2014	11,530	11,105
ABBOT SEPTIC TOWN CTR EXT-BOND 2	2014	46,350	44,950
MODULAR CLASSROOMS Refunding 1, Academy Ref 2	2015	233,125	220,715
SEWER EXTENSION	2019	146,400	132,000
TITLE V	2020	4,087	4,087
TOWN HALL CONSTRUCTION G/F	2031	128,550	118,899
WPAT – PERCHLORATE REMEDIATION	2031	49,699	48,716
Anticipated New Borrowing (FY12 Capital)			52,250
Long Term Debt - Non Exempt		\$886,741	\$869,756

Principal & Interest Outstanding

Loan Category	Year of Loan Expiration	Projected Payment Totals as of June 30, 2011		
		Principal	Interest	Total
ACADEMY REFUNDING 1	2020	\$7,970,000	\$2,131,163	\$10,101,163
ACADEMY REFUNDING 2	2014	4,075,000	213,188	4,288,188
ELEMENTARY SCHOOL CONST - Crisafulli/Miller	2023	14,820,000	4,638,863	19,458,863
MIDDLE SCHOOL CONST - Stony Brook	2023	14,120,000	4,419,013	18,539,013
CLASSROOM CONV DAY ABBOT SENIOR CENTER DESIGN (385K)	2014	165,000	11,000	176,000
SENIOR CENTER CONSTRUCTION	2013	190,000	5,700	195,700
HIGHWAY GARAGE CONSTRUCTION	2030	3,800,000	1,301,400	5,101,400
HIGHWAY GARAGE CONST 2	2024	6,290,000	1,908,769	8,198,769
HIGHWAY GARAGE A&E	2016	400,000	48,000	448,000
FIRE STATION CONST	2018	350,000	55,750	405,750
FIRE STATION SUPPLEMENTAL	2014	315,000	21,000	336,000
BORDELEAU LAND ACQ	2013	40,000	2,300	42,300
Long Term Debt - Exempt Total		\$52,595,000	\$14,759,594	\$67,354,594
ABBOT SEPTIC TOWN CTR EXT	2011	\$200,000	\$11,500	\$211,500
GROTON ROAD WATER MAIN	2013 Est	274,174	58,472	332,646
SCHOOL BLDG & FAC REPAIR(ABBOT WINDOWS) AND ACQ DREW PARCEL	2014	300,000	25,125	325,125
ABBOT SEPTIC TOWN CTR EXT-BOND 2	2014	30,000	2,000	32,000
MODULAR CLASSROOMS Refunding 1, Academy Ref 2	2014	120,000	10,050	130,050
SEWER EXTENSION	2015	780,000	50,885	830,885
TITLE V	2019	800,000	144,000	944,000
TOWN HALL CONSTRUCTION	2020	36,418	-	36,418
WPAT - PERCHLORATE REMEDIATION	2031	1,300,500	465,341	1,765,841
Long Term Debt - Non Exempt Total		\$4,625,144	\$934,584	\$5,559,728

Department Detail — Unclassified

	FY10 Actual	FY11 Budget	FY12 TMR	\$ Increase (Decrease)	% Increase (Decrease)
Health Insurance	6,455,172	7,150,000	9,243,598	2,093,598	29.28%
Other Insurance and Benefits	3,925,708	4,003,502	4,590,763	587,261	14.67%
Offsets	(789,172)	(671,898)	(729,441)	(57,543)	(8.56%)
Total	9,591,708	10,481,604	13,104,920	2,623,316	25.03%

Changes

Health Insurance costs are a primary driver of the Town’s operating budget increase, accounting for almost 10% of our total budget. The health insurance budget increased 29.3% from FY11, while other insurance and benefit costs rose 14.7%. While we are taking action to control the cost, we have been adversely affected by an increase in our enrollment; the Town’s health insurance plan added the cost of 75 new plans in a 16 month period as spouses/dependents of Town employees join the health insurance plan. Premiums increased significantly this year and are expected to continue to increase in outlying years.

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.

- Water: established 1992 and all expenses are covered by the water-takers.
- Ambulance: established in 2004.
- Recreation: established in 2008.

Department Detail — Water Enterprise Fund

	FY10 Actual	FY11 Budget	FY12 TMR	\$ Increase (Decrease)	% Increase (Decrease)
Personal					
Services	889,414	1,006,068	1,006,803	735	0.07%
Expenses	1,393,159	1,527,885	1,610,068	82,183	5.38%
Capital	796,215	853,952	855,091	1,139	0.13%
Total	3,078,788	3,387,905	3,471,962	84,057	2.48%

Changes

Expenses rose 5.4%, mainly due to increased health insurance premiums for Water Department employees enrolled in the Town Health Insurance plan.

Current Water Enterprise capital expenses cover the principal and interest for various borrowing projects including the upgrade of the Byrne Avenue water main, a portion of the purchase of the Stepinski parcel, upgrades of the Country Road Well, Massachusetts Pollution Abatement Trust financed filtration projects and the WPAT financed Perchlorate Remediation Projects.

Considerations

All costs for the Water Enterprise are borne by the water takers; there is no subsidy and no impact on the property tax rate.

Department Detail— Ambulance Enterprise Fund

	FY10 Actual	FY11 Budget	FY12 TMR	\$ Increase (Decrease)	% Increase (Decrease)
Personal					
Services	530,967	665,158	638,931	(26,227)	(3.94%)
Expenses	342,757	361,969	361,634	(335)	(0.09%)
Total	873,724	1,027,127	1,000,565	(26,562)	(2.59%)

Changes

The Ambulance Enterprise was able to contain expenses for FY12. The introduction of Advance Life Support Services has been a positive addition to the Ambulance Enterprise and should bring additional revenue to the town. We believe that this addition will reduce the

subsidy provided by the town over the next few years while greatly enhancing the service level provided by the town.

Department Detail — Recreation Enterprise Fund

	FY10 Actual	FY11 Budget	FY12 TMR	\$ Increase (Decrease)	% Increase (Decrease)
Personal Services	855,969	947,955	947,955	0	0.00%
Expenses	304,842	264,411	256,676	(7,735)	(2.93%)
Total	1,160,812	1,212,366	1,204,631	(7,735)	(0.64%)

Changes

FY12 will be the fourth full year that the Recreation Enterprise Fund is in operation. The Recreation Enterprise Fund fully covers its own costs through its program revenue and no longer requires any General Fund subsidy.

Some expenses are shared with the Parks and Cemetery departments and those shared costs are allocated appropriately across both budgets.

Department Detail — Community Preservation Fund

	FY10 Actual	FY11 Budget	FY12 TMR	\$ Increase (Decrease)	% Increase (Decrease)
Personal Services	0	0	9,000	9,000	
Interest	0	0	6,000	6,000	
Principal & Interest	789,369	887,819	875,970	(11,849)	(1.33%)
Total	789,369	887,819	890,970	3,151	0.35%

Changes

These amounts are the principal and interest payments for Community Preservation borrowing. In addition to the payments made for our purchase of East Boston Camps, the FY12 amount includes the debt payment for the Town Hall restoration.

Community Preservation Funds

The Finance Committee will make a recommendation prior to Town Meeting.

The Community Preservation Committee makes the following recommendations:

\$200,276	From Undesignated Fund Balance To the Community Housing Reserve This allocation exceeds the required 10% for Community Housing	<i>Community Housing Reserve</i>
\$25,000	From Community Housing Reserve For an initial funding request to conduct engineering, testing, and planning studies for the Sawmill Road town owned land to determine the feasibility for the lot to build affordable housing and any other related costs.	<i>Habitat for Humanity of Greater Lowell</i>
\$ 28,000	From Undesignated Fund Balance To restore or replace a portion of the roof at the Roudenbush Community Center and any other related costs.	<i>Westford Town Manager's Office</i>
\$20,000	From Undesignated Fund Balance To restore or replace the roof at the Historical Museum located at 2 Boston Road and any other related costs.	<i>Westford Town Manager's Office</i>
\$15,000	From Undesignated Fund Balance To conduct a structural, historical, and engineering review of the granite retaining wall along North Main Street and any other related costs.	<i>Westford Town Manager's Office</i>
\$216,825	From Undesignated Fund Balance To restore or replace the windows at the building located at 35 Town Farm Road and any other related costs.	<i>Westford Town Manager's Office</i>
\$21,850	From Undesignated Fund Balance For the refurbishment of the final six Greek Revival style windows in the J.V. Fletcher Library and any other related costs.	<i>Westford Board of Library Trustees</i>
\$250,000	From Undesignated Fund Balance To supplement the construction of two synthetic turf fields at Nutting Road and any other related costs.	<i>Westford Parks & Recreation Commission</i>

Westford FY2012 Finance Committee Report

\$190,000	From Undesignated Fund Balance To the Conservation Trust Fund for future land purchases and any other related costs.	<i>Westford Conservation Commission</i>
\$200,000	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.	<i>Westford Affordable Housing Trustees</i>

Finance Committee Reserve Fund Transfers

Date	Transaction	Amount	Balance	Comment
3/27/10	Annual ATM/STM Appropriation	192,000.00	192,000.00	
8/10/10	Heat Pump Library	(750.00)	191,250.00	Supplemental to replace a heat pump in the Library
12/2/10	Boiler Repair Police	(5,170.00)	186,080.00	To repair the police station's main boiler
1/20/11	Tight Tank Fire	(15,835.00)	170,245.00	Supplemental funding for the installation of a tight tank at the Nab fire station
1/25/11	Elevator Valve Library	(5,300.00)	164,945.00	Replacement of a valve to repair the elevator at the J.V. Fletcher Library

**COMMONWEALTH OF MASSACHUSETTS
TOWN OF WESTFORD
WARRANT**

Middlesex, ss.

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

Middlesex, ss.

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 26, 2011

(voter registration deadline, Friday, March 4, 2011 at 8:00pm)

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

REPORTS

ARTICLE 1: Acceptance of Town Reports

Town Manager

To accept the Reports of Town Officers, Boards and Committees for the calendar year 2010;

Or act in relation thereto.

Board of Selectmen recommendation at Town Meeting.

FINANCIAL (FISCAL YEAR 2011)

ARTICLE 2: Fiscal Year 2011 Supplemental Appropriations

Town Manager

To see if the Town will vote to appropriate various sums in order to supplement operating budgets for the Fiscal Year ending June 30, 2011;

Or act in relation thereto.

Finance Committee and Board of Selectmen recommend approval.

ARTICLE 3: Fiscal Year 2011 Budget Transfers

Town Manager

To see if the Town will vote to transfer various sums between and among various accounts for the Fiscal Year ending June 30, 2011;

Or act in relation thereto.

Finance Committee and Board of Selectmen recommendation at Town Meeting.

ARTICLE 4: Unpaid Bills from Previous Fiscal Year(s)

Town Manager

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 recommendation at Town Meeting.

FINANCIAL-FISCAL YEAR 2012

ARTICLE 5: Amendments to 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, 2011;

Or act in relation thereto.

Finance Committee and Board of Selectmen recommendation at Town Meeting.

ARTICLE 6: Local Option Meals Excise Acceptance

Board of Selectmen

To see if the Town will accept the provisions of [Massachusetts General Laws Chapter 64L Section 2\(a\)](#) to impose a local meals excise;

Or act in relation thereto.

Finance Committee and Board of Selectmen recommend approval.

ARTICLE 7: Local Option Room Occupancy Excise Acceptance

Board of Selectmen

To see if the Town will accept the provisions of [Massachusetts General Laws Chapter 64G Section 3A](#) to impose a local room occupancy excise at the rate of 6 percent;

Or act in relation thereto.

Finance Committee and Board of Selectmen recommend approval.

