

Town of Westwood
Finance and Warrant Commission

2018 Annual Report
Warrant and Recommendations for
Annual Town Meeting

ANNUAL TOWN MEETING

Wednesday, May 30, 2018

7:30 PM

Westwood High School Gymnasium



2018 ANNUAL TOWN MEETING

KNOW AND GO....

Motions, Motions to Amend, and Votes Required

- An article in the warrant states a question for the town meeting to answer. A motion is a proposed answer to the question and must be within the scope (intent) of the article.
- The recommendation of the Finance and Warrant Commission is the first motion under an article and is considered the main motion.
- The motion of the Finance and Warrant Commission is open for discussion by the voters.
- Motions to amend the main motion, which are within the scope of the warrant article, may be made on town meeting floor.
- Ordinarily motions require a majority vote of the voters present and voting to pass. Certain motions require a 2/3, 4/5 or even a 9/10 due to provisions of Massachusetts law or the Town Bylaws. The moderator will announce the voting requirement before each vote is taken.

Motions for Indefinite Postponement and Motions to Reconsider

- A motion for indefinite postponement is equivalent to a motion that no action be taken under the article and such motion may not be amended.
- If the voters defeat the motion for indefinite postponement, favorable action on the subject matter of the article requires a motion to that effect.
- A motion to reconsider an article may only occur on the same night the article was voted and shall require a two-thirds (2/3) vote of those present and voting and shall not be made again.

Note from the Town Moderator....

In order to ensure that amendments to articles are lawful and in order, the amendment must be submitted in writing to the Moderator a week in advance of the Town Meeting.





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TOWN MEETING

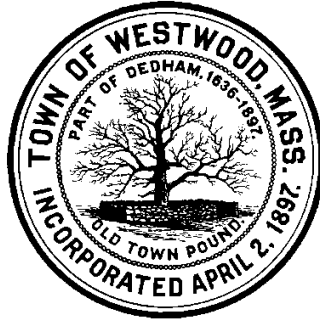
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2018 Annual Town Meeting Article Listing

Article #	Article Description	Sponsor
1.	Supplemental Appropriation FY18	Board of Selectmen
2.	Supplemental Appropriation FY18	Board of Selectmen
3.	Town Operating Budgets – FY19	Board of Selectmen
4.	Appropriation (\$886,900) – Municipal Capital Improvements	Board of Selectmen
5.	Appropriation (\$867,000) – School Capital Improvements	Board of Selectmen
6.	Appropriation (\$420,000)– Sewer Capital Improvements	Board of Selectmen
7.	Appropriation (\$857,000)– Other Capital Improvement	Board of Selectmen
8.	Appropriation (\$443,760) – Ambulance Capital Improvements	Board of Selectmen
9.	Appropriation (\$100,000) – Stabilization Fund – FY19	Board of Selectmen
10.	Appropriation (\$1,415,000) – OPEB Liability Trust Fund – FY19	Board of Selectmen
11.	Authorization for Disposition of Municipal Property – Islington Center Redevelopment	Board of Selectmen
12.	Authorization for Funding for Various Aspects of the Redevelopment of Islington – including the relocation, renovation and expansion of Wentworth Hall	Board of Selectmen
13.	Zoning Amendments related to Islington Center Redevelopment Project – including map amendment to alter the boundaries of the FMUOD6 District	Planning Board
14.	School Borrowing for Funding for MSBA Eligibility Process	School Committee
15.	Petitioner Article – Maximum Number of Residential Dwellings in FMUOD 6 and FMUOD 7	Nada Milosavljevic-Fabrizio, 32 Webster Street
16.	Road Improvements (Chapter 90 Funds and Other State Funding)	Board of Selectmen
17.	Town Bylaw Amendment – Placement of Snow and Ice around Fire Hydrants	Board of Selectmen
18.	Appropriation – Comprehensive Study of Security Needs for School and Municipal Buildings	Board of Selectmen
19.	Appropriation for Affordable Housing Units	Board of Selectmen



Finance and Warrant Commission Membership

Terms Expiring in 2018

Marianne LeBlanc Cummings
George Hertz
Peter Lentz
Michael Powers
Rob Uek

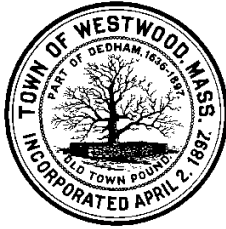
Terms Expiring in 2019

Julie Bride
Barbara Delisle
James Ferraro
Thomas Kilgarriff
Jennifer Perkins

Terms Expiring in 2020

Cynthia Buckley
Wesley Matthews
Howard Messing
Michael O'Hara

Jane O'Donnell, Administrator



WESTWOOD FINANCE AND WARRANT COMMISSION

A MESSAGE TO RESIDENTS FROM CHAIRMAN MARIANNE LEBLANC CUMMINGS

Dear Resident,

I hope that you will attend the Annual Town Meeting on May 30, 2018.

Consistent with our Town Charter, the annual operating budget and many other important warrant articles will be discussed and voted this year at the Annual Town Meeting. Your engagement in this process is essential to the good governance of our town.

The Finance and Warrant Commission (“FinCom”) consists of 15 volunteer members, representing a cross-section of our community, who have been appointed by the Town Moderator to advise residents on the Town Meeting Warrant. We are a completely independent body and all of our deliberations are fully open and transparent. FinCom members have spent considerable time and effort in considering and commenting on the issues currently before the Town. In addition to our work at regularly scheduled public meetings, FinCom has established several subcommittees to further study the proposed budget allocations and other issues facing our schools and municipal departments, in addition to issues concerning zoning articles, the Town’s Other Post-Employment Benefits Liability (“OPEB”), and long range planning. FinCom also provides representation to the Town’s Long Range Financial Planning Committee, (which reports to the Board of Selectmen and is comprised of people from many different boards and functions within town government), the Municipal Facilities Task Force, and the Islington Center Task Force.

FinCom conducted public hearings on the Town Warrant on March 5 and 26, April 23 and May 1 to solicit input from residents prior to voting our recommendations. Although video recordings of all FinCom meetings and public hearings are made available by the Westwood Media Center on the Town website (and also streamed live on UTube and broadcast live on Comcast Channel 12 and Verizon Channel 42), we strongly encourage residents to attend and participate in our ongoing meetings so that we may have an even more robust discussion on the issues facing Westwood. The reports of our subcommittees, in addition to our substantive descriptions of the articles and our voting thereon, are contained within.

Westwood’s finances remain in great shape in large part due to careful and conservative management and insightful long-term thinking by our talented and experienced Finance Department and Board of Selectmen (past and present), with financial policies that are consistent with state and industry guidelines. The proposed FY ’19 budget includes an approximate 3% increase in the budgets of both the Municipal Departments and Westwood Public Schools, and represents a successful balancing of Westwood’s budget priorities. The proposed budget also allocates funds for capital improvements and expenditures. The proposed FY ’19 budget additionally allocates funds to the Town’s Stabilization Fund and OPEB, which is consistent with the Town’s financial policies and important to maintaining the Town’s excellent bond rating.