ARTICLE 8: Fiscal Year 2012 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, 2011 through June 30, 2012, and that 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 FY2012 Finance Committee Report

		FY 2010	FY 2011	FY 2012	FY 11/FY12	FY 11/FY12
		ACTUAL	BUDGET	TM & FINCOM	VARIANCE	% CHANGE
				RECOMMEND		
GENERAL GOVERNMENT						
122	SELECTMEN					
	Personal Services	0	0	0		
	Expenses	20,106	17,590	19,425	1,835	10.4%
	TOTAL	20,106	17,590	19,425	1,835	10.4%
123	TOWN MANAGER					
	Personal Services	270,278	299,607	295,859	(3,748)	-1.3%
	Expenses	12,429	46,700	42,830	(3,870)	-8.3%
	TOTAL	282,707	346,307	338,689	(7,618)	-2.2%
131	FINANCE COMMITTEE					
	Personal Services	0	0	0		
	Expenses	5,406	7,933	9,065	1,132	-14.3%
	Reserve Fund	307,000	192,000	192,000	0	0.0%
	(Transfers out)	(213,953)	(27,055)	0	27,055	-100.0%
	TOTAL	98,453	172,878	201,065	28,187	16.3%
132	FINANCE DIRECTOR					
	Personal Services	230,841	240,998	0	-240,998	-100.0%
	Expenses	6,955	7,205	0	-7,205	-100.0%
	Audit	31,000	31,250	0	-31,250	-100.0%
	TOTAL	268,795	279,453	0	-279,453	-100.0%
135	TOWN ACCOUNTANT					
	Personal Services	203,384	224,213	225,803	1,590	0.7%
	Expenses	3,075	2,900	35,260	32,360	1,115.9%
	TOTAL	206,459	227,113	261,063	33,950	15.0%
137	BUDGET DIRECTOR					
	Personal Services	0	0	76,798	76,798	
	Expenses	0	0	1,300	1,300	
	TOTAL	0	0	78,098	78,098	
141	BOARD OF ASSESSORS					
	Personal Services	200,836	211,317	211,966	649	0.3%
	Expenses	28,757	25,700	23,950	(1,750)	-6.8%
	TOTAL	229,593	237,017	235,916	(1,101)	-0.5%
145	TAX COLLECTOR					
	Personal Services	169,289	188,188	249,897	61,709	32.8%
	Expenses	55,609	58,215	58,115	(100)	-0.2%
	TOTAL	224,897	246,403	308,012	61,609	25.0%
151	TOWN COUNSEL					
	Personal Services	0	0	0		
	Expenses	241,169	253,200	263,500	10,300	4.1%
	TOTAL	241,169	253,200	263,500	10,300	4.1%

Westford FY2012 Finance Committee Report

			FY 2012			
	FY 2010	FY 2011	TM & FINCOM	FY 11/FY12	FY 11/FY12	
	ACTUAL	BUDGET	RECOMMEND	VARIANCE	% CHANGE	
152	HUMAN RESOURCES					
	Personal Services	164,747	172,541	172,541	0	0.0%
	Expenses	12,013	12,020	22,520	10,500	87.4%
	Compensation Reserve	132,611	100,000	100,000	0	0.0%
	Transfers out	(26,119)	(33,297)	0	33,297	-100.0%
	TOTAL	283,252	251,264	295,061	43,797	17.4%
155	TECHNOLOGY					
	Personal Services	282,707	303,440	371,437	67,997	22.4%
	Expenses	624,369	613,350	610,200	(3,150)	-0.5%
	TOTAL	907,076	916,790	981,637	64,847	7.1%
161	TOWN CLERK					
	Personal Services	194,446	211,683	209,442	(2,241)	-1.1%
	Expenses	18,491	23,847	23,747	(100)	-0.4%
	TOTAL	212,937	235,530	233,189	(2,341)	-1.0%
	PERMITTING					
170	DEPARTMENT					
	Personal Services	140,752	199,683	150,725	(48,958)	-24.5%
	Expenses	47,755	44,340	35,765	(8,575)	-19.3%
	TOTAL	188,507	244,023	186,490	(57,533)	-23.6%
	CONSERVATION					
171	COMMISSION					
	Personal Services	72,946	74,815	74,815	0	0.0%
	Expenses	5,220	5,750	9,470	3,720	64.7%
	TOTAL	78,166	80,565	84,285	3,720	4.6%
175	PLANNING BOARD					
	Personal Services	66,197	70,315	78,194	7,879	11.2%
	Expenses	23,614	25,800	9,470	(7,904)	-30.6%
	TOTAL	89,811	96,115	84,285	(25)	0.0%
	ZONING BOARD OF					
176	APPEALS					
	Personal Services	0	0	0	0	
	Expenses	4,354	5,750	5,750	0	0.0%
	TOTAL	4,354	5,750	5,750	0	0.0%
179	GIS					
	Personal Services	84,540	101,440	0	(101,440)	-100.0%
	Expenses	19,955	17,150	0	(17,150)	-100.0%
	TOTAL	104,494	118,590	0	(118,590)	-100.0%

Westford FY2012 Finance Committee Report

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 TM & FINCOM RECOMMEND	FY 11/FY12 VARIANCE	FY 11/FY12 % CHANGE
TOWN HALL					
192 MAINTENANCE					
Personal Services	42,477	45,867	45,867	0	0.0%
Expenses	96,881	107,150	107,150	0	0.0%
TOTAL	139,358	153,017	153,017	0	0.0%
TOTAL GENERAL GOVERNMENT	3,580,135	3,881,604	3,741,287	(140,317)	-3.6%
PUBLIC SAFETY					
210 POLICE DEPARTMENT					
Personal Services	3,724,803	4,107,507	4,107,378	(129)	0.0%
Expenses	392,474	421,067	415,897	(5,170)	-1.2%
TOTAL	4,117,277	4,528,574	4,523,275	(5,299)	-0.1%
220 FIRE DEPARTMENT					
Personal Services	2,498,754	2,608,366	2,634,711	26,345	1.0%
Offset From Grant	(206,486)	(128,540)	(77,277)	51,263	-39.9%
Expenses	208,821	218,042	191,698	(26,344)	-12.1%
TOTAL	2,501,089	2,697,868	2,749,132	51,264	1.9%
241 BUILDING DEPARTMENT					
Personal Services	232,165	245,439	245,639	200	0.1%
Expenses	14,152	16,697	14,150	(2,247)	-13.5%
TOTAL	246,317	262,136	260,089	(2,047)	-0.8%
244 SEALER WGHTS/MEASURE					
Personal Services	0	0	0	0	
Expenses	3,000	3,000	3,000	0	0.0%
TOTAL	3,000	3,000	3,000	0	0.0%
291 EMERGENCY MANAGEMENT					
Personal Services	7,000	7,000	8,000	1,000	14.3%
Expenses	3,178	6,745	5,595	(1,150)	-17.1%
TOTAL	10,178	13,745	13,595	(150)	-1.1%
292 ANIMAL CONTROL					
Personal Services	124,704	131,853	75,601	(56,252)	-42.7%
Expenses	11,824	11,380	12,270	890	7.8%
Offset	(42,000)	(42,000)	(39,000)	3,000	-7.1%
TOTAL	94,527	101,233	48,871	(52,362)	-51.7%
294 TREE WARDEN					
Personal Services	2,000	2,000	2,000	0	0.0%
Expenses	32,570	32,650	32,650	0	0.0%
TOTAL	34,570	34,650	34,650	0	0.0%
TOTAL PUBLIC SAFETY	7,006,959	7,641,206	7,632,612	(8,594)	-0.1%

Westford FY2012 Finance Committee Report

		FY 2010	FY 2011	FY 2012	FY 11/FY12	FY 11/FY12
		ACTUAL	BUDGET	TM & FINCOM	VARIANCE	% CHANGE
				RECOMMEND		
EDUCATION						
WESTFORD PUBLIC						
300	SCHOOLS	43,488,942	45,143,337	46,271,921	1,128,584	2.5%
310	NASHOBA TECH	582,085	683,262	696,777	13,515	2.0%
TOTAL EDUCATION		44,071,027	45,826,599	46,968,698	1,142,099	2.5%
PUBLIC WORKS						
410	ENGINEERING DEPARTMENT					
	Personal Services	113,320	158,600	220,851	62,251	39.3%
	Expenses	11,626	13,850	13,900	50	0.4%
	TOTAL	124,946	172,450	234,751	62,301	36.1%
421	HIGHWAY DEPARTMENT					
	Personal Services	1,311,884	1,304,452	1,316,743	12,291	0.9%
	Expenses	1,272,670	1,106,824	1,094,524	(12,300)	-1.1%
	TOTAL	2,584,554	2,411,276	2,411,267	(9)	0.0%
427	STORMWATER MANAGEMENT					
	Personal Services	0	0	0	0	
	Expenses	62,135	48,000	48,000	0	0.0%
	TOTAL	62,135	48,000	48,000	0	0.0%
432	RECYCLING					
	Personal Services	0	0	0	0	
	Expenses	203,085	247,700	242,600	(5,100)	-2.1%
	TOTAL	203,085	247,700	242,600	(5,100)	-2.1%
433	SOLID WASTE					
	Personal Services	0	0	0	0	
	Expenses	1,230,161	1,169,100	1,192,600	23,500	2.0%
	TOTAL	1,230,161	1,169,100	1,192,600	23,500	2.0%
440	SEWERAGE COLLECTION					
	Personal Services	0	0	0	0	
	Expenses	4,899	4,950	8,940	3,990	80.6%
	TOTAL	4,899	4,950	8,940	3,990	80.6%
491	CEMETERY DEPARTMENT					
	Personal Services	64,459	70,028	70,028	0	0.0%
	Expenses	17,551	17,328	17,328	0	0.0%
	TOTAL	82,010	87,356	87,356	0	0.0%
TOTAL PUBLIC WORKS		4,291,791	4,140,832	4,225,514	84,682	2.1%

Westford FY2012 Finance Committee Report

		FY 2010	FY 2011	FY 2012	FY 11/FY12	FY 11/FY12
		ACTUAL	BUDGET	TM & FINCOM	VARIANCE	% CHANGE
				RECOMMEND		
HEALTH & HUMAN SERVICES						
510	BOARD OF HEALTH					
	Personal Services	346,201	357,456	361,985	4,529	1.3%
	Expenses	37,027	36,500	31,970	(4,530)	-12.4%
	TOTAL	383,228	393,956	393,955	(1)	0.0%
540	SENIOR CENTER					
	Personal Services	101,081	115,410	120,263	4,853	4.2%
	Expenses	25,222	42,286	53,850	11,564	27.4%
	TOTAL	126,303	157,696	174,113	16,417	10.4%
541	COUNCIL ON AGING					
	Personal Services	169,905	187,911	188,928	1,017	0.5%
	Expenses	56,762	68,552	58,357	(10,195)	-14.9%
	TOTAL	226,667	256,463	247,285	(9,178)	-3.6%
543	VETERANS SERVICES					
	Personal Services	8,961	12,480	14,750	2,270	18.2%
	Expenses	15,118	15,155	14,850	(305)	-2.0%
	TOTAL	24,079	27,635	29,600	1,965	7.1%
TOTAL HEALTH & HUMAN SERVICES		760,277	835,750	844,953	9,203	1.1%

Westford FY2012 Finance Committee Report

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2011\2 TM & FINCOM RECOMMEND	FY 11/FY12 VARIANCE	FY 11/FY12 % CHANGE
<i>CULTURE & RECREATION</i>					
610 LIBRARY					
Personal Services	1,047,495	1,094,723	1,093,282	(1,441)	-0.1%
Expenses	330,059	329,815	331,256	1,441	0.4%
TOTAL	1,377,554	1,424,538	1,424,538	0	0.0%
630 RECREATION					
Personal Services	196,968	204,083	204,333	250	0.1%
Expenses	(11)	0	0	0	0.0%
Offsets / Shared Costs	(183,234)	(201,119)	(204,333)	(3,214)	1.6%
TOTAL	13,724	2,964	0	(2,964)	
650 PARKS					
Personal Services	244,547	256,900	259,235	2,335	0.9%
Expenses	34,784	34,433	34,933	500	1.5%
Offset	(52,000)	(52,000)	(52,000)	0	0.0%
TOTAL	227,331	239,333	242,168	2,835	1.2%
660 LAND MANAGEMENT					
Personal Services	0	0	0	0	
Expenses	51,450	51,500	51,500	0	0.0%
TOTAL	51,450	51,500	51,500	0	0.0%
670 HISTORICAL COMMISSION					
Personal Services	0	0	0	0	
Expenses	11,002	15,480	14,830	(650)	-4.2%
TOTAL	11,002	15,480	14,830	(650)	-4.2%
<i>TOTAL CULTURE & RECREATION</i>	1,681,060	1,733,815	1,733,036	(779)	0.0%
<i>DEBT SERVICE</i>					
710 DEBT SERVICE					
Principal & Interest	9,713,054	8,542,125	7,459,606	(1,082,519)	-12.7%
TOTAL	9,713,054	8,542,125	7,459,606	(1,082,519)	-12.7%
<i>TOTAL DEBT SERVICE</i>	9,713,054	8,542,125	7,459,606	(1,082,519)	-12.7%

Westford FY2012 Finance Committee Report

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 TM & FINCOM RECOMMEND	FY 11/FY12 VARIANCE	FY 11/FY12 % CHANGE
UNCLASSIFIED					
940 OTHERWISE UNCLASSIFIED					
Expenses	(789,172)	(671,898)	(729,441)	(57,543)	8.6%
TOTAL	(789,172)	(671,898)	(729,441)	(57,543)	8.6%
945 EMPLOYEE BENEFITS & MISCELLANEOUS					
Expenses	10,380,880	11,153,502	13,834,361	2,680,859	24.0%
TOTAL	10,380,880	11,153,502	13,834,361	2,680,859	24.0%
TOTAL UNCLASSIFIED	9,591,708	10,481,604	13,104,920	2,623,316	25.0%
Reserve Fund Transfers to Capital	0	21,885	0	(21,885)	
TOTAL GENERAL FUND	80,696,011	83,105,420	85,710,626	2,605,206	3.1%
COMMUNITY PRESERVATION FUND					
240 COMMUNITY PRESERVATION					
Personal Services			9,000	9,000	
Expenses			6,000	6,000	
Principal & Interest	789,369	887,819	875,970	(11,849)	-1.3%
TOTAL	789,369	887,819	890,970	3,151	0.4%
WATER ENTERPRISE FUND					
600 WATER ENTERPRISE					
Personal Services	889,414	1,006,068	1,006,803	735	0.1%
Expenses	1,393,159	1,527,885	1,610,068	82,183	5.4%
Capital	796,215	853,952	855,091	1,139	0.1%
TOTAL	3,078,788	3,387,905	3,471,962	84,057	2.5%
RECREATION ENTERPRISE FUND					
630 RECREATION ENTERPRISE					
Personal Services	855,969	947,955	947,955	0	0.0%
Expenses	304,842	264,411	256,676	(7,735)	-2.9%
TOTAL	1,160,812	1,212,366	1,204,631	(7,735)	-0.6%
AMBULANCE ENTERPRISE FUND					
640 AMBULANCE ENTERPRISE					
Personal Services	530,967	665,158	638,931	(26,227)	-3.9%
Expenses	342,757	361,969	361,634	(335)	-0.1%
TOTAL	873,724	1,027,127	1,000,565	(26,562)	-2.6%
TOTAL OPERATING BUDGET	86,598,703	89,620,637	92,278,754	2,658,117	3.0%

ARTICLE 9: Property Tax Exemption Increase by 100% for the Blind, Elderly and for 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.

Since 1996, the Town has accepted the provisions of this law. Subsequently, the Town doubled the property tax exemptions for qualified residents as permitted under state law. Town Meeting must approve these provisions annually and taxpayers must apply for the exemptions each year as well.

Finance Committee and Board of Selectmen recommend approval.

ARTICLE 10: Deferral of Betterments and Special Assessments	<i>Board of Assessors</i>
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To see if the Town will vote to accept the provisions of [Massachusetts General Law Chapter 80 Section 13B](#), which allows for the deferral of Betterments and Special Assessments for elderly property owners. Qualifying factors are the same as the Real Estate Tax Deferral under [Massachusetts General Laws Chapter 59 Section 5 Clause 41A](#). Applicants must enter into a Deferral and Recovery Agreement with the assessing board upon approval by said board. Qualifying factors:

- 1) Age 65 year or older as of July 1
- 2) Meet income requirements as indicated and adopted from the "Circuit Breaker" law.
- 3) Must own and occupy the property.
- 4) Must apply annually.
- 5) Must enter into a Deferral and Recovery Agreement which is recorded once with the Registry of Deeds.
- 6) Applications are due by April 1.
- 7) Upon probate or sale of property, there would be 6 months to pay balance due. If not paid within this time, the interest is treated at the same interest as Tax Title at 16%.

Or act in relation thereto.

Finance Committee and Board of Selectmen recommend approval.

ARTICLE 11 Revolving Funds	<i>Town Manager</i>
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To see if the Town will vote to authorize revolving funds for the Fiscal Year July 1, 2011 - June 30, 2012, under the provisions of [Massachusetts General Laws Chapter 44, Section 53E ½](#) for the following:

Westford FY2012 Finance Committee Report

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
School Parking	School Department	Parking fees	Maintenance and expansion of parking facilities	\$35,000	Available for expenditure next year
School Bus/Transportation	School Department	User bus fees	Student transportation costs	\$537,477	Available for expenditure next year

And further

To see if the Town will vote to establish a revolving fund for the Conservation Commission pursuant to [Massachusetts General Laws Chapter 44, Section 53E ½](#) for the specific purposes outlined below for the Fiscal Year July 1, 2011- June 30, 2012:

Revolving Account	Spending Authority	Revenue Source	Allowed Expenses	Expenditure Limits	Year End Balance
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

Or act in relation thereto.

Revolving funds allow these departments to use receipts from revenues they generate without Town Meeting appropriation to offset the costs of providing services. State law requires that Town Meeting vote annually on revolving funds.

Finance Committee and Board of Selectmen recommend approval.

ARTICLE 12: Highway Department Chapter 90 Funds

Town Manager

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 13: Establishment of Other Post employment Benefits Liability Trust Fund

Town Manager

To see if the Town will vote to accept the provisions of [Massachusetts General Laws Chapter 32B Section 20](#) which establishes an Other Post Employment Benefits Liability Trust Fund and to raise and appropriate the sum of \$50,000 to be deposited into said trust fund;

Or act in relation thereto.

Finance Committee and Board of Selectmen recommend approval.

CAPITAL APPROPRIATIONS

ARTICLE 14: Capital Appropriations

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 \$1,109,550 (ONE MILLION ONE HUNDRED AND NINE THOUSAND FIVE HUNDRED FIFTY DOLLARS) to provide for the following capital requests:

<i>DEPARTMENT</i>	<i>AMOUNT</i>	<i>PURPOSE</i>
Selectmen	\$17,000	Upgrades to crosswalks at town center and any other related costs
Technology	\$200,000	Infrastructure & computer plan project and any other related costs
Technology	\$50,000	Upgrade wiring/cabling at various buildings and any other related costs
Police Department	\$ 75,000	Two cruisers and accessories and any other related costs
Fire Department	\$ 35,350	Replace Fire Chief's vehicle and any other related costs
Fire Department	\$68,200	Positive pressure diesel exhaust removal systems at Nabnasset and Rogers Fire Stations and any other related costs
Fire Department	\$60,000	Rehab Engine 4 and any other related costs

Westford FY2012 Finance Committee Report

School Department	\$89,000	Replace 16 foot multi-purpose tractor and any other related costs
School Department	\$45,000	Replace One Ton Truck and any other related costs
School Department	\$40,000	Modifications/repairs of various wastewater treatment facilities and any other related costs
Highway	\$125,000	Engineering of Rte 40 retaining wall and culvert at Keyes Brook and any other related costs
Highway	\$25,000	Replace/repair retaining wall at Main & Flagg Streets and any other related costs
Cemeteries	\$10,000	Replace mower and any other related costs
Cemeteries	\$75,000	Purchase of a backhoe/loader and any other related costs
Water Department	\$75,000	Water Tank Repairs and any other related costs
Water Department	\$80,000	Replace Backhoe and any other related costs
Water Department	\$40,000	Replace Pick-up Truck and any other related costs

Or act in relation thereto.

Finance Committee and Board of Selectmen recommend approval.

ARTICLE 15: Installation of Elevator at Abbot School	<i>Capital Planning Committee</i>
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To see if the Town will vote to appropriate the sum of \$500,000 (FIVE HUNDRED THOUSAND DOLLARS) to be raised by taxation, by transfer from available funds, by borrowing, or any combination thereof for the installation of an elevator at the Abbot School including costs incidental and related thereto;

Or act in relation thereto.

Finance Committee and Board of Selectmen recommendation at Town Meeting.

ARTICLE 16: Purchase of Street Sweeper for Highway Department	<i>Capital Planning Committee</i>
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To see if the Town will vote to appropriate the sum of \$225,000 (TWO HUNDRED TWENTY FIVE THOUSAND DOLLARS) to be raised by taxation, by transfer from available funds, by borrowing, or any combination thereof for the purchase of a street sweeper for the Highway Department including costs incidental and related thereto;

Or act in relation thereto.

Finance Committee and Board of Selectmen recommend approval.

ARTICLE 17: Purchase of Base Radio for Police Department

Capital Planning Committee

To see if the Town will vote to appropriate the sum of \$200,000 (TWO HUNDRED THOUSAND DOLLARS) to be raised by taxation, by transfer from available funds, by borrowing, or any combination thereof for the purchase of a base radio for the Police Department including costs incidental and related thereto;

Or act in relation thereto.

Finance Committee and Board of Selectmen recommend approval.

ARTICLE 18: Water Main Extension to 34 Lowell Road

Water Commissioners

To see if the Town will vote to appropriate the sum of \$60,000 (SIXTY THREE THOUSAND DOLLARS) from Water Enterprise Free Cash to extend a water main to 34 Lowell Road, such amount to be repaid by the homeowner as a Water Special Assessment in accordance with the provisions of [Massachusetts General Laws, Chapter 40 Sections 42G, 42H, 42I and 42K](#).

Or act in relation thereto.

Finance Committee and Board of Selectmen recommendation at Town Meeting.

ARTICLE 19: Easement and Construction of Common Well for Perchlorate Remediation at 93, 95, and 97 Groton Road

*Town
Manager*

To see if the Town will vote to appropriate the sum of \$80,000 (EIGHTY THOUSAND DOLLARS), to be raised by taxation, by transfer from available funds, by borrowing or any combination thereof for the purpose of constructing a common well at 93, 95 & 97 Groton Road, including the payment of costs incidental and related thereto

And further

To see if the town will authorize the acceptance of funding through a loan program of the Massachusetts Water Pollution Abatement Trust

And further

To see if the Town will vote to authorize the Board of Selectmen to acquire by gift, purchase, or eminent domain certain rights in fee or by easement on properties located at 97 Groton Road (Map 35 Parcel 104), 95 Groton Road (Map 34 Parcel 25-5) and 93 Groton Road (Map 34 Parcel 25-3) for the purpose of obtaining secure permanent or temporary water easements, for the construction and maintenance of a common well service from an existing well at 93 Groton Road to residences at 95 Groton Road and 97 Groton Road.

Or act in relation thereto.

Finance Committee and Board of Selectmen recommend approval.

ARTICLE 20: Funding Authorization for Minot's Corner - Non-Participating Costs

*Board of
Selectmen*

To see if the Town will vote to appropriate the sum of \$625,000 (SIX HUNDRED TWENTY FIVE THOUSAND DOLLARS), to be raised by taxation, by transfer from available funds, by borrowing, or any combination thereof for the purpose of funding Non-participating costs of construction at Minot's Corner including costs incidental and related thereto;

And further

To see if the Town will vote to authorize the Board of Selectmen to acquire by gift, purchase or eminent domain any necessary rights on properties for the purpose of obtaining secure permanent or temporary easements.

And further

To see if the Town will vote to authorize the Board of Selectmen to assess betterments for the total costs to the Town of making said improvements.

Finance Committee and Board of Selectmen recommendation at Town Meeting.

ARTICLE 21: Establish Stabilization Fund for Nashoba Valley Technical High School

*Nashoba Valley
Technical School
District Committee*

To see if the Town will vote to approve the Nashoba Valley Technical School District Committee's vote on December 14, 2010 to establish a Stabilization Fund, pursuant to [Massachusetts General Laws Chapter 71 Section 16G½ of](#), said Stabilization Fund to be invested and to retain its own interest earnings as provided by law and further set up an operational line item to be created to transfer available monies into said Stabilization Fund or take any other action relative thereto.

Or act in relation thereto.

Finance Committee and Board of Selectmen recommendation at Town Meeting.

CPA FUNDS

ARTICLE 22: Community Preservation Committee Recommendations

*Community
Preservation Committee*

To see if the Town will vote to hear and act on the report of the Community Preservation Committee on the Fiscal Year 2012 Community Preservation budget and to appropriate from the Community Preservation Fund a sum of money not exceeding 5% of the FY2012 estimated annual revenues to meet the administrative expenses and all other necessary and proper expenses of the Community Preservation Committee for Fiscal Year 2012; 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.

This article authorizes the spending of Community Preservation Funds for the described purposes.

*Finance Committee recommendation at Town Meeting.
Board of Selectmen recommend without position taken on Museum Roof and Sawmill Road.*

GENERAL BYLAW AMENDMENTS

ARTICLE 23: Chapter 1 Penalties for Violating Bylaws and Regulations	<i>Bylaw Review Committee</i>
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To see if the Town will vote to amend Chapter 1 the Westford General Bylaws relating to Penalties for Violating Bylaws and Regulations by deleting the current text in its entirety and replacing it with the following text:

Sec. 1.1. Violations

Any bylaw of the Town of Westford, or rule or regulation of its boards, commissions, and committees, the violation of which is subject to a specific penalty, may, in the discretion of the Town Official who is the appropriate enforcing person, be enforced in the method provided in Section 21D of Chapter 40 of the General Laws.

Sec. 1.2. Enforcement

A. "Enforcing person" shall mean the Board of Selectmen or any Police Officer of the Town of Westford, with respect to any offense; and the following boards and officials or any authorized agent for each of the boards or officials listed, each with respect to violation of bylaws and rules and regulations within their jurisdictions:

- Animal Control Officer**
- Board of Health**
- Building Commissioner**
- Bylaw Enforcement Officer**
- Conservation Commission**
- Conservation/Resource Planner**
- Fire Chief**
- Planning Board**
- Plumbing Inspector**
- Water Department Superintendent**

B. If more than one official has jurisdiction in a given case, any such official may be an enforcing person with respect thereto. The actual jurisdictions assigned to the appropriate enforcing person mentioned above shall be compiled by the Town Manager in a detailed statement filed with the Selectmen and available for inspection.

Sec. 1.3. Penalties

A. When enforced through this noncriminal disposition procedure, the penalty for violation of any Town bylaw, rule, or regulation, unless otherwise specified therein, shall be as follows:

- First offense:** \$100
- Second offense:** \$200
- Third offense:** \$300
- Fourth and subsequent offenses:** \$300

B. Each day upon which a violation exists shall be deemed to be a separate offense.

Or act in relation thereto.

Board of Selectmen recommend approval.

ARTICLE 24: Proposed Changes to Town Meetings – Chapter 51.1 C2 Bylaw – To Reduce Printing & Distribution Costs	<i>Board of Selectmen</i>
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To see if the Town will vote to amend Chapter 51.1, Section C2 of the Westford General Bylaws to;

§ 51.1. Annual Town Meetings and Elections.