Our children continue to thrive in Westwood Public Schools and the proposed FY ’19 budget funds the needs of our schools expressed by the School Department. With the leadership of Superintendent Emily Parks, the School Committee is recommending to Town Meeting that Westwood approve funding to participate in the Massachusetts School Building Authority (“MSBA”) grant program, into which Westwood has been invited, for the planning of a building project at the elementary school level. If funded, options as to all of the elementary schools in town will be studied and discussed town-wide, and ultimately the State may grant the Town approximately 31-32% of project costs. Westwood was one of 15 communities selected to enter the MSBA process from a pool of 82 applications and this is an exciting opportunity for Westwood to make a long-term investment in our aging elementary schools for our kids. FinCom unanimously recommends the approval of this article to Town Meeting. In addition to Superintendent Emily Parks and WPS Director of Business and Finance Heath Petracca, we also wish to thank the School Committee and the Westwood Public Schools’ entire team of talented administrators, teachers and staff who work to provide our children with the best education possible.

The Town’s public services continue to meet and in many cases exceed the changing needs of the Town. We thank Police Chief Silva and Fire Chief Deckers and all of our dedicated police officers and firefighters, for keeping our families safe.

This year we have spent considerable time in discussing issues pertaining to Town planning, particularly as to development in Islington Center, which have also been actively discussed by the Planning Board, the Conservation Commission, and the Islington Center Task Force (“Task Force”) among others. Since its creation by the Board of Selectmen in 2015, FinCom member George Hertz, along with 20 other representatives from various Town boards and committees, Islington neighborhood residents, business owners and Town staff, have worked together for the purpose of creating an avenue for transparent discussion for the proactive and positive redevelopment of this vital section of our Town; Task Force members have provided a significant public service to the Town. Islington residents have made clear their concern that development in their neighborhood should not come at the expense of sacrificing the character or functionality of its village community, and they should be lauded for organizing and engaging so actively in the Town’s planning for Islington and the Town as a whole. The Task Force voted unanimously to recommend the Islington Center Redevelopment Project which is to be voted at Town Meeting (Articles 11 – 13). As a key component of this project, the Town and the Developer would enter in a Land Disposition Agreement for the transfer of respective parcels of land owned by the Town and the developer to one another through a three-year phased process. The Land Disposition Agreement also includes three phased payments of a minimum of \$2.2 million from the developer to the Town. The proposed project has been the subject of years of study and negotiation, and the developer has been highly responsive to residents’ concerns about the size of buildings to be constructed and traffic considerations. FinCom voted to recommend these Articles to Town Meeting after substantial consideration of local residents’ concerns, in addition to our review of environmental and financial implications, in addition to our discussion regarding Westwood’s obligations under the law to provide for affordable housing. We applaud the work of the many town residents, administrators and elected officials who have worked diligently for years to thoughtfully shape this master-planned project which we believe is in the best interests of the Town.

On behalf of the Finance and Warrant Commission, I would like to thank and acknowledge the dedicated staff in Westwood’s Town Administration, Municipal, Public Works, and School Departments. Town Administrator Mike Jaillet, Finance Director Pam Dukeman, Director of Community and Economic Development Nora Loughnane, Town Clerk Dottie Powers, Department of Public Works Director Todd Korchin, Superintendent of Schools Emily Parks, WPS Director of Business and Finance Heath Petracca, Police Chief Silva and Fire Chief Deckers have all regularly appeared before FinCom to assist us with our inquiry; we specifically thank all of them, in addition to all of their many department heads and employees for their assistance to FinCom and their dedicated work for the Town. We also thank our Town Planner, Abby McCabe, and the entire Planning Board, for their professionalism and commitment in working with FinCom in a collaborative fashion. We thank Alice Moore, Town Moderator, the Board of Selectmen, the Long Range Financial Planning Committee, and all other elected and appointed officials and boards for their dedication and work throughout the year.

I wish to thank the chairs of the FinCom subcommittees, Jim Ferraro (Zoning Articles Subcommittee), Julie Bride (Municipal Subcommittee), Barbara Delisle (Education Subcommittee), Mike O’Hara (Long Range Planning Subcommittee), and Robert Uek (OPEB Subcommittee), for their leadership in chairing the substantial work of these subcommittees. I would also like to thank George Hertz for serving as the FinCom’s representative to the both the Islington Center Task Force and the Municipal Facilities Task Force. I would like to recognize and thank all the members of the FinCom for their serious dedication to their duties to the Town this season. We are grateful to Jane O’Donnell, Finance and Warrant Commission Administrator, for her energy and attention to detail which has served FinCom so well this year. On a personal note, it has been an honor and a privilege to serve on the Finance Commission for the past nine years, and as Chair for the last six, and I am tremendously grateful to the Town Moderators who have provided this opportunity to serve, to all my fellow FinCom members with whom I have been lucky to serve, with special thanks to my Vice-Chair, Michael O’Hara, and to Sheila Nee and Jane O’Donnell for their respective work as FinCom Administrator. I believe more fervently than ever in the value of the independent review that FinCom provides in our town governance.

We look forward to joining you to discuss and vote on the important issues pertaining to Westwood on May 30.

Respectfully,

Marianne LeBlanc Cummings
Chairman,
Westwood Finance and Warrant Commission

MUNICIPAL SUBCOMMITTEE REPORT

Municipal Budget Overview

The municipal budget for fiscal year 2019 (“FY19”) includes the staffing and operational needs for the Police; Fire; Public Works; General Government; Library and Recreation; and Community and Economic Development. The Municipal Subcommittee of the Finance and Warrant Commission (“FinCom”) has reviewed the budget material for each department, and met with the department heads and town Finance Director in order to provide an informed opinion regarding the appropriateness of the budgets and adequacy of the services provided.

The proposed FY19 municipal operating budget of \$20,652,318 is a 3.1% increase from the FY18 budget of \$20,032,436. It is important to note the approved budget for FY18 was \$19,462,436. An additional \$570,000 was approved in the May 2017 Town Meeting to fund additional police and fire department positions. Those positions were needed to support an increased activity related to University Station. Therefore, revenue from University Station was used to provide additional funding for the budget. The breakdown of spending by department is shown below:

<u>Function</u>	<u>Amount</u>	<u>% of Muni Budget</u>
Public Safety (Fire & Police)	\$8,676,158	42%
Department of Public Works	\$5,152,660	25%
Library, Recreation/All Others	\$3,000,368	15%
General Government	\$2,681,509	13%
Community and Economic Development	\$1,141,623	5%

As a percent of budget, salaries remain at 73% of the total municipal budget for FY19. This budget includes cost of living (COLA) salary increases as well as the addition of a new staff position at the library, salary increase for the Town Clerk and a couple of administrative position upgrades from part-time to full-time. At this time, there are no planned additions to staff for public safety positions.