- A. **Date and time of Annual Town Elections.** The Annual Meeting for the election of Town officers and the determination of matters as by law or vote of the Town are required to be elected or determined by ballot shall be held on the first Tuesday of May each year. The polls shall be open at 7:00 A.M. and shall remain open until 8:00 P.M.
- B. **Date and time of Annual Town Business Meetings.** All other business of the Annual Town Meeting shall be considered at 10:00 A.M. on the fourth Saturday in March, except that if the Board of Selectmen determines that such date conflicts with the traditional observance of a religious holiday, the Board of Selectmen may delay the Annual Town Meeting to a subsequent Saturday that does not conflict with any religious holiday.
- C. **Notice of Annual Town Meetings.**
 - 1. The Board of Selectmen shall give notice of every Annual Town Meeting by posting an at-tested copy of the warrant at the Town Hall, the J.V. Fletcher Library, and each post office in Westford at least 14 days before the meeting.

- 2. The Finance Committee shall ~~print and~~ **publish on the town website and make available to the public at Town Hall, J.V. Fletcher Library, and the Cameron Senior Center** the warrant* with the Finance Committee's recommendations and the Town Manager's proposed budget ~~to all residents of the Town~~ at least 10 days before the meeting.

Or act in relation thereto.

ARTICLE 25: Proposed Changes to Town Meetings – Chapter 51.1 C2-Bylaw – To Reduce Printing & Distributing Costs	<i>Board of Selectmen</i>
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To see if the Town will vote to amend Chapter 51.1 Section 2 of the Westford General Bylaws to;

51.2. Special Town Meetings.

- A. **Date and time of Special Town Meetings.** [Amended 2-17-47 ATM Art. 35; 3-9-57 ATM Art. 32; 11-21-91 STM Art. 5; 5-11-96 ATM Art. 24; 5-11-02 ATM Art. 30] Special Town Meetings may be called on any day not earlier than 7:30 P.M., except that on a Saturday a Special Town Meeting may be called at any time determined by the Board of Selectmen to be in the public interest and convenience.

- B. **Special Town Meeting quorum requirement.** [Amended 2-17-47 ATM Art. 35; 3-9-57 ATM Art. 32; 11-21-91 STM Art. 5; 5-11-96 ATM Art. 24; 5-11-09 Adj ATM Art. 23] A quorum of 200 registered voters shall be required to convene a Special Town Meeting. Once a Special Town Meeting has been opened, there shall be no requirement to maintain the quorum.

- C. **Notice of Special Town Meetings.** [Adopted 11-15-00 Adj. STM Art. 24. Replaced 5-11-02 ATM Art. 30; Amended 11-12-02 STM Art. 16] The Board of Selectmen shall give notice of every Special Town Meeting by:
 - 1. Posting an attested copy of the warrant at the Town Hall, the J.V. Fletcher Library, and each post office in Westford at least 14 days before the meeting.
 - 2. distribute **publish on the town website, post in town buildings, and make available to the public** the warrant* and the voter registration deadline ~~to all residents of the Town~~ at least 10 days before the meeting.

Or act in relation thereto.

Finance Committee and Board of Selectmen recommend approval.

ARTICLE 26: Finance Committee – Chapter 22.6 A6 – To Reduce Printing & Distribution Costs	<i>Finance Committee</i>
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To see if the Town will vote to amend Chapter 22.6, Section A6 of the Westford General Bylaws to;

§ 22.6. Areas of responsibility.

A. Development of annual operating and capital improvement budgets.

- 6. The Finance Committee shall, after due consideration, recommend the amounts which, in its judgment, should be appropriated for the ensuing year, and shall accompany the same with such explanations and suggestions thereto as it may deem advisable for the proper information of the voters. The Finance Committee shall **publish on the town website and make available to the public at Town Hall, J.V. Fletcher Library, and the Cameron Senior Center** ~~print~~ these recommendations and information together with the Town Manager's proposed budget and the warrant*, ~~and shall distribute this document to all residents of the Town~~ at least 10 days prior to the Annual Town Meeting.

Or act in relation thereto.

Finance Committee and Board of Selectmen recommend approval.

ARTICLE 27: Proposed Changes to Chapter 169 – Water Bylaw	<i>Board of Selectmen</i>
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To see if the Town will vote to amend Chapter 169 of the General Bylaws to;

§ 169.1. Appointment of Water Commissioners; authority.

The Water Department shall be administered by a Board of 3 Water Commissioners appointed by the Town Manager*. The Water Commissioners shall have ~~exclusive~~ charge and control of the Water Department and water system subject to the provisions of the Massachusetts General Laws, ~~and~~ subject to these bylaws, as they may be amended, and subject to the Town Manager's authority as defined in the Town Charter.

§ 169.2. Appointment of Water Department Superintendent.

The Water Commissioners shall appoint a Superintendent of the Water Department to administer the Water Department under their control, subject to ratification by the Town Manager pursuant to the Town Charter. ~~The appointment shall be for the term of 1 year, but the person may be re-appointed for additional 1-year terms.~~

Or act in relation thereto.

Board of Selectmen recommend approval.

ARTICLE 28: Acceptance of Mass General Laws Chapter 32B Section 18 - Mandatory Transfer of Retirees to Medicare Health Supplemental Plan or Acceptance of Mass General Laws Chapter 32B Section 18A - Mandatory Transfer of Retirees to Medicare Health Supplemental Plan.	<i>Town Manager</i>
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To see if the Town will vote to accept the provisions of [Massachusetts General Laws Chapter 32B Section 18;](#)

Section 18 Medicare extension plans; mandatory transfer of retirees

In a governmental unit which has accepted the provisions of section ten and which accepts the provisions of this section, all retirees, their spouses and dependents insured or eligible to

be insured under this chapter, if enrolled in medicare part A at no cost to the retiree, spouse or dependents or eligible for coverage thereunder at no cost to the retiree, spouse or dependents, shall be required to transfer to a medicare extension plan offered by the governmental unit under section eleven C or section sixteen; provided, that benefits under said plan and medicare part A and part B together shall be of comparable actuarial value to those under the retiree's existing coverage; provided, further, that retirees or spouse, who has a dependent who is not enrolled or eligible to be enrolled in Medicare part A at no cost shall not be required to transfer to a Medicare extension plan if a transfer requires the retiree or spouse to continue the existing family coverage for the dependent in a plan other than a Medicare extension plan offered by the governmental unit. Each retiree shall provide the governmental unit, in such form as the governmental unit shall prescribe, such information as is necessary to transfer to a medicare extension plan. If a retiree does not submit the information required, he shall no longer be eligible for his existing health coverage. The governmental unit may from time to time request from any retiree, a retiree's spouse and dependents, proof certified by the federal government of their eligibility or ineligibility for medicare part A and part B coverage. The governmental unit shall pay any medicare part B premium penalty assessed by the federal government on said retirees, spouses and dependents as a result of enrollment in medicare part B at the time of transfer into the medicare health benefits supplement plan.

This section shall take effect in a county, except Worcester county, city, town or district upon its acceptance in the following manner:— In a county by vote of the county commissioners; in a city having a Plan D or Plan E charter by a majority vote of its city council; in any other city by vote of its city council, approved by the mayor; in a district, except as hereinafter provided, by vote of the registered voters of the district at a district meeting; in a regional school district by vote of the regional district school committee; and in a town either by vote of the town at a town meeting or, by a majority of affirmative votes cast in answer to the following question which shall be printed upon the official ballot to be used at an election of said town:— “Shall the town require that all retirees, their spouses and dependents who are enrolled in Medicare Part A at no cost to a retiree, their spouse or dependents, or eligible for coverage thereunder at no cost to a retiree, their spouse or dependents, be required to enroll in a medicare health benefits supplement plan offered by the town?”.

Or to see if the Town will vote to accept the provisions of [Massachusetts General Laws Chapter 32B Section 18A](#):

Section 18A Medicare extension plans; mandatory transfer of retirees

In a governmental unit that has accepted section 10 and that accepts this section, all retirees, their spouses and dependents insured or eligible to be insured under this chapter, if enrolled in Medicare Part A at no cost to the retiree, spouse or dependents or eligible for coverage thereunder at no cost to the retiree, spouse or dependents, shall be required to transfer to a Medicare extension plan offered by the governmental unit under section 11C or section 16,

provided, that the benefits under the plan and Medicare Part A and Part B together shall be of comparable actuarial value to those under the retiree's existing coverage; provided, however, that a retiree or spouse who has a dependent who is not enrolled or eligible to be enrolled in Medicare Part A at no cost shall not be required to transfer to a Medicare extension plan if a transfer requires the retiree or spouse to continue the existing family coverage for the dependent in a plan other than a Medicare extension plan offered by the governmental unit. Each retiree shall provide the governmental unit, in such form as the governmental unit shall prescribe, such information as is necessary to transfer to a Medicare extension plan. If a retiree does not submit the information required, he shall no longer be eligible for his existing health coverage. The governmental unit may from time to time request from a retiree, a retiree's spouse or a retiree's dependent, proof, certified by the federal government, of eligibility or ineligibility for Medicare Part A and Part B coverage. The governmental unit shall pay any Medicare Part B premium penalty assessed by the federal government on the retiree, spouse or dependent as a result of enrollment in Medicare Part B at the time of transfer. For the purpose of this paragraph, "retiree" shall mean a person who retires after the acceptance of this section by a governmental unit.

A retiree who retires prior to the acceptance of this section by a governmental unit, his spouse and dependent shall continue to be eligible for benefits provided under this chapter, but may opt to transfer to a Medicare extension plan offered by the governmental unit under section 11C or section 16, thereby becoming ineligible to participate in any other group health insurance benefits available to active employees under this chapter.

This section shall take effect in a county, except Worcester county, city, town or district upon its acceptance in the following manner: In a county, by vote of the county commissioners; in a city having a Plan D or Plan E charter, by a majority vote of its city council; in any other city, by vote of its city council and approval by the mayor; in a district, except as hereinafter provided, by vote of the registered voters of the district at a district meeting; in a regional school district, by vote of the regional district school committee; and in a town, either by vote of the town at a town meeting or, by a majority of affirmative votes cast in answer to the following question which shall be printed upon the official ballot to be used at an election of said town - "Shall the town require that all retirees, who retire after the acceptance of this section, their spouses and dependents who are enrolled in Medicare Part A at no cost to a retiree, their spouse or dependents, or eligible for coverage thereunder at no cost to a retiree, his spouse or dependents, be required to enroll in a Medicare health benefits supplement plan offered by the town?".

Or act in relation thereto.

Finance Committee recommendation at Town Meeting.

Board of Selectmen recommend approval.

ZONING BYLAW AMENEMENTS

ARTICLE 29: Section 5.3 Signs – Replace Section 5.3 Signs With New Organization
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Planning Board

To see if the Town will delete Chapter 173 section 5.3 of the Westford Zoning Bylaw in its entirety and replace it with the following in order to reorganize existing content without changing current policy:

5.3 SIGNS

5.3.1 Purpose.

5.3.2 Applicability. No sign shall hereafter be erected or maintained except as provided by this Section and after a permit has been issued by the Board of Selectmen. All signs erected hereunder shall be erected in the exact location and manner described in the permit. The permit number shall be clearly visible on the sign.

5.3.3 Exemptions. No permit is required for the following types of signs:

1. A sign in a Residential A or Residential B District erected in accordance with the provisions of Section 5.3.7 herein.
2. Any sign legally erected before the date of the Town Meeting approving this Section shall be exempt from the requirements herein. The exemption herein granted shall terminate with respect to any sign which:
 - a. shall have been abandoned;
 - b. advertises or calls attention to any products, businesses or activities which are no longer carried on or sold, whether generally or at the particular premises;
 - c. shall not have been repaired or properly maintained within 60 days after notice to that effect has been given by the Building Commissioner; or
 - d. has been rebuilt or relocated without a permit hereunder subsequent to the date of the Town Meeting approval.
3. Any sign erected or required by the Town or by the Commonwealth of Massachusetts or by the United States, or any subdivision or agency thereof, or for any sign intended solely for the protection of life or property.
4. Temporary sign which does not exceed 12 square feet in area and which advertises the sale of services or products, which shall be allowed for a period not to exceed 14 days.

5.3.4 Definitions. See Section 10.2 of the Zoning Bylaw.

5.3.5 Signs Allowed in Business (B), Commercial Highway (CH) and Business, Limited (BL) Zoning Districts. The following signs are allowed in the Business and Commercial Districts with a permit:

1. No sign shall be allowed other than 1 wall sign, individual letter sign, roof sign or projecting sign affixed to a building for each store, except as provided in subsection 3, below, or as otherwise allowed in this section. No sign shall project

above the highest line of the roof or building; provided, however, that if the sign is attached to a wall having a parapet extending above the highest line of such roof, then the sign may reach but may not project above the top of the parapet wall. A wall sign, individual letter sign or roof sign shall not exceed 6 feet overall in height. A wall sign or individual letter sign on the exterior wall of the first floor of a building shall not exceed an area of 1.5 square feet of each linear foot of the front store wall. No such sign shall exceed 40 feet overall in width or extend beyond the full width of the front store wall. The length of signs of stores occupying other than the first floor of a building shall not exceed 6 feet.

2. Projecting signs shall not project more than 6 feet and shall not contain more than 24 square feet of exposed area.
3. There shall be no more than 1 exterior sign for each business unit, except that if the business unit has a direct entrance into the store in a wall other than the storefront, there may be a secondary sign affixed to such wall, and if the store has a wall other than the storefront that faces upon a street or parking area, there may be a secondary sign affixed to such wall, whether or not such wall contains an entrance to the store; provided, however, that no store shall have more than 2 secondary signs in any event. The exposed area of each of the secondary signs shall not exceed 6 square feet. In addition to the foregoing sign or signs, there may be 1 directory of the occupants or tenants of the building affixed to the exterior wall of the building at each entrance to the building or freestanding elsewhere on the premises. Such directory shall not exceed an area determined on the basis of 2 square feet for each occupant or tenant of the building.
4. Any business may divide the 1 exterior sign affixed to the front wall of the building, to which it is entitled or hereinabove provided, into separate signs affixed to and parallel to such wall and indicating the separate operations or departments of the business; provided, however, that the total of the width of the separate signs shall not exceed the maximum width allowed under this Bylaw for a single exterior sign on such wall.
5. The Board of Selectmen may allow a single freestanding pole sign, provided that such sign shall not exceed an area of one-half the maximum area of the wall sign, individual letter sign or roof sign allowed for the applicant's store or business under Subsection 5.3.5.1 of this section nor 15 feet in overall height, if, in its discretion, unusual circumstances such as landscaping, land contours, building setback or building design preclude effective use of otherwise allowed signs.
6. Where a building contains more than 1 business or store where a building is a commercial multi-tenant structure, the Board of Selectmen may allow 1 single freestanding pole sign for such building or multi-tenant structure if, in the discretion of the Board of Selectmen, unusual circumstances such as landscaping, land contours, building setback or building design preclude effective use of otherwise allowed signs. If this provision is used, then Subsection 5.3.5.5, above, shall not apply.

Such sign shall not exceed an area of one-half the maximum area of the wall sign, individual letter sign or roof sign allowed for the applicant's building under subsection 1 of this section nor 15 feet in overall height.

In addition to the foregoing sign and in the discretion of the Board of Selectmen, there may be 1 directory of the occupants or tenants of the building integrated into and attached to the allowed freestanding pole sign, not to exceed an area determined on the basis of 2 square feet for each occupant or tenant of the building. The directory shall not cause the freestanding pole sign to exceed 15 feet in overall height.

7. The standard type of gasoline pump bearing thereon in unusual size and form the name and type of gasoline and the price thereof shall not be deemed to be a sign under this Bylaw.
 8. During construction of a new building, a freestanding pole or ground sign may be erected upon the premises to identify the building, the owner, the contractor, the architect or the engineers as well as advertise the rental, sale or lease of the premises, provided that such a sign shall not exceed 32 square feet in area or 10 feet in width or height. Each sign shall be removed within 7 days of issuance of an occupancy permit. If such a sign permit is sought and approved, then no such sign as described in Section 5.3.5.9 below shall be allowed.
 9. If no permit for a sign is sought under Subsection 5.3.5.8, above, then 1 wall sign, freestanding pole or ground sign or temporary sign not exceeding 12 square feet in area, advertising the rental, lease or sale of the premises, is allowed without a permit; provided, however, that such a sign shall be removed within 7 days of the rental, lease or sale of the premises.
 10. Freestanding pole signs allowed under Subsection 5.3.5.5 of this section shall be set back at least 20 feet extending back from the front lot line and at least 20 feet extending inward from the side lot lines.
- 5.3.6 Signs Allowed in Industrial Highway (IH), Industrial A (IA), Industrial B (IB), Industrial C (IC) and Industrial D (ID) Zoning Districts. The following signs are allowed in the Industrial Districts with a permit:
1. All signs allowed under Section 5.3.5 shall be allowed in an industrial district, subject to all the provisions and restrictions set forth therein; provided, however, that in any industrial district the sign shall not exceed 32 square feet.
 2. A projecting sign shall not project more than 6 feet and shall not have an exposed area of more than 4 square feet. One projecting sign shall be allowed per doorway.
 3. Freestanding pole signs allowed under this Section shall be set back at least 30 feet extending back from the front lot line and at least 35 feet extending inward from the side lot lines.
- 5.3.7 Signs Allowed in Residential A (RA) and Residential B (RB) Zoning Districts. The following signs are allowed in the Residential Districts without a permit:
1. One wall sign or freestanding pole or ground sign which does not exceed 2 square feet in area, having the name of the occupant or designation of any authorized occupation allowed in the district, or both, shall be allowed.
 2. One wall sign, freestanding pole or ground sign or temporary sign which does not exceed 6 square feet in area, advertising the rental, lease or sale of the

premises, shall be allowed; provided, however, that such sign shall be removed within 7 days of the rental, lease or sale of the premises.

3. Temporary signs not exceeding 6 square feet in area may be erected to warn against contagious diseases, to warn against danger or to ensure silence where serious illness exists.

5.3.8 General Standards.

1. Electric Signs.

- a. Electric signs are not allowed within RA or RB Districts.
- b. No red or green or other colored lights shall be used on any sign if, in the opinion of the Board of Selectmen, such light would create a driving hazard.
- c. No sign may be illuminated more than 30 minutes after closing of any store or business or 30 minutes after working hours in an industrial building, except signs identifying public buildings; provided however, that the Selectmen, in granting a permit, may, for good cause shown, extend the time during which a sign may be illuminated.

2. Moving Signs. The following signs are prohibited:

- a. swinging signs
- b. flashing signs
- c. revolving signs
- d. signs consisting of pennants, ribbons, streamers, spinners, strings of light bulbs, revolving beacons
- e. searchlights
- f. animated signs
- g. signs illuminated to create the illusion of motion.

3. No sign shall be erected so as to obstruct any fire escape, window, door, or other opening or so as to prevent free passage from one part of a roof to any other part thereof.
4. No sign shall be attached in any manner to a fire escape or shall be placed to interfere with an opening which is required for ventilation.
5. No exposed, uninsulated parts of an electrical sign shall be allowed.
6. No sign shall be erected that shall in any way create a traffic hazard nor in any way obscure or confuse traffic control.
7. No sign or sign structure shall project or extend over a public way, including sidewalks.
8. Letters, figures, characters or representations in cutout or irregular form, maintained in conjunction with, attached to or superimposed upon any sign, shall be safely and securely built or attached to the sign structure.

9. Signs shall be designed, constructed and erected in accordance with this Zoning Bylaw and the State Building Code.
10. No sign shall be posted on or attached to utility poles, trees nor attached to any parapet.
11. Maintenance. Every sign shall be maintained by the owner in a clean, sanitary condition and in good repair. In addition, every freestanding pole or ground sign shall be kept free and clear of all obnoxious substances, rubbish and weeds.

5.3.9 Permit Procedures.

1. *Application.* Application for a sign permit shall be made in writing upon forms furnished by the Board of Selectmen. Such application shall contain the location by street number of the proposed sign, the name and address of the owner of the sign, the name and address of the sign contractor or erector, if any, and a scale drawing showing the construction, the method of installation or support, colors, dimensions, and position of the sign, method of illumination and such other relevant information as may be requested.
2. *Fee.* A sign permit fee shall be paid to the town for each permit in accordance with the schedule established by the Board of Selectmen.
3. *Inspection.* The Building Commissioner shall inspect every sign within 30 days after it is erected and shall report to the Board of Selectmen that said sign has been erected properly and in accordance with the provisions of this Section and any other applicable law.
4. *Constructive Grant.* If no sign permit has been denied within 60 days after application therefor has been made, it shall be deemed to be approved.
5. *Lapse.* A sign permit shall become null and void if the work for which the permit was issued has not been completed within a period of 6 months from the date of the permit; provided, however, that the Board of Selectmen may, in its discretion, issue extensions covering a period not to exceed 1 year from the date of issue of the original permit. The applicant shall notify the Building Commissioner of completion of work under a permit within 10 days of completion.
6. *Special Permit.* Notwithstanding the provisions set forth in this Section 5.3, the Planning Board may authorize larger signs or a greater number of signs by the grant of a special permit, where such relief is not detrimental to the neighborhood or the town.
7. *Nonprofit Organizations.* The Board of Selectmen may waive any requirement or regulation pertaining to any sign for any nonprofit organization which it deems will not be detrimental to the neighborhood.

5.3.10 Enforcement. See section 9.1.3 of the Zoning Bylaw.

Or act in relation thereto.

Board of Selectmen approval at Town Meeting.

ARTICLE 30: Amend Chapter 173 Section 5.3 Signs – Purpose, Permit Granting Authority, Temporary Signs, and LED Signs	<i>Planning Board</i>
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To see if the Town will amend Chapter 173 section 5.3 of the Westford Zoning Bylaw as follows: (added words are shown in **bold and underlined**, deleted words are shown in ~~strikethrough~~).

5.3 SIGNS

Purpose. To regulate the quantity, location and appearance of signs.

5.3.1 General. No sign shall hereafter be erected or maintained except as provided by this Section and after a permit has been issued by the **appropriate permit granting authority** ~~Board of Selectmen~~. All signs erected hereunder shall be erected in the exact location and manner described in the permit. The permit number shall be clearly visible on the sign.

5.3.2 Permit Procedures.

1. *Application.* Application for a sign permit shall be made in writing upon forms furnished by the **Building Department** ~~Board of Selectmen~~. Such application shall contain the location by street number of the proposed sign, the name and address of the owner of the sign, the name and address of the sign contractor or erector, if any, and a scale drawing showing the construction, the method of installation or support, colors, dimensions, and position of the sign, method of illumination and such other relevant information as may be requested.

2. *Fee.* A sign permit fee shall be paid to the town for each permit in accordance with the schedule established by the **Building Department** ~~Board of Selectmen~~.

3. **Reviewing Authority. When a sign permit is proposed within a project that is subject to site plan review by the Planning Board, the Planning Board shall be the permit granting authority for the sign permit(s) and shall process the site plan review application and the sign permit application concurrently to the maximum extent practicable. When a sign permit is proposed within a Comprehensive Permit project that is subject to review by the Board of Appeals, the Board of Appeals shall be the permit granting authority for the sign permit(s) and shall process the Comprehensive Permit application and the sign permit application concurrently to the maximum extent practicable. For all other sign permits required by this Bylaw, the Board of Selectmen shall be the permit granting authority.**

4. *Inspection.* The Building Inspector shall inspect every sign within thirty (30) days after it is erected and shall report to the **permit granting authority** ~~Board of Selectmen~~ that said sign has been erected properly and in accordance with the provisions of this Section and any other applicable law.

5. *Constructive Grant.* If no sign permit has been denied within sixty (60) days after application therefor has been made, it shall be deemed to be approved.

6. *Lapse.* A sign permit shall become null and void if the work for which the permit was issued has not been completed within a period of six (6) months from the date of the permit; provided, however, that the ~~permit granting authority~~ **Board of Selectmen** may, in its discretion, issue extensions covering a period not to exceed one (1) year from the date of issue of the original permit. The applicant shall notify the Building Inspector of completion of work under a permit within ten (10) days of completion.

5.3.3 Exemptions. No permit is required for the following types of signs:

1. A sign in a RA or RB District erected in accordance with the provisions of Section ~~C(4)~~ 5.3.8 herein.
2. Any sign legally erected before the date of the Town ~~meeting~~ **Meeting** approving this Section shall be exempt from the requirements herein. The exemption herein granted shall terminate with respect to any sign which:
 - a. shall have been abandoned;
 - b. advertises or calls attention to any products, businesses or activities which are no longer carried on or sold, whether generally or at the particular premises;
 - c. shall not have been repaired or properly maintained within sixty (60) days after notice to that effect has been given by the Building Inspector; or
 - d. has been rebuilt or relocated without a permit hereunder subsequent to the date of the Town Meeting approval.
3. Any sign erected or required by the Town or by the Commonwealth of Massachusetts or by the United States, or any subdivision or agency thereof, or for any sign intended solely for the protection of life or property.
4. *Nonprofit Organizations.* The ~~permit granting authority~~ **Board of Selectmen** may waive any requirement or regulation pertaining to any sign for any nonprofit organization which it deems will not be detrimental to the neighborhood.
5. Temporary sign which does not exceed twelve (12) square feet in area and which advertises the sale of services or products, which shall be permitted for a period not to exceed fourteen (14) days per quarter of the calendar year. Such quarter is defined as the periods from January 1st to March 31th, from April 1st to June 30th, from July 1st to September 30th and from October 1st until December 31st. There shall be at least fourteen (14) days between the display of temporary signs.

5.3.4 Electric Signs.

1. Electric signs are not permitted within RA or RB Districts.

2. No red or green or other colored lights shall be used on any sign if, in the opinion of the permit granting authority, ~~Board of Selectmen~~ such light would create a driving hazard.
3. No sign may be illuminated more than thirty (30) minutes after closing of any store or business or thirty (30) minutes after working hours in an industrial building, except signs identifying public buildings; provided however, that the permit granting authority ~~Selectmen~~, in granting a permit, may, for good cause shown, extend the time during which a sign may be illuminated.
- 4. No sign shall use exposed Light Emitting Diodes (LEDs) for direct illumination. LEDs may be used for internal illumination of backlit signs.**

5.3.5 Moving Signs. Swinging signs, flashing signs, revolving signs, and signs consisting of pennants, ribbons, streamers, spinners, strings of light bulbs, revolving beacons, searchlights, animated signs, and signs illuminated to create the illusion of motion are prohibited.