Fixed costs related to employee benefits, are expected to increase by 9.6% in FY19. The costs related to municipal employees total to \$5,953,552 or 44% of the total fixed costs. These fixed cost increases are due to a 15% increase in the pension assessment. Health insurance is estimated to increase 6% and other insurance and payroll expense will increase 10%.

New growth tax revenue from University Station has totaled over \$5M since FY15. Of that revenue, the municipal budget increased by \$1,135,500 for direct costs and \$733,778 to cover operating costs associated with University Station. There are future opportunities for new tax revenue through additional build-out in that area. Overall the development of University Station is considered favorable for the town.

Public Safety

The Fire Department, under newly appointed Chief Deckers, will have a modest budget increase of 2.2% in FY19. The budget increase supports the public safety needs of the town, but is below target largely due to salary savings related to hiring new firefighters and the Chief. The budget includes new or expanded initiatives such as Peak & Surge level staffing, additional training, and increased visibility of Fire Department personnel (SAFE student and Senior Safe initiatives). The Fire Department has occupied the Islington Fire Station and is fully operational.

The Police Department budget forecasts a modest 2.5% increase in FY19. After adding two patrol officers in FY18, staffing will remain unchanged in FY19, though more patrol officers may need to be added beyond FY19. The impact of University Station flattened considerably in 2016 (the most recent data which has been finalized) with a small 5% increase in all calls for service after a 61% increase in 2015: total arrests declined 15% in 2016 after a 77% spike in 2015. Though not yet finalized, 2017 data continued the trend of flattened calls for service. Phase II of University Station is expected to result in additional calls for service.

The entire department attended active shooter training last summer as part of the department's efforts to be prepared for threats to the community. The new Police Headquarters opened in late 2017, providing many benefits to the department and the community that were lacking in the old building. Capital investment needs for FY19 will be bullet proof vests, electronic control device (Taser) and the replacement of 3 vehicles.

Department of Public Works (DPW)

The FY19 budget request is 3.5%. This brings the total non-capital budget to \$5,783,904, including a 1.9% increase in salaries and a 4.5% increase in operating expenses. Increased expenses are related to utilities and custodial costs at the new Police Station and Fire Station; and increased costs for waste removal and recycling. A significant increase in the town's assessment from the MWRA Massachusetts Water Resources Authority is due to and offset by increased water fees collected from University Station. It was noted that extensive efforts made by the department to decrease energy usage by the town has had considerable success and remains a priority.

Salaries have remained stable, in part due to savings from not filling the Town Engineer position (shared between the DPW and the Sewer Departments). On an as needed basis, this work has been fulfilled by an outside consultant with DPW management oversight. While this approach has generated savings for the department, it is only a short-term solution until a candidate is found for the Town Engineer position.

The cost of snow and ice removal varies from year to year depending on the weather and is difficult to forecast. The initial budget of \$300,000 has been increased to \$450,000 to better reflect actual snow and ice removal costs for the last several years.

The Sewer Department is asking for a budget of \$631,244 a 1% increase from the prior year, reflecting ongoing maintenance and continued upgrade of our facilities. It should be noted the Sewer is effectively a separate budget from the rest of the town, as it is financed directly by sewer fees.

Library & Recreation

The library will have a 7.0% budget increase in FY19. This increase is primarily due to the addition of a part time Teen Librarian and increased expenses for Library Materials (books, audio-visual, periodicals, etc.) needed to retain accreditation and participation in the Minuteman Library network. The library is evolving with the changing needs of the town. In the past year there has been an increase in door count, library programs offered and attended, and interlibrary loans. The most drastic increase in activity is in E-Content (Overdrive, Hoopla, RBDigital), which is up over 100% compared to FY18.

The Recreation Department will have a 4.0% increase in FY19, which is reflective of increased program activities utilized by town residents and increased revenues. Important FY 19 capital projects, funded by meals tax revenues, include the High School Pool Pak (air filtration and dehumidifier) and High School Tennis Court lighting.

General Government

This budget item encompasses the important functions of the Board of Selectman, Finance, Assessors, Treasurer, Legal, Town Clerk, IT, Conservation Commission, and Human Resources. The proposed budget increase of 4.7% increase in FY19 primarily due to a salary increases for the Town Clerk and increased Administrative support for IT. There are also increased expenses for election costs, and town-wide software licensing costs.

Community & Economic Development

The Department is seeking a FY19 budget of \$1.4M, an increase of 1.5% over FY18. Affordable Housing continues to be an area of concern as the state mandates a threshold of 10% of its housing stock being offered as affordable housing. Since the Westwood Glen development will no longer be counted as affordable due to a change in ownership, the town cannot count these units after the 2020 when the state calculates housing. This means the town may be up to 20 units short of the 10% requirement following the 2020 census therefore making Westwood open for an unfriendly 40B development proposal. Developing additional affordable housing prior to 2020 is a priority for the department.

The second area of focus is the Commercial Development & Split Tax Rate. University Station has brought our commercial tax base up from 12% to 15% of total value. However, failure to maintain commercial value close to or above 20% could eventually result in tax increases for residents. The department continues to focus on commercial development in an effort to maintain the current tax rate for residents.

Conclusion

The FY19 budget has been prepared in accordance with financial policies that require operating expenditures to be covered with current operating revenue, not non-recurring revenue sources. The Municipal Sub-Committee supports the proposed FY19 budget and thanks the Department Heads, Town Administration and the Finance Director and team for preparing operational performance data, detailed reports and information.

EDUCATION SUBCOMMITTEE REPORT

**BARBARA DELISLE, CHAIR
CINDY BUCKLEY
JENNIFER PERKINS
MIKE POWERS**

School Budget Overview

The School Committee has voted to approve the Superintendent's proposed operating budget (included as part of **Article 4** Fiscal Year 2019 (FY19) Town Salary and Expense Budget) of \$44,903,135. The amount represents an increase in the School Department operating budget of \$1,461,972 or 3.36%. The Education Subcommittee of the Finance and Warrant Commission (FinCom) has reviewed the budget and met with the Superintendent and key members of the School Department leadership team as well as attended School Committee meetings throughout the year, which has allowed the Subcommittee to fully understand, evaluate and give an informed recommendation of the FY19 budget. We thank all those who gave of their time in preparing these budgets and responding to our questions.

The FY19 School Spending Request

Information on the breakdown of the budget can be found at the back of this book in **Appendix E. Summary of the School Budget** and other aspects relating to the School finances such as Debt, OPEB, Proposition 2 1/2 overrides and budget history, and State aid can be found in **Supplemental Financial Information**, also in the back of this book. Actual operational spending the School Department is \$2,625,686 higher but offset of external funding sources such as Federal SPED (Special Education) Grants, State SPED Circuit Breaker payments, user fees for Kindergarten, bus fees, pre-school tuition, athletic fees, extended day fees, lunch fees, Recreation Dept. offset, municipal sharing in technology and E-Rate reimbursement. Funds represented as Direct University Station Costs totaling \$214,800 had been accounted for as an offset from the municipal budget in previous years but for FY19 have been moved directly into the School budget; the funding commitment from the municipal side remains the same. The bulk of the School budget is funded through property taxes and State Chapter 70 education aid.