5.3.6 General Standards.

1. No sign shall be erected so as to obstruct any fire escape, window, door, or other opening or so as to prevent free passage from one part of a roof to any other part thereof.
2. No sign shall be attached in any manner to a fire escape or shall be placed to interfere with an opening which is required for ventilation.
3. No exposed, uninsulated parts of an electrical sign shall be permitted.
4. No sign shall be erected that shall in any way create a traffic hazard nor in any way obscure or confuse traffic control.
5. No sign or sign structure shall project or extend over a public way, including sidewalks.
6. Letters, figures, characters or representations in cutout or irregular form, maintained in conjunction with, attached to or superimposed upon any sign, shall be safely and securely built or attached to the sign structure.
7. Signs shall be designed, constructed and erected in accordance with this Zoning By-Law and the State Building Code.
8. No sign shall be posted on or attached to utility poles, trees nor attached to any parapet.

5.3.7 Maintenance. Every sign shall be maintained by the owner in a clean, sanitary condition and in good repair. In addition, every freestanding pole or ground sign shall be kept free and clear of all obnoxious substances, rubbish and weeds.

5.3.8 Signs in the RA and RB Districts. The following signs are permitted in the Residential Districts:

1. One (1) wall sign or freestanding pole or ground sign which does not exceed two (2) square feet in area, having the name of the occupant or designation of any authorized occupation permitted in the district, or both, shall be permitted.
2. One (1) wall sign, freestanding pole or ground sign or temporary sign which does not exceed six square feet in area, advertising the rental, lease or sale of the premises, shall be permitted; provided, however, that such sign shall be removed within seven (7) days of the rental, lease or sale of the premises.
3. Temporary signs not exceeding six (6) square feet in area may be erected to warn against contagious diseases, to warn against danger or to ensure silence where serious illness exists.

5.3.9 Signs in the B, CH, and BL Districts. The following signs are permitted in the Commercial Districts:

1. No sign shall be allowed other than one (1) wall sign, individual letter sign, roof sign or projecting sign affixed to a building for each store, except as provided in subsection 3, below, or as otherwise permitted in this section. No sign shall project above the highest line of the roof or building; provided, however, that if the sign is attached to a wall having a parapet extending above the highest line of such roof, then the sign may reach but may not project above the top of the parapet wall. A wall sign, individual letter sign or roof sign shall not exceed six (6) feet overall in height. A wall sign or individual letter sign on the exterior wall of the first floor of a building shall not exceed an area of one and one-half (1.5) square feet of each linear foot of the front store wall. No such sign shall exceed forty (40) feet overall in width or extend beyond the full width of the front store wall. The length of signs of stores occupying other than the first floor of a building shall not exceed six (6) feet.
2. Projecting signs shall not project more than six feet and shall not contain more than twenty-four (24) square feet of exposed area.
3. There shall be no more than one (1) exterior sign for each business unit, except that if the business unit has a direct entrance into the store in a wall other than the storefront, there may be a secondary sign affixed to such wall, and if the store has a wall other than the storefront that faces upon a street or parking area, there may be a secondary sign affixed to such wall, whether or not such wall contains an entrance to the store; provided, however, that no store shall have more than two (2) secondary signs in any event. The exposed area of each of the secondary signs shall not exceed six (6) square feet. In addition to the foregoing sign or signs, there may be one (1) directory of the occupants or tenants of the building affixed to the exterior wall of the building at each entrance to the building or freestanding elsewhere on the premises. Such directory shall not exceed an area determined on the basis of two (2) square feet for each occupant or tenant of the building.

4. Any business may divide the one (1) exterior sign affixed to the front wall of the building, to which it is entitled or hereinabove provided, into separate signs affixed to and parallel to such wall and indicating the separate operations or departments of the business **if the permit granting authority determines that the business includes separate operations or departments**; provided, however, that the total of the width of the separate signs shall not exceed the maximum width permitted under this Bylaw for a single exterior sign on such wall.
5. The **permit granting authority Board of Selectmen** may permit a single freestanding pole **or ground** sign, provided that such sign shall not exceed an area of one-half (1/2) the maximum area of the wall sign, individual letter sign or roof sign permitted for the applicant's store or business under Subsection 5.3.9.1 of this section nor fifteen (15) feet in overall height, if, in **the permit granting authority's** ~~it's~~ discretion, unusual circumstances such as landscaping, land contours, building setback or building design preclude effective use of otherwise permitted signs.
6. The standard type of gasoline pump bearing thereon in ~~un~~usual size and form the name and type of gasoline and the price thereof shall not be deemed to be a sign under this Bylaw.
7. During construction of a new building, a freestanding pole or ground sign may be erected upon the premises to identify the building, the owner, the contractor, the architect or the engineers as well as advertise the rental, sale or lease of the premises, provided that such a sign shall not exceed thirty-two (32) square feet in area or ten (10) feet in width or height. Each sign shall be removed within seven days of issuance of an occupancy permit. If such a sign permit is sought and approved, then no such sign as described in Section 5.3.9.8 below shall be allowed.
8. If no permit for a sign is sought under Subsection 5.3.9.7, above, then one (1) wall sign, freestanding pole or ground sign or temporary sign not exceeding twelve (12) square feet in area, advertising the rental, lease or sale of the premises, is allowed without a permit; provided, however, that such a sign shall be removed within seven (7) days of the rental, lease or sale of the premises.
9. Where a building contains more than one (1) business or store where a building is a commercial multi-tenant structure, **and the permit granting authority determines that the building is a commercial multi-tenant structure with more than one business or store**, the **permit granting authority Board of Selectmen** may permit one (1) single freestanding pole sign for such building or multi-tenant structure **if, in the discretion of the permit granting authority, unusual circumstances such as landscaping, land contours, building setback or building design preclude effective use of otherwise permitted signs. If this provision is used, then Subsection 5.3.9.5, above, shall not be available apply.**

Such sign shall not exceed an area of one-half (1/2) the maximum area of the wall sign, individual letter sign or roof sign permitted for the applicant's building under subsection 1 of this section nor fifteen feet in overall height, ~~if, in the discretion of~~

~~the Board of Selectmen, usual circumstances such as landscaping, land contours, building setback or building design preclude effective use of otherwise permitted signs.~~

In addition to the foregoing sign and in the discretion of the **permit granting authority** ~~Board of Selectmen~~, there may be one (1) directory of the occupants or tenants of the building integrated into and attached to the permitted freestanding pole sign, not to exceed an area determined on the basis of two (2) square feet for each occupant or tenant of the building. The directory shall not cause the freestanding pole sign to exceed fifteen (15) feet in overall height.

- 10. Freestanding pole signs permitted under Subsection 5.3.9.5 of this section shall be set back at least twenty (20) feet extending back from the front lot line and at least twenty (20) feet extending inward from the side lot lines.

5.3.10 Signs in the IH, IA, IB, IC, and ID Districts. The following signs are permitted in the Industrial Districts.

- 1. All signs permitted under Section 5.3.9 shall be permitted in an industrial district, subject to all the provisions and restrictions set forth therein; provided, however, that in any industrial district the sign shall not exceed thirty-two (32) square feet.
- 2. A projecting sign shall not project more than six feet and shall not have an exposed area of more than four (4) square feet. One (1) projecting sign shall be allowed per doorway.
- 3. Freestanding pole signs permitted under this Section shall be set back at least thirty (30) feet extending back from the front lot line and at least thirty-five (35) feet extending inward from the side lot lines.

5.3.11 Special Permit. Notwithstanding the provisions set forth in this Section 5.3, the Planning Board may authorize larger signs or a greater number of signs by the grant of a special permit, where such relief is not detrimental to the neighborhood or the town.

Or act in relation thereto.

Board of Selectmen recommendation at Town Meeting.

ARTICLE 31: Combined Amendments to Section 5.3 Signs of the Zoning Bylaw Including Reorganization, Purpose, Permit Granting Authority, Temporary Signs, and LED Signs	<i>Planning Board</i>
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To see if the Town will amend Chapter 173 section 5.3 of the Westford Zoning Bylaw to further amend the reorganized bylaw (if Article 29 is approved) with additional revisions shown in ~~strike through~~ for deletions, and additions are in **bold underline**. The reorganized bylaw (if Article 29 is approved) is shown in normal text.

5.3 SIGNS

5.3.1 Purpose. **To regulate the quantity, location and appearance of signs.**

5.3.2 Applicability. No sign shall hereafter be erected or maintained except as provided by this Section and after a permit has been issued by the ~~Board of Selectmen~~ **appropriate permit granting authority**. All signs erected hereunder shall be erected in the exact location and manner described in the permit. The permit number shall be clearly visible on the sign.

5.3.3 Exemptions. No permit is required for the following types of signs:

1. A sign in a Residential A or Residential B District erected in accordance with the provisions of Section 5.3.7 herein.
2. Any sign legally erected before the date of the Town ~~meeting~~ **Meeting** approving this Section shall be exempt from the requirements herein. The exemption herein granted shall terminate with respect to any sign which:
 - a. shall have been abandoned;
 - b. advertises or calls attention to any products, businesses or activities which are no longer carried on or sold, whether generally or at the particular premises;
 - c. shall not have been repaired or properly maintained within 60 days after notice to that effect has been given by the Building Commissioner; or
 - d. has been rebuilt or relocated without a permit hereunder subsequent to the date of the Town Meeting approval.
3. Any sign erected or required by the Town or by the Commonwealth of Massachusetts or by the United States, or any subdivision or agency thereof, or for any sign intended solely for the protection of life or property.
4. Temporary sign which does not exceed 12 square feet in area and which advertises the sale of services or products, which shall be allowed for a period not to exceed 14 days: **per quarter of the calendar year. Such quarter is defined as the periods from January 1st to March 31th, from April 1st to June 30th, from July 1st to September 30th and from October 1st until December 31st. There shall be at least fourteen (14) days between the display of temporary signs.**

5.3.4 Definitions. See Section 10.2 of the Zoning Bylaw.

5.3.5 Signs Allowed in Business (B), Commercial Highway (CH) and Business, Limited (BL) Zoning Districts. The following signs are allowed in the Business and Commercial Districts with a permit:

1. No sign shall be allowed other than 1 wall sign, individual letter sign, roof sign or projecting sign affixed to a building for each store, except as provided in subsection 3, below, or as otherwise allowed in this section. No sign shall project above the highest line of the roof or building; provided, however, that if the sign is attached to a wall having a parapet extending above the highest line of such roof, then the sign may reach but may not project above the top of the parapet

wall. A wall sign, individual letter sign or roof sign shall not exceed 6 feet overall in height. A wall sign or individual letter sign on the exterior wall of the first floor of a building shall not exceed an area of 1.5 square feet of each linear foot of the front store wall. No such sign shall exceed 40 feet overall in width or extend beyond the full width of the front store wall. The length of signs of stores occupying other than the first floor of a building shall not exceed 6 feet.

2. Projecting signs shall not project more than 6 feet and shall not contain more than 24 square feet of exposed area.
3. There shall be no more than 1 exterior sign for each business unit, except that if the business unit has a direct entrance into the store in a wall other than the storefront, there may be a secondary sign affixed to such wall, and if the store has a wall other than the storefront that faces upon a street or parking area, there may be a secondary sign affixed to such wall, whether or not such wall contains an entrance to the store; provided, however, that no store shall have more than 2 secondary signs in any event. The exposed area of each of the secondary signs shall not exceed 6 square feet. In addition to the foregoing sign or signs, there may be 1 directory of the occupants or tenants of the building affixed to the exterior wall of the building at each entrance to the building or freestanding elsewhere on the premises. Such directory shall not exceed an area determined on the basis of 2 square feet for each occupant or tenant of the building.
4. Any business may divide the 1 exterior sign affixed to the front wall of the building, to which it is entitled or hereinabove provided, into separate signs affixed to and parallel to such wall and indicating the separate operations or departments of the business **if the permit granting authority determines that the business includes separate operations or departments**; provided, however, that the total of the width of the separate signs shall not exceed the maximum width allowed under this Bylaw for a single exterior sign on such wall.
5. The ~~Board of Selectmen~~ **permit granting authority** may allow a single freestanding pole **or ground** sign, provided that such sign shall not exceed an area of one-half the maximum area of the wall sign, individual letter sign or roof sign allowed for the applicant's store or business under Subsection 5.3.5.1 of this section nor 15 feet in overall height, if, in ~~its~~ **the permit granting authority's** discretion, unusual circumstances such as landscaping, land contours, building setback or building design preclude effective use of otherwise allowed signs.
6. Where a building contains more than one (1) business or store where a building is a commercial multi-tenant structure, **and the permit granting authority determines that the building is a commercial multi-tenant structure with more than one business or store**, the ~~Board of Selectmen~~ **permit granting authority** may permit one (1) single freestanding pole sign for such building or multi tenant structure **if, in the discretion of the permit granting authority, unusual circumstances such as landscaping, land contours, building setback or building design preclude effective use of otherwise permitted signs. If this provision is used, then** Subsection 5.3.9.5, above, shall not be available **apply**.

Such sign shall not exceed an area of one-half (1/2) the maximum area of the wall sign, individual letter sign or roof sign permitted for the applicant's building

~~under subsection 1 of this section nor fifteen feet in overall height. if, in the discretion of the Board of Selectmen, usual circumstances such as landscaping, land contours, building setback or building design preclude effective use of otherwise permitted signs.~~

In addition to the foregoing sign and in the discretion of the permit granting authority ~~Board of Selectmen~~, there may be one (1) directory of the occupants or tenants of the building integrated into and attached to the permitted freestanding pole sign, not to exceed an area determined on the basis of two (2) square feet for each occupant or tenant of the building. The directory shall not cause the freestanding pole sign to exceed fifteen (15) feet in overall height.

7. The standard type of gasoline pump bearing thereon in ~~un~~usual size and form the name and type of gasoline and the price thereof shall not be deemed to be a sign under this Bylaw.
8. During construction of a new building, a freestanding pole or ground sign may be erected upon the premises to identify the building, the owner, the contractor, the architect or the engineers as well as advertise the rental, sale or lease of the premises, provided that such a sign shall not exceed 32 square feet in area or 10 feet in width or height. Each sign shall be removed within 7 days of issuance of an occupancy permit. If such a sign permit is sought and approved, then no such sign as described in Section 5.3.5.9 below shall be allowed.
9. If no permit for a sign is sought under Subsection 5.3.5.8, above, then 1 wall sign, freestanding pole or ground sign or temporary sign not exceeding 12 square feet in area, advertising the rental, lease or sale of the premises, is allowed without a permit; provided, however, that such a sign shall be removed within 7 days of the rental, lease or sale of the premises.
10. Freestanding pole signs allowed under Subsection 5.3.5.5 of this section shall be set back at least 20 feet extending back from the front lot line and at least 20 feet extending inward from the side lot lines.

5.3.6 Signs Allowed in Industrial Highway (IH), Industrial A (IA), Industrial B (IB), Industrial C (IC) and Industrial D (ID) Zoning Districts. The following signs are allowed in the Industrial Districts with a permit:

1. All signs allowed under Section 5.3.5 shall be allowed in an industrial district, subject to all the provisions and restrictions set forth therein; provided, however, that in any industrial district the sign shall not exceed 32 square feet.
2. Projecting sign shall not project more than 6 feet and shall not have an exposed area of more than 4 square feet. One projecting sign shall be allowed per doorway.
3. Freestanding pole signs allowed under this Section shall be set back at least 30 feet extending back from the front lot line and at least 35 feet extending inward from the side lot lines.

5.3.7 Signs Allowed in Residential A (RA) and Residential B (RB) Zoning Districts. The following signs are allowed in the Residential Districts without a permit:

1. One wall sign or freestanding pole or ground sign which does not exceed 2 square feet in area, having the name of the occupant or designation of any authorized occupation allowed in the district, or both, shall be allowed.
2. One wall sign, freestanding pole or ground sign or temporary sign which does not exceed 6 square feet in area, advertising the rental, lease or sale of the premises, shall be allowed; provided, however, that such sign shall be removed within 7 days of the rental, lease or sale of the premises.
3. Temporary signs not exceeding 6 square feet in area may be erected to warn against contagious diseases, to warn against danger or to ensure silence where serious illness exists.

5.3.8 General Standards.

1. Electric Signs.
 - a. Electric signs are not allowed within RA or RB Districts.
 - b. No red or green or other colored lights shall be used on any sign if, in the opinion of the ~~Board of Selectmen~~ **permit granting authority**, such light would create a driving hazard.
 - c. No sign may be illuminated more than 30 minutes after closing of any store or business or 30 minutes after working hours in an industrial building, except signs identifying public buildings; provided however, that the ~~Selectmen~~, **permit granting authority** in granting a permit, may, for good cause shown, extend the time during which a sign may be illuminated.
 - d. No sign shall use exposed Light Emitting Diodes (LEDs) for direct illumination. LEDs may be used for internal illumination of backlit signs**
2. Moving Signs. The following signs are prohibited:
 - a. swinging signs
 - b. flashing signs
 - c. revolving signs
 - d. signs consisting of pennants, ribbons, streamers, spinners, strings of light bulbs, revolving beacons
 - e. searchlights
 - f. animated signs
 - g. signs illuminated to create the illusion of motion.
3. No sign shall be erected so as to obstruct any fire escape, window, door, or other opening or so as to prevent free passage from one part of a roof to any other part thereof.
4. No sign shall be attached in any manner to a fire escape or shall be placed to interfere with an opening which is required for ventilation.
5. No exposed, uninsulated parts of an electrical sign shall be allowed.

6. No sign shall be erected that shall in any way create a traffic hazard nor in any way obscure or confuse traffic control.
7. No sign or sign structure shall project or extend over a public way, including sidewalks.
8. Letters, figures, characters or representations in cutout or irregular form, maintained in conjunction with, attached to or superimposed upon any sign, shall be safely and securely built or attached to the sign structure.
9. Signs shall be designed, constructed and erected in accordance with this Zoning Bylaw and the State Building Code.
10. No sign shall be posted on or attached to utility poles, trees nor attached to any parapet.
11. Maintenance. Every sign shall be maintained by the owner in a clean, sanitary condition and in good repair. In addition, every freestanding pole or ground sign shall be kept free and clear of all obnoxious substances, rubbish and weeds.

5.3.9 Permit Procedures.

1. *Application.* Application for a sign permit shall be made in writing upon forms furnished by the ~~Board of Selectmen~~ **Building Department**. Such application shall contain the location by street number of the proposed sign, the name and address of the owner of the sign, the name and address of the sign contractor or erector, if any, and a scale drawing showing the construction, the method of installation or support, colors, dimensions, and position of the sign, method of illumination and such other relevant information as may be requested.
2. *Fee.* A sign permit fee shall be paid to the town for each permit in accordance with the schedule established by the **Building Department** ~~Board of Selectmen~~.
3. **Reviewing Authority. When a sign permit is proposed within a project that is subject to site plan review by the Planning Board, the Planning Board shall be the permit granting authority for the sign permit and shall process the site plan review application and the sign permit application concurrently to the maximum extent practicable. When a sign permit is proposed within a Comprehensive Permit project that is subject to review by the Board of Appeals, the Board of Appeals shall be the permit granting authority for the sign permit(s) and shall process the Comprehensive Permit application and the sign permit application concurrently to the maximum extent practicable. For all other sign permits required by this Bylaw, the Board of Selectmen shall be the permit granting authority.**
4. ~~3.~~*Inspection.* The Building Commissioner shall inspect every sign within 30 days after it is erected and shall report to the ~~Board of Selectmen~~ **permit granting authority** that said sign has been erected properly and in accordance with the provisions of this Section and any other applicable law.
5. ~~4.~~*Constructive Grant.* If no sign permit has been denied within 60 days after application therefor has been made, it shall be deemed to be approved.

6.5 *Lapse.* A sign permit shall become null and void if the work for which the permit was issued has not been completed within a period of 6 months from the date of the permit; provided, however, that the ~~Board of Selectmen~~ **permit granting authority** may, in its discretion, issue extensions covering a period not to exceed 1 year from the date of issue of the original permit. The applicant shall notify the Building Commissioner of completion of work under a permit within 10 days of completion.

7.6 *Special Permit.* Notwithstanding the provisions set forth in this Section 5.3, the Planning Board may authorize larger signs or a greater number of signs by the grant of a special permit, where such relief is not detrimental to the neighborhood or the town.

8.7 *Nonprofit Organizations.* The ~~Board of Selectmen~~ **permit granting authority** may waive any requirement or regulation pertaining to any sign for any nonprofit organization which it deems will not be detrimental to the neighborhood.

5.3.10 Enforcement. See section 9.1.3 of the Zoning Bylaw.

Or act in relation thereto.

Board of Selectmen recommendation at Town Meeting.

ARTICLE 32: Amend Sections 2.1.1, 3.6 and 4.1 and Amend Official Zoning Map– Route 110 Minot’s Corner Overlay District	<i>Planning Board</i>
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To see if the Town will amend the Official Zoning Map and amend Chapter 173 sections 2.1.1, 3.6 and 4.1 of the Westford Zoning Bylaw to: (added words are shown in **bold and underlined**, deleted words are shown in ~~strikethrough~~). Only subsections that have proposed changes are included below. Subsections not listed below do not have changes proposed.

Add to 2.1.1:

Route 110 Minot’s Corner Overlay District **R110MCO**

Add to 3.6:

3.6.10. Public Acquisition creates nonconforming situation.

1. If, as a result of public acquisition, any building, structure, lot, parking space, loading bay, sign, landscaping no longer complies with this Bylaw, it shall be deemed to be nonconforming and entitled to the treatment afforded by this article provided it was in compliance at the time of the public acquisition.

2. Exemption for Route 110 Minot’s Corner Overlay District.

A set of properties along Route 110 will be affected by right of way acquisition from the Minot’s Corner intersection redesign in or after 2011. This section is intended to preserve the development opportunities of these lots. These lots are designated as the Route 110 Minot’s Corner Overlay District (R110MCO).

If, as a result of public acquisition, any building, structure, lot, parking space, loading bay, sign, landscaping or other dimensional factor within the R110MCOD, no longer complies with the dimensional provision(s) of this Bylaw, it shall be deemed to conform to such dimensional provision(s) to the degree that such property conformed prior to the public acquisition or taking.

a. Before this exemption takes effect for any property in the R110MCOD, the property owner or authorized representative shall submit to the Building Commissioner an affirmative finding of conformance for the property. The Building Commissioner may accept or reject said finding of conformance, provided that any rejection shall be in writing, shall occur within 30 days of submittal and shall include specific reason(s) for such rejection. The Building Commissioner's determination shall be appealable to the Board of Appeals. Upon acceptance by the Building Commissioner or, in the alternative, a vote by the Board to accept said affirmative finding, it shall be recorded with the Town Clerk.

b. The date such affirmative finding is recorded with the Town Clerk is the date from which the legally conforming status shall apply.

Add the following subsection to 4.1:

4.1.4. Reduction of Lot. No lot shall be changed in size or shape so that the height, area, yard or off-street parking and loading requirements prescribed by this Bylaw are no longer satisfied. This provision shall not apply where a lot is reduced by public acquisition.

And further to amend the official zoning map to include the new Overlay District, R110MCOD defined on the map titled Littleton Road (Route 110) Minot's Corner Overlay District created in January 2011:



Littleton Road (Route 110), Minot's Corner Overlay District
Town of Westford, MA



DISCLAIMER:
In maintaining its GIS Data, the Town of Westford has made every effort to ensure the accuracy, currency and reliability of the content thereof however, errors can occur. It is expressly understood and agreed that in producing this information, the Town of Westford, its officials, agents, servants and employees does not warrant or guarantee the information it has provided, nor does it accept responsibility for any errors contained therein. In no event will the Town of Westford, its officials, agents, servants and employees be deemed or held obligated, liable, or accountable for any loss or damage incurred or resulting from the use of the information provided.

DRAFT

Legend

-  Overlay District
-  RoadEdge
-  parcels



Map Created January, 2011.

Or act in relation thereto.

Board of Selectmen recommendation at Town Meeting.

ARTICLE 33: Section 9.4 Site Plan Review for Religious, Educational and Child Care Uses	<i>Planning Board</i>
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To see if the Town will amend Chapter 173 section 9.4 of the Westford Zoning Bylaw to: (added words are shown in **bold and underlined**, deleted words are shown in ~~striketrough~~). Only subsections of 9.4 that have proposed changes are included below. Subsections not listed below do not have changes proposed.

9.4 SITE PLAN REVIEW

9.4.1 Applicability. The following types of activities and uses are subject to site plan review by the Planning Board:

1. Construction, exterior alteration, exterior expansion of a nonresidential or multifamily structure or tower, or change in use;
2. Construction or expansion of a parking lot associated with a nonresidential or multifamily structure or use.

~~9.4.2 Exemptions. This section shall not be construed to apply to those uses otherwise exempt by the provisions of G.L. c. 40A, s. 3~~

9.4.2 Site Plan Review of Exempt Religious, Educational, and Child Care Uses

1. Applicability. Religious and educational uses, Day Care Centers, and school age child care programs, as those uses are defined in this Bylaw; which are partially excepted from local zoning regulation by M.G.L. Chapter 40A, Section 3, shall be subject to a modified Site Plan Review process as specified in sub section 9.4.7.2.

2. Procedures.

a. Demonstration of Qualification. In order to qualify for the modified Site Plan Review standards in 9.4.7.2, an applicant must satisfy the Town that the USE is exempt under M.G.L. Ch. 40A, Section 3.

b. General Review Procedure. Site Plan Review for these uses shall be reviewed by the Planning Board pursuant to the general review process in Section 9.4, with specific review criteria specified in sub section 9.4.7.2.

9.4.7 Site Plan Approvals

1. General Review Standards Approval. [Amended 5-7-2005 ATM Art. 17] Site Plan approval for uses listed in 9.4.1 shall be granted upon determination by the Planning Board that the following conditions have been satisfied. The Planning Board may impose reasonable conditions, at the expense of the applicant, to ensure that the following conditions have been satisfied. Any new building construction or other site alteration shall provide adequate access to each structure for fire and service equipment and adequate provision for utilities

and stormwater drainage consistent with the functional requirements of the Planning Board's Subdivision Rules and Regulations. New building construction or other site alteration shall be designed in the Site Plan, after considering the qualities of the specific location, the proposed land use, the design of building form, grading, egress points, and other aspects of the development, so as to:

- a.1. Minimize the volume of cut and fill, the number of removed trees 6" caliper or larger, the length of removed stone walls, the area of wetland vegetation displaced, the extent of stormwater flow increase from the site, soil erosion, and threat of air and water pollution;
- b.2. Maximize pedestrian and vehicular safety both on and offsite;
- c.3. Minimize obstruction of scenic views from publicly accessible locations;
- d.4. Minimize visual intrusion by controlling the visibility of parking, storage, or other outdoor service areas viewed from public ways or premises residentially used or zoned;
- e.5. Minimize glare from headlights through plantings or other screening;
- f.6. Minimize lighting intrusion through use of such devices as cutoff luminaires confining direct rays to the site, with fixture mounting not higher than 20 feet;
- g.7. Minimize unreasonable departure from the character and scale of building in the vicinity, as viewed from public ways;
- h.8. Minimize contamination of groundwater from onsite wastewater disposal systems or operations on the premises involving the use, storage, handling, or containment of hazardous substances.
- i.9. Maintain an acceptable level of traffic service, volume and infrastructure which meets the goals of the Master Plan, the Traffic and Pedestrian Safety Manual, and Route 110 Master Plan, the Sidewalk Master Plan, and other Town adopted Master Plans.
- j.10. Encourage alternative methods of transporting people, through public transportation, car pools and van pools, bicycling and walking, rather than near exclusive reliance on single-occupant vehicles.