Items related to operation of the Schools that are not in the budget, but are found in the municipal budget include:

- School employee benefits (specifically health insurance and related OPEB costs)
- Crossing guards
- School field maintenance and improvements
- Resource officer and other police services
- DPW services and plowing
- Blue Hill Regional Technical School assessments
- Repair of the Middle School elevator
- Debt service related to school projects
- School capital budget which is included in **Article 6** and discussed below.

Included in here

This proposed budget:

- Continues funding for all existing programs
 - The loss of outside funding resulted in a direct funding by the Schools of some programs (+\$24,200)
- Addresses shifting enrollment needs at the High School and Elementary level.
 - Changes at the elementary level and the addition of 2 teachers at the High School level had a net result of a modest increase (+\$56,000)
- Satisfies the contractual terms of current WTA contract
 - \$1,480,230 in salary increases representing both contractual COLA (Cost of Living Allowance) and Step increases. FY19 represents the last year of a three year contract with the WTA (Westwood Teachers Association) which provide annual COLA increases of 2%. Education is very labor intensive, with salaries representing 86% of the total budget request.
- Accomplishes a School Committee policy with regard to user fees.
 - Upon review of the kindergarten program it was decided to eliminate the kindergarten fee as it was no longer justified. (It had been adopted after the failed override to aid in balancing the budget.) This will be accomplished over a two year period. (+\$85,000)
- Implements specific SPED programs and staff additions to address student SPED needs and manages out-of-district costs.
 - To meet increasing needs and regulatory requirements, an in-house autism program, Westwood Applied Behavior Analysis (WABA) will be expanded. To address those needs as well as IEP's of students throughout the system, there will be an additional 5.2 FTE's (+\$222,000).

- In line with other districts, SPED costs represent a relatively steady 23% of total expenditures, with services addressing the needs of 18% of the school population. In a change from more recent trends, among the smaller population of students with more intensive needs, SPED out-of-district tuition has decreased as there has been a shift from out-of-district day programs to collaborative programs such as TEC. These costs are offset by State circuit breaker funding. Additionally transportation expenses (which are not reimbursed) have stayed stable due to a favorable contract negotiation. Also the number of these students going out-of-district has decreased significantly (over 40 in FY07 to 22-24 in FY19) due to a commitment to establish and maintain appropriate programs within the district.
- Provides some fine-tuning to improve delivery of services
 - An additional of an ABA tutor to assist in General Ed classes, a science materials manager, increase of math specialist time and a reduction of district professional development coordinator to part time. (+\$17,186)
- Adjusts utility accounts which now provide a more accurate picture of expenditures and can highlight efficiency savings in the future (-\$256,000).

The School Committee, the Selectmen and Town Meeting vote for a single line item (**Line 65 in Appendix D**) which represents the total School Budget. How that money is spent within the broad categories of Salary and Non-Salary accounts is at the sole discretion of the Superintendent, with the School Committee serving in an advisory role.

School Capital Budget (See Article 6) The proposed Capital Budget is \$867,000, the same as last year. This provides the District with adequate funds to address the day to day capital needs, but is woefully inadequate to address the basic infrastructure needs of the older elementary school. This will expand the 1 to 1 Chromebook program to the upper elementary grades, continue the annual replacement of copiers, fund the roofing reserve account and address over 50 small projects throughout the district, including class room construction, upgrades to security cameras, HVAC improvements, installation of handicap accessibility features and TMS furniture upgrades.

Concerns for the Future

Managing the Economics of Special Education The District is acutely aware that this is a risk however it has shown the ability to manage the potentially highly variable needs through planning, flexibility and innovation.

University Station For FY18 the number of students in the District who live in University Station apartments has increased slightly as the development is close to being fully leased. The numbers remain well below the numbers forecasted in the Fiscal Impact studies produced. The School District has at its disposal a significant mitigation fund to address capital needs coming from costs associated with University Station. Other considerations including establishment of a “buffer zone” which would provide spot redistricting of additional students are being considered. The additional condominiums planned at University Station are being studied for their impact on student population.

Enrollment/Class Sizes In general, elementary enrollment has been declining over the past few years, and that trend will continue. However as these enrollments are spread over 6 grades and 5 schools, the impact on the number of classrooms is minimal. The School Committee studied and adopted a new class size guideline policy. However there have not been significant enough student population shifts for the effect of this to be seen in FY18. Enrollment at the Middle School is high but has started to decline and enrollment at the High School will grow until FY20. Selective additions in teaching staff at the High School will continue to be a budget driver.

Reliance of Fees The Superintendent has commenced a study of fees prior to the budget cycle and has proposed an elimination of the kindergarten fee over a two year period. Athletic fees and bus fees remain in place but should be reviewed in the future to ensure they are in line with comparable towns.

Massachusetts School Building Authority Invitation The awarding of this invitation which initiates the discussion and involvement of the State in addressing our Space and Capital Needs at the elementary level represents a significant event in the District. Further discussion of this can be found in the Warrant Article seeking funding for the MSBA Eligibility Process.

Conclusion The Finance and Warrant Commission supports the Board of Selectmen’s recommend School Department FY19 Operating Budget of \$44,903,135 and the FY19 Capital Budget of \$867,000. This budget meets the immediate goals of the School Department, addresses specific student needs and enrollment issues, and maintains the valuable assets of the Town. The residents continue to support the investments required to have one of the top school systems in the Commonwealth and it remains a source of pride for the Town.

Other Post Employment Benefits (“OPEB”) Subcommittee Report

What is OPEB?

As part of their compensation, Westwood employees accrue benefits throughout their years of service that will not be received until after they retire. The most common type of these post employment benefits is a pension but other benefits like health care are grouped together under the category of “Other Post Employment Benefits” (OPEB). There are about 800 town employees and retirees that are eligible for or are currently receiving these benefits.

In the past, most municipalities funded OPEB costs in the year in which they have actually been paid. This “pay as you go” approach neglects to set aside funds to cover benefits that have been earned during the year but will not be paid out until some time in the future. The sum of these post employment benefits that have been earned but not yet paid is referred to as the “unfunded liability” and over many years can build up to a significant amount. As of June 30, 2015 (the date of the Town’s most recent actuarial valuation report), Westwood’s unfunded OPEB liability was estimated to equal \$35.6 million. This unfunded liability is substantially lower than the 2013 estimate of \$55.9 million, primarily due to a change in the discount rate used to calculate the present value of the liability and also due to some changes in the health care benefits. The more favorable discount rate is warranted due to Westwood’s intention to fully fund the liability over the next 30 years.

OPEB’s Current Status

For the current fiscal year (2018), it is estimated that Westwood’s annual cost associated with OPEB will total about \$3.4 million. This cost can be parsed into two categories: the cost that Westwood incurs during the year to pay for the current benefits (about \$2 million) and the amount that Westwood is setting aside in an investment account (the OPEB Liability Trust Fund) to cover the cost of benefits that have been earned by employees and will be paid at some point in the future (\$1.39 million). As at the end of calendar year 2017, the OPEB Liability Trust Fund holds about \$6.7 million from primarily six years of funding. This Trust Fund is being managed by the Massachusetts Pension Reserves Investment Trust and is overseen by the Town Treasurer.

For upcoming fiscal 2019, Westwood has budgeted for OPEB costs of approximately \$3.4 million. This budgeted amount again consists of about \$2.0 million for current OPEB costs and an additional \$1.415 million to fund the OPEB Liability Trust Fund. The contribution to the Trust is \$25,000 higher in FY 2019 than in the prior year, reflecting the need to gradually increase the annual contributions per the actuarial recommendation. The current funding plan is consistent with the actuarial recommendations and is forecast to put Westwood in the position of essentially eliminating the OPEB Liability over the next 30 years.

Looking forward

The Board of Selectmen, the Finance department and the OPEB Liability Task Force have worked diligently to create and follow a strategy to eliminate the Town's unfunded OPEB liability. To its credit, Westwood is in the minority of towns that is proactively addressing this issue ahead of any mandated requirement to do so. According to a Massachusetts Public Employee Retirement Administration Committee report last updated in May 2017, fewer than one-third of the cities, towns and districts with OPEB liabilities have begun contributing to a plan to pay for these liabilities.

As recommended by the Town's actuarial consultants, a 30-year plan to pay off the Unfunded OPEB Liability has been created and is being followed. This plan requires an increase in the annual funding of the OPEB Liability Trust Fund from \$1.35 million to \$2.1 million over the 30 years with approximately \$110,000 increases in funding every four years. As noted above, in FY 2019 the Town is increasing its annual contribution to the Trust Fund by \$25,000 rather than waiting for four years to increase the amount by the \$110,000. The Finance and Warrant Commission is encouraged by the Board of Selectmen's commitment to proactively adhere to a strategy to set aside funds to offset the Town's OPEB liability.

The next required OPEB actuarial valuation report will be as of June 30, 2017 and is expected to be completed imminently. This report will determine if there have been any changes in the estimated OPEB liability that might affect the Town's annual funding requirements. The OPEB liability can be affected by many variables including: plan benefits, participant data, discount rate, expected investment returns, mortality rates, and estimated healthcare cost inflation. Westwood's OPEB Liability Task Force will meet with the actuarial consultants, analyze the results and determine if any recommended change to the Town's funding strategy is needed.

Summary and Conclusion:

For fiscal 2019, Westwood is taking another positive step towards reducing the Town's unfunded OPEB liability. Westwood current funding schedule places the Town on track to eliminate the unfunded OPEB liability over the next 30 years. The Finance and Warrant Commission voted unanimously to support the funding of the OPEB Liability Trust Fund with \$1,415,000 in fiscal year 2019 and supports the good work of the Board of Selectmen, Finance department and OPEB Liability Task Force.



What Goes On At Town Meeting? A Message from the Moderator

Our Town Meeting is conducted in accordance with the Town Bylaws (Article 3) and Massachusetts Law. Some major matters of procedure are summarized below.

General Information

- The moderator presides at the meeting and is responsible for ruling on procedural matters, overseeing orderly debate and preserving decorum.
- One hundred and seventy-five (175) registered voters constitute a quorum.
- Registered voters are entitled to attend, address the meeting and vote. Guests may attend the meeting, but can address the meeting only with the approval of the meeting.
- Warrant articles are presented in numerical order. A motion to take an article out of order requires a 2/3 vote of those present and voting.

Motions, Motions to Amend, and Votes Required

- An article in the warrant states a question for the town meeting to answer. A motion is a proposed answer to the question and must be within the scope (intent) of the article.
- The recommendation of the Finance and Warrant Commission is the first motion under an article and is considered the main motion.
- The motion of the Finance and Warrant Commission is open for discussion by the voters.
- Motions to amend the main motion, which are within the scope of the warrant article, may be made on town meeting floor.
- Ordinarily motions require a majority vote of the voters present and voting to pass. Certain motions require a 2/3, 4/5 or even a 9/10 due to provisions of Massachusetts law or the Town Bylaws. The moderator will announce the voting requirement before each vote is taken.

Motions for Indefinite Postponement and Motions to Reconsider

- A motion for indefinite postponement is equivalent to a motion that no action be taken under the article and such motion may not be amended.
- If the voters defeat the motion for indefinite postponement, favorable action on the subject matter of the article requires a motion to that effect.
- A motion to reconsider an article may only occur on the same night the article was voted and shall require a two-thirds (2/3) vote of those present and voting and shall not be made again.

Rules of Debate and Vote Counting

- A voter desiring to speak should rise, await recognition by the moderator, identify themselves when recognized and stand while speaking.
- All votes are taken in the first instance by voice vote and the moderator determines whether the motion carried or was lost. If the moderator cannot decide by the sound of voices, or if her announcement of the vote is doubted by seven (7) or more voters raising their hands for that purpose, the moderator shall without debate determine the vote by ordering a standing vote, or she may order a vote by secret written ballot.



ARTICLE 1

To see if the Town will vote to appropriate by transfer from available funds the sum of Two Hundred Thirty Six Thousand and Five Hundred Dollars (\$236,500) to supplement the following fiscal year 2018 appropriations, or take any other action thereon:

Transfer			
From Account	Amount	To Account	Amount
FinCom Reserve Account	\$200,000	Snow & Ice	\$200,000
Board of Health Salary	\$13,000	Veteran's Salary	\$1,000
Comprehensive Insurance	\$23,500	Housing Salary	\$2,000
		Information Systems Salary	\$15,000
		Youth and Family Services Salary	\$17,000
		Human Resources Salary	\$1,500
Total	\$236,500	Total	\$236,500

(Board of Selectmen)

The Finance and Warrant Commission, by unanimous vote of those present, recommends that the Town so vote.

This article makes adjustments in various budgets that may have increases in expenditures and therefore require a supplemental budget. The funds are generally transferred from available funds or budgets that have a projected surplus.

ARTICLE 2

To see if the Town will vote to appropriate by transfer from available funds the sum of Three Hundred and Thirty One Thousand Dollars (\$331,000) to supplement the following fiscal year 2018 appropriations, or take any other action thereon:

Transfer			
From Account	Amount	To Account	Amount
Overlay Surplus	\$35,000	Assessing revaluation services	\$35,000
Ambulance Receipts	\$71,000	Ambulance Services/Equipment	\$71,000
Free Cash	\$225,000	DPW – Snow & Ice	\$100,000
		DPW – Snow & Ice salary	\$125,000
Total	\$331,000	Total	\$331,000

(Board of Selectmen)

The Finance and Warrant Commission, by unanimous vote of those present, recommends that the Town so vote.