2. Review Standards for Religious, Educational and Child Care Uses. The Planning Board may impose reasonable conditions, at the expense of the applicant, to ensure that the following conditions have been satisfied. In reviewing the site plan submittal for an exempt USE under 9.4.2, the Planning Board shall consider the following:

- a. **Relationship of the bulk and height of structures and adequacy of open spaces to the natural landscape, existing buildings and other community assets in the area and**

compliance with other requirements of this Bylaw, which includes, but is not limited to, building coverage requirements, yard sizes, lot areas and setbacks;

b. Physical layout of the plan as it relates to convenience and safety of vehicular and pedestrian movement within the site, the location of driveway openings in relation to traffic or to adjacent streets and, when necessary, compliance with other regulations for the handicapped, minors and the elderly;

c. Adequacy of the arrangement of parking and loading spaces and safety of proposed access and egress in relation to the proposed uses of the premises;

d. Physical lighting of the site, especially the adequacy of the method of exterior lighting for convenience, safety and security within the site and for protection of neighboring properties, roadways and the night sky.

Or act in relation thereto.

Board of Selectmen recommendation at Town Meeting.

LAND USE & LAND AQUISITIONS

ARTICLE 34: Transfer Custody of Town Properties From Board of Selectmen to the Board of Water Commissioners	<i>Water Commissioners</i>
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To see if the town will vote pursuant to [Massachusetts General Laws Chapter 40 Section 15A](#) to transfer the care, custody management, and control of the following properties, including all works, buildings and other structures located, erected or constructed thereon, from the Board of Selectmen for the purposes for which the properties are now held, to the Board of Water Commissioners for water supply system purposes as set forth in Massachusetts General Laws Chapter 40, Section 39B:

COTE WELL SITE

Map/Parcel: 030 0047 0000
Street Address: Beacon Street
Title Reference: Middlesex North Registry of Deeds ("MNRD") Book 1835, Page 75

HOWARD ROAD WELL SITE

Map/Parcel: 015 0003 0000
Street Address: 0 Howard Road
Title Reference: MNRD Book 2206, Page 280

Map/Parcel: 015 0004 0000
Street Address: Howard Road
Title Reference: MNRD Book 2206, Page 280

Map/Parcel: 015 0098 0000
Street Address: Howard Road
Title Reference: MNRD Book 2206, Page 280

HILDRETH HILL TANK SITE

Map/Parcel: 016 0024 0000
together with the perpetual right and easement over, in, along and under the area shown on a plan entitled "Plan of Land in Westford, Mass. owned by Hildreth Realty Trust," Scale 1" + 100', dated April 5, 1983, prepared by Dana F. Perkins and Associates, Inc., and recorded in MNRD Plan Book 140, Plan 25, as such easement rights are more particularly set forth in an Instrument recorded with the MNRD in and Book 2640, Page 571.
Street Address: Hildreth Street
Title Reference: MNRD Book 2222, Page 4

HUNT ROAD (FRANCIS HILL TANK) SITE

Map/Parcel: 033 0017 0000
Together with all right, title and interest in and to that certain easement in, along, over and under that certain strip of land, twenty (20) feet in width, extending in a southerly direction from Hunt Road, delineated as "Proposed 20' Foot Right of Way" on a plan entitled "Plan of Land in Westford, Mass., belonging to Gustave L. & Nilma E. Anderson, to be conveyed to the Town of Westford, Surveyed in April, 1965, Richard L. McGlinchey, and recorded in MNRD Plan Book 111, Plan 122B, as such easement rights are more particularly set forth in the Order of Taking recorded with the MNRD in and Book 1943, Page 543.
Street Address: 25 Hunt Road
Title Reference: MNRD Book 1767, Page 372

FLETCHER WELL SITE

Map/Parcel: 020 0012 0000
Street Address: Concord Road
Title Reference: MNRD Book 1838, Page 240

Map/Parcel: 020 0009 0000
Street Address: Concord Road
Title Reference: MNRD Book 1838, Page 240

Map/Parcel: 020 0007 0000
Street Address: Concord Road
Title Reference: MNRD Book 1838, Page 240

DEPOT STREET WELL SITE

Map/Parcel: 065 0002 0000
Street Address: Depot Street
Title Reference: MNRD Book 1693, Page 24

Map/Parcel: 065 0003 0000
Street Address: Depot Street
Title Reference: MNRD Book 1693, Page 24

NUTTING ROAD SITE

Map/Parcel: 068 0001 0000
Street Address: 19 Nutting Road
Title Reference: MNRD Book 1546, Page 42

COUNTRY ROAD #2 SITE

Map/Parcel: 020 0034 0000
Street Address: 15 Country Road
Title Reference: MNRD Book 1678, Pages 590, 591, 592, and 593

Map/Parcel: 020 0090 0000
Street Address: 14 Country Road
Title Reference: MNRD Book 1614, Page 193

Or act in relation thereto.

Board of Selectmen recommend approval.

ARTICLE 35: Secure Easements at Flagg Road, Forge Village Road and Main Street *Board of Selectmen*

To see if the Town will vote to authorize the Board of Selectmen to acquire by gift, purchase, or eminent domain certain rights in fee or by easement on properties located at 1 Main Street (Map 21 Parcel 45) and 2 Main Street (Map 21 Parcel 35) for the purpose of obtaining secure permanent or temporary construction easements, related to the construction and maintenance of a retaining wall and for the realignment of the intersection at Flagg Road, Main Street and Forge Village Road;

Or an act in relation thereto.

Board of Selectmen recommend approval.

ARTICLE 36: Authority for Board of Selectmen to Accept Easements *Board of Selectmen*

To see if the Town will vote to authorize the Selectmen, during Fiscal Year 2012, 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 recommend approval.

ARTICLE 37: Naming of Multi-purpose Field Within Alumni Stadium at Westford Academy	<i>School Committee</i>
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To see if the Town will vote to name the high school multi-purpose field within Alumni Stadium, "Westford Academy Trustees' Field" in recognition of the outstanding financial support the Westford Academy Board of Trustees have provided to the students and staff at Westford Academy;

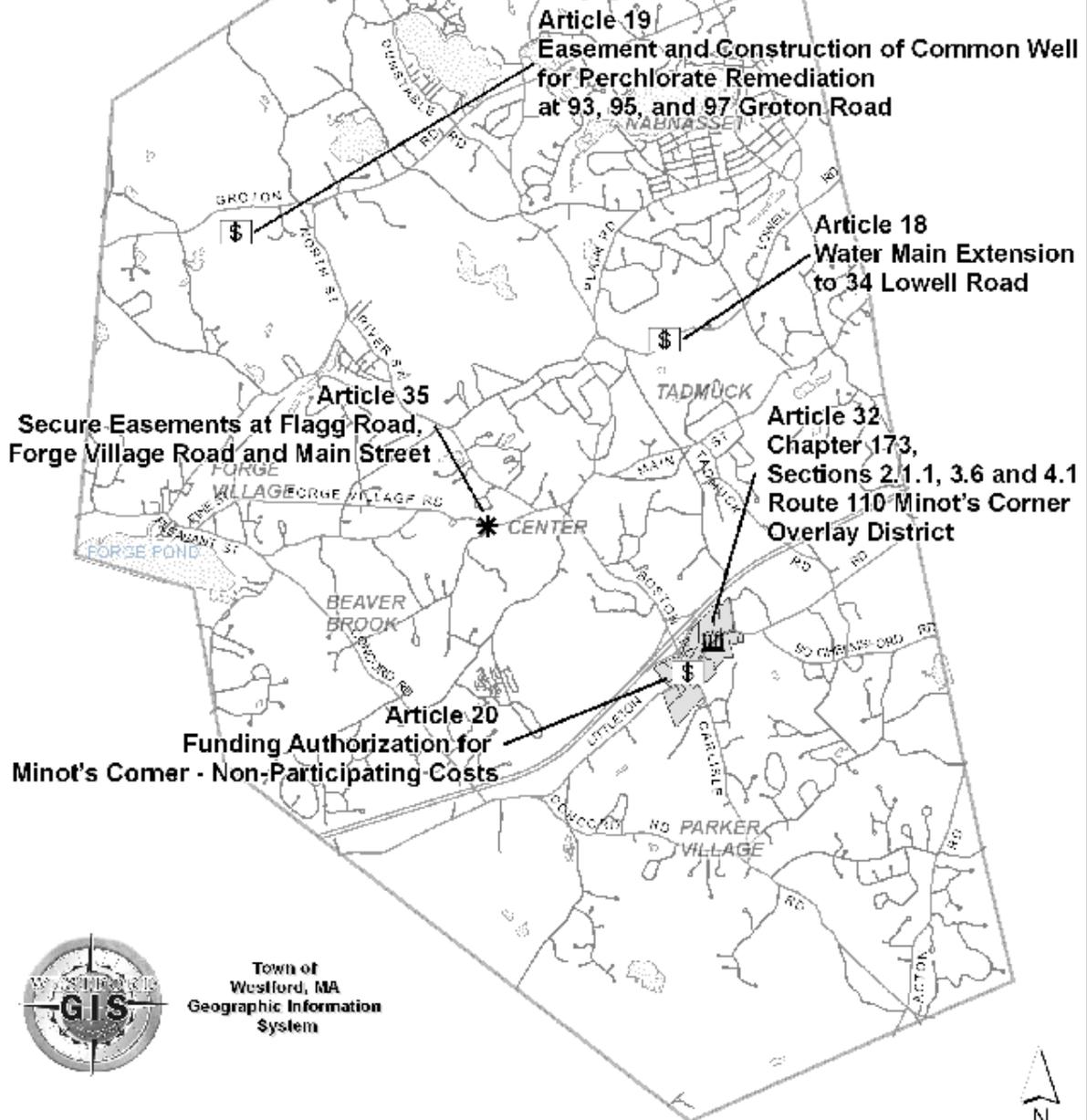
Or act in relation thereto.

Board of Selectmen recommend approval.



Westford Annual Town Meeting 2011

- Warrant Articles
- 📄 ADMINISTRATIVE
 - 💰 CAPITAL EXPENSES
 - 📄 FINANCIAL
 - ✳️ LAND USE
 - ☑️ STREET ACCEPTANCE
 - 🏠 ZONING BYLAW AMMENDMENTS



<p>Town of Westford PAY CLASSIFICATION PLAN Effective July 1, 2011</p>
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Salary Ranges per Band

BAND	MIN	MID	MAX
10	\$109,661	\$117,199	\$124,736
9	\$76,657	\$93,160	\$109,661
8	\$70,325	\$85,465	\$100,604
7	\$64,519	\$78,408	\$92,297
6	\$59,190	\$71,932	\$84,675
5	\$54,305	\$65,995	\$77,685
4	\$48,485	\$58,923	\$69,362
3	\$43,291	\$52,611	\$61,929
2	\$38,651	\$46,972	\$55,293
1	\$34,511	\$41,940	\$49,370

BAND	POSITION TITLE
10	Police Chief
10	Fire Chief
9	Finance Director
8	Assistant Town Manager
8	Director of Technology
8	Director of Land Use Management
7	Director of Human Resources
7	Director of Parks, Recreation & Cemeteries
7	Highway Superintendent
7	Library Director
7	Town Engineer
7	Water Superintendent
6	Building Commissioner
6	Budget Director
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 FY2012 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
2	Payroll Administrator
1	Activities Coordinator
1	Administrative Assistant
1	Planner 1

HOURLY CLASS **	MIN	MAX
Library Page	\$8.28	\$9.08
Library Bookmobile Driver	\$14.35	\$18.14
COA Lead Van Driver	\$14.35	\$18.14
COA Van Driver	\$9.11	\$15.89
Senior Volunteer Worker	\$9.93	\$12.47
Student Intern I	\$9.93	\$11.32
Student Intern II	\$11.05	\$12.46
Student Intern III	\$12.14	\$13.60
Elder Outreach Coordinator	\$13.25	\$17.66
Receptionist/Senior Center	\$11.05	\$14.74
Evening Supervisor/Senior Center	\$11.05	\$14.74
Registrar/Senior Center	\$11.05	\$14.74
Auxiliary Firefighter	N/A	\$11.34

* 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 0% effective 7/1/11.

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 which 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, that 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 work week 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.

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55 Main Street
Westford, MA 01886

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SATURDAY, MARCH 26, 2011
10:00 AM
ABBOT ELEMENTARY SCHOOL