This article also makes transfers from available funds to various budgets which require supplemental funds.

ARTICLE 3

To see what sum(s) of money the Town will vote to raise and appropriate and/or transfer from available funds and/or borrow for the operation of the municipal departments and public school system for the fiscal year July 1, 2018, through June 30, 2019, as set forth in Appendix D of the Finance and Warrant Commission's Report to the 2018 Annual Town Meeting, or take any other action thereon.

(Board of Selectmen)

The Finance and Warrant Commission, by a vote of 10 in favor and 1 abstention, recommends that the Town vote to raise and appropriate and/or transfer from available funds and/or borrow for the operation of the municipal departments and public school system for the fiscal year July 1, 2018 through June 30, 2019, as set forth in Appendix D of this report.

Town Budget

Appendix D – See Page 46

This article, traditionally, known as the Omnibus Article, compiles all Town budgets and groups them into related areas for presentation. The municipal and school budgets have been extensively reviewed by Finance and Warrant Commission subcommittees, and their reports are on pages 5 and 7 respectively.

During the Moderator's reading of Appendix D, voters wishing to question a particular budget may do so. Discussion may then take place. The Omnibus Budget Article also contains four additional appendices, which are the salary schedules supporting the budget.

***Appendix A** - The classification and compensation plan for Town employees, as presented by the Personnel Board.*

***Appendix B** - The classification and compensation plan for School employees, as voted by the School Committee.*

Appendix C - The classification and compensation plan for elected officials as recommended by the Finance and Warrant Commission

Appendix D - As noted, the operating budget for all Town departments as recommended by the Finance and Warrant Commission. This is the Town's legal operating budget document.

*Appendix E - The School Department Budget Summary.
This is printed for information only.*

ARTICLE 4

To see if the Town will vote to raise and appropriate and/or transfer from available funds the sum of Eight Hundred Eighty-Six Thousand Nine Hundred Dollars (\$886,900) for the purchase, lease or lease/purchase of the following capital equipment and improvements:

Equipment/Project	Requesting Department	Cost	Funding Source
Three (3) One Ton Dump Trucks with Plow	DPW	\$210,000	Free Cash
Fire – Engine 1 Half Life Major Repairs	Fire	\$25,000	Free Cash
Fire – Safety Equipment – Radio Upgrade & Turnout Gear	Fire	\$30,000	Free Cash
Fire – Replace Engines (2) Lease Payment 2 nd of 5	Fire	\$226,400	Free Cash
Police – Safety Equipment – Bulletproof vests, Traffic Cameras, Electronic Control Devices	Police	\$30,000	Free Cash
End User Technology – All Departments	Information Technology	\$50,000	Free Cash
Library – Patron/Staff End User Technology	Library	\$21,500	Free Cash
Library – Self-Check Circulation Terminals	Library	\$22,000	Free Cash
Replacement of Police Vehicles	Police	\$172,000	Free Cash
Municipal Buildings – Facilities Maintenance/ Energy Efficiency	DPW	\$100,000	Free Cash
Total		\$886,900	

each listed capital equipment or project must be authorized by majority vote of the Board of Selectmen prior to any purchase and/or implementation of project and/or expenditure of funds; and to direct the Board of Selectmen to trade as part of the purchase price or to sell or dispose of any equipment no longer necessary, and to authorize the Board of Selectmen to apply for and accept any State or Federal grant or assistance, or both, that may be available for any of the above purchases, or take any other action thereon.

(Board of Selectmen)

The Finance and Warrant Commission, by unanimous vote of those present, recommends that the Town so vote.

Articles 4, 5 and 6

These articles seek approval from Town Meeting to fund from available funds items critical to the operations and maintenance of several municipal, school and sewer departments. Although not the entire solution to the capital needs of the community, they represent an important component of an overall capital plan.

ARTICLE 5

To see if the Town will vote to raise and appropriate and/or transfer from available funds the sum of Eight Hundred Sixty-Seven Thousand Dollars (\$867,000) for the purchase, lease or lease/purchase of the following capital equipment and improvements:

Equipment Project	Requesting Department	Cost	Funding Source
Technology	School	\$225,000	Free Cash
Roofing	School	\$100,000	Free Cash
Repair and Maintenance	School	\$256,500	Free Cash
Furniture, Fixture, and Equipment	School	\$129,500	Free Cash
HVAC	School	\$96,000	Free Cash
Copiers	School	\$60,000	Free Cash
Total		\$867,000	

each listed capital equipment or project must be authorized by majority vote of the Board of Selectmen prior to any purchase and/or implementation of project and/or expenditure of funds; and to direct the Board of Selectmen to trade as part of the purchase price or to sell or dispose of any equipment no longer necessary, and to authorize the Board of Selectmen to apply for and accept any State or Federal grant or assistance, or both, that may be available for any of the above purchases, or take any other action thereon.

(Board of Selectmen)

The Finance and Warrant Commission, by unanimous vote of those present, recommends that the Town so vote.

This article seeks approval from Town Meeting to fund from available funds items critical to the operations and maintenance of the School Department. Major projects include continued support of the Chromebook one-to-one program, roofing, HVAC up-keep, furniture, fixture and equipment replacement, and safety improvements district-wide. In general, these items do not represent new initiatives but rather repair and replacement of the Department's existing capital stock.

ARTICLE 6

To see if the Town will vote to raise and appropriate and/or transfer from available funds the sum of Four Hundred Twenty Thousand Dollars (\$420,000) for the purchase, lease or lease/purchase of the following capital equipment, projects, and/or improvements:

Equipment/Project	Requesting Department	Cost	Funding Source
Easement Access Project	Sewer	\$150,000	Sewer Retained Earnings
Infiltration & Inflow Reduction	Sewer	\$125,000	Sewer Retained Earnings
Sewer Truck	Sewer	\$95,000	Sewer Retained Earnings
Stormwater Compliance	Sewer	\$50,000	Sewer Retained Earnings
Total		\$420,000	

each listed capital equipment or project must be authorized by majority vote of the Board of Selectmen prior to any purchase and/or implementation of project and/or expenditure of funds; and to direct the Board of Selectmen to trade as part of the purchase price or to sell or dispose of any equipment no longer necessary, and to authorize the Board of Selectmen to apply for and accept any State or Federal grant or assistance, or both, that may be available for any of the above purchases, or take any other action thereon.

(Board of Selectmen)

The Finance and Warrant Commission, by unanimous vote of those present, recommends that the Town so vote.

Please see Article 4 comments for further information.

ARTICLE 7

To see if the Town will vote to raise and appropriate and/or transfer from available funds the sum of Eight Hundred Fifty-Seven Thousand Dollars (\$857,000) for the purchase, lease or lease/purchase of the following capital equipment, projects, and/or improvements:

Equipment/Project	Requesting Department	Cost	Funding Source
Town Hall Reconfiguration/Renovation	Board of Selectmen	\$50,000	Free Cash
Repair/Replace Middle School Elevator	School	\$175,000	Free Cash
Traffic Signal Improvements – High Street	DPW	\$100,000	Free Cash
• Design Funds Needed for State Grant			
Housing Authority Associates – Building Maintenance and Improvement	Housing	\$100,000	Free Cash
Pool HVAC/Dehumidification System	Recreation	\$125,000	Meals Tax
High School Tennis Courts/Lighting	Recreation	\$307,000	Meals Tax
Total		\$857,000	

each listed capital equipment or project must be authorized by majority vote of the Board of Selectmen prior to any purchase and/or implementation of project and/or expenditure of funds; and to direct the Board of Selectmen to trade as part of the purchase price or to sell or dispose of any equipment no longer necessary, and to authorize the Board of Selectmen to apply for and accept any State or Federal grant or assistance, or both, that may be available for any of the above purchases, or take any other action thereon.

(Board of Selectmen)

The Finance and Warrant Commission, by unanimous vote of those present, recommends that the Town so vote.

Like all towns, Westwood has a number of buildings and a great deal of equipment that need to be maintained. The Board of Selectmen hears capital requests from all departments during the budgeting period and reviews these requests with The Long-Range Financial Planning Committee and the FinCom. Each year, limited funds require the Selectmen to prioritize certain capital projects over others. Attention is given to the urgency and expense of the capital project, each asset’s importance to residents and whether other funding exists to help mitigate the taxation impact of the project. The Selectmen have identified non-taxation sources to fund all of the specific capital projects proposed in this warrant article.

This warrant seeks approval from Town Meeting to fund various capital projects, which total \$857,000, that fall outside the appropriations requested as part of the Municipal, School and Sewer Department articles. The Town Hall Reconfiguration/Renovation for \$50,000 is to renovate the former Board of Selectman meeting room into office space to accommodate employees who currently work in the basement of the Town Hall. The Repair/Replace the Middle School Elevator for \$175,000 is needed as the current elevator has met the end of useful life in its current condition. The High Street Traffic Signal Improvement is for design funds, estimated at \$100,000 necessary for application for a state grant. This project will better coordinate the timing and duration of traffic lights along High Street to improve the congested traffic flow, especially during rush hour. The Housing Authority has requested \$100,000 for building maintenance and improvement. The above projects will use Free Cash as the funding source.

The Recreation Department has requested two Capital projects. The Town pool, which is used by a variety of citizens including the Adult Swim, children’s aquatics programs, and Boys, Girls and Youth Swim teams, is in need of a Pool HVAC/Dehumidification/Air Filtration System. The current system is struggling to adequately condition the facility, especially in the summer months where building temperatures rise into the 90s and relative humidity hovers around 80%. Better control of relative humidity will reduce wear and damage to equipment and facility, such as tile adhesion, electronics, etc. This project is estimated to cost \$125,000. The final capital item is for WHS Tennis Court Lighting for \$307,000. There are currently no lit courts in town. Adding lighting to the 6 WHS tennis courts will enable increased Recreation Department tennis programming and significantly increase public availability in the evening. The two projects requested by the Recreation Department will use Meal Tax dollars as the funding source.

The FinCom supports the identified capital improvement projects and applauds the Town officials for identifying non-taxation resources to help pay for them. The warrant article also requires that a majority of the Board of Selectmen vote in favor of any of these expenditures before they are actually made, which provides a useful final review before the funds are actually expended.

ARTICLE 8

To see if the Town will vote to transfer from available funds the sum of Four Hundred Forty-Three Thousand Seven Hundred Sixty Dollars (\$443,760) for the purchase, lease or lease/purchase of the following capital equipment, projects, and/or improvements:

Equipment/Project	Requesting Department	Cost	Funding Source
Rescue Equipment	Fire	\$41,865	Ambulance Receipts
Self Contained Breathing Apparatus Upgrade & Replacement	Fire	\$41,895	Ambulance Receipts
Ambulance	Fire	\$360,000	Ambulance Receipts
Total		\$443,760	

each listed capital equipment or project must be authorized by majority vote of the Board of Selectmen prior to any purchase and/or implementation of project and/or expenditure of funds; and to direct the Board of Selectmen to trade as part of the purchase price or to sell or dispose of any equipment no longer necessary, and to authorize the Board of Selectmen to apply for and accept any State or Federal grant or assistance, or both, that may be available for any of the above purchases, or take any other action thereon.

(Board of Selectmen)

The Finance and Warrant Commission, by unanimous vote of those present, recommends that the Town so vote.

This article seeks approval from Town Meeting to transfer from available funds rescue equipment, self-contained breathing apparatus upgrades & replacement and the purchase of a new ambulance for the critical operations of Ambulance services.

ARTICLE 9

To see if the Town will vote to raise and appropriate and/or transfer from available funds the sum of One Hundred Thousand Dollars (\$100,000) for the Stabilization Fund established in accordance with General Laws Chapter 40, Section 5B, or take any other action thereon.

Purpose	Amount	Funding Source
Stabilization Fund	\$100,000	Free Cash

(Board of Selectmen)

The Finance and Warrant Commission, by unanimous vote of those present, recommends that the Town so vote.

The Town has an established policy to increase its Stabilization reserve, the Town's primary savings account. This policy is an important item in the bond rating reviews, which consider the Town's fiscal position when borrowing funds. The Town has been successful in maintaining an annual appropriation into this account to keep the Town on track with its financial policies.

ARTICLE 10

To see if the Town will vote to raise and appropriate and/or transfer from available funds the sum of One Million Four Hundred Fifteen Thousand Dollars (\$1,415,000) to the OPEB Liability Trust Fund established in accordance with General Laws Chapter 32B, Section 20 or take any other action thereon.

Purpose	Amount	Funding Source
OPEB Liability Trust Fund	\$1,415,000	Taxation

(Board of Selectmen)

The Finance and Warrant Commission, by unanimous vote of those present, recommends that the Town so vote.

Throughout their years of service, Westwood employees accrue benefits that will not be received until after they retire. The most common type of these post-employment benefits is a pension, but other benefits like healthcare are grouped together under the category of Other Post Employment Benefits (“OPEB”). As of the date of the most recent actuarial report (June 30, 2015), the OPEB actuarial accrued liability for Westwood was estimated to be \$35.6 million. The Town recognizes the importance of making a sustained effort to reduce this liability and this article appropriates funds for this purpose. This fiscal year’s funding level is \$1,415,000, an increase of \$25,000 from the prior year, which is consistent with a long-term plan to cover Westwood’s annual OPEB costs and pay down the unfunded liability over the next 30 years.

ARTICLE 11

To see if the Town will vote to authorize the Board of Selectmen to take the following actions in conjunction with the acquisition and disposition of certain parcels of land for purposes of relocating, renovating and expanding Wentworth Hall, and promoting the redevelopment of Islington Center in furtherance of the public necessity and convenience:

- A. To convey to a person or entity selected in accordance with applicable procurement laws those parcels of land shown as Lots 163, 188, and 189 on Town of Westwood Assessor's Plat No. 23, along with an approximately Three Thousand Four Hundred Sixty Nine~~Three Thousand Two Hundred~~ square foot (~~3,200-3,469~~ SF) portion of that parcel of land shown as Lot 190 on Town of Westwood Assessor's Plat No. 23;
- B. To acquire by purchase, gift, eminent domain or otherwise, the approximately ~~38,691.96~~38,693 SF parcel of land shown as “Municipal Lot” on the plan entitled “Proposed Layout Site Plan, School Street Side, Islington Village, Westwood, MA, Norfolk County”, prepared by GCG Associates Inc., dated December 12, 2017 and revised through April 6, 2018, (“Layout Plan”);

- C. To acquire by purchase, gift, eminent domain or otherwise, the approximately ~~1,908.46~~1,909 SF parcel of land shown as “Blue Hart Tavern” on the Layout Plan, in accordance with the terms of a Land Disposition Agreement, if said parcel is not used for the relocation of the Blue Hart Tavern on or before November 30, 2018, or such earlier date as the Board of Selectmen determines to be necessary to satisfy the purpose of this article;
- D. To acquire by purchase, gift, eminent domain or otherwise, and/or to abandon, any and all easements, rights (including rights-of-way), or restrictions as is necessary or convenient to convey or acquire clear title to the above-referenced parcels of land, on terms acceptable to the Board of Selectmen; and
- E. To enter into all agreements and execute any and all instruments as may be necessary or convenient on behalf of the Town to effect the above actions;

or take any other action in relation thereto.

(Board of Selectmen)

The Finance and Warrant Commission, by a vote of 10 in favor and 1 abstention, recommends that the Town so vote.

The Finance and Warrant Commission voted to recommend approval to Town Meeting of each of the three Articles related to the Islington Center Redevelopment Proposal (10 yes with 1 abstention). One member not able to attend the meeting sent in a letter in support of the three articles.

The Finance and Warrant Commission considered these articles together and recommends that Town Meeting also discuss them together. Approval of all three Articles by Town Meeting is necessary for the Islington Center Redevelopment Project to move forward.

***Article 11** addresses the acquisition, transfer and disposition of Town-owned and developer-owned land for the purpose of (1) relocating, renovating and expanding Wentworth Hall (Islington Branch Library) and (2) transferring the Islington Community Center property. It also authorizes the town to enter into and execute any agreements and instruments necessary for the Town to complete these actions, including the Land Disposition Agreement.*

***Article 12** requests authorization for the Town to secure the funding necessary for the renovation, relocation and expansion of Wentworth Hall. The estimated cost of the project is \$3.5 million which will be offset in part by a minimum of \$2.2 million in funds provided by the developer to the Town as part of a Land Disposition Agreement discussed below.*

Article 13 presents amendments to the Official Zoning Map necessary for the Islington Center Redevelopment Project. This Article expands the Boundary of Local Business B (LBB) and Flexible Multiple Use Overlay District 6 (FMUOD 6) to 277A Washington Street and 9 School Street.

To view a detailed map in color depicting the requested zoning changes, please go to the town of Westwood's website and click on "Department of Community and Economic Development". Under "Explore", click on "Zoning Amendments" and then click on "Article 13-Zoning Map Changes".

LAND DISPOSITION AGREEMENT

As a key component of this project, the Town and the Developer will enter in a Land Disposition Agreement for the transfer of respective parcels of land owned by the Town and the developer to one another through a three-year phased process. This Land Disposition Agreement also includes three phased payments of a minimum of \$2.2 million from the developer to the Town.

BACKGROUND INFORMATION:

In May of 2016, the Town through the Islington Center Task Force appointed by the Board of Selectmen, issued a Request For Proposal (RFP) to solicit development proposals utilizing the parcels of land owned by the Town in Islington Center. The town parcels consist of the Municipal Parking Lot, Wentworth Hall (Branch Library), the Islington Community Center (ICC) which houses town-run Youth and Family services and a privately run day center known as The Mothers Morning Out program (MMO), and a driveway parcel. The Town previously acquired a former gas station lot, which became the town parking lot in Islington, and a church in Islington center, which became the Islington Community Center (ICC). The RFP required a minimum payment to the Town of \$1,950,000 for the sale or disposition of its 4 parcels of land.

One proposal was received in response to the RFP, from Petruzzello Properties in June of 2016. The Islington Center Task Force held public meetings, conducted surveys and solicited input from town residents and made many recommendations which the developer incorporated into its plans. The Islington Center Task Force recommended in April 2017 that the Selectmen moved forward with their own deliberations on the proposed project. The Selectmen conducted their own review and held multiple public hearings and meetings on the Islington Center Redevelopment proposal. The selectmen signed a Memorandum of Understanding with the developer in September of 2017 that authorized the developer to submit permit applications to the Planning Board and Conservation Commission. Petruzzello Properties submitted a FMUOD special permit application for Planning Board consideration in December 2017 which was revised through April 2018.

After conducting many public hearings and meetings, on February 27, 2018, the Planning Board voted four to one to recommend approval to the Finance and Warrant Commission and the Selectmen of Article 13 for Zoning Map Amendment Changes. On April 10, 2018 the Planning Board voted four to one to grant the FMUOD Special Permit to Petruzzello Properties for the Islington Center Project. The Planning Board's decision included 50 Conditions of Approval which the developer must meet and comply with. On April 25, 2018 the Conservation Commission gave its approval to the Islington Center Redevelopment Project.

FINANCE AND WARRANT COMMISSION DELIBERATIONS:

In reviewing these three Articles, the Finance and Warrant Commission held four public hearings and meetings and received input from town staff, the Islington Center Task Force, the Planning Board, the Selectmen and from residents of Westwood. One of the factors that impressed the Finance and Warrant Commission in its deliberations is that throughout this process, the developer has made many changes to the project to address concerns raised by residents. For example, the proposed CVS building has been reduced from 15,000 square feet to slightly less than 10,000 square feet and the proposed drive through exiting onto School Street has been eliminated. The developer has also changed the housing components from 28 apartments to 18 condominium units. The new mixed-use building which replaces the ICC building has been designed to replicate the appearance of the existing structure including the columns and spire and maintain the village view that is important to residents. Consultants hired by the Town to review the project have confirmed that the parking plans are reasonable and that the developer has made reasonable efforts to minimize the project's impact on traffic. The project will include signalization improvements at the East Street-Washington Street intersection. It also includes an expansion of the East Street right of way that could be used for widening of East Street in the future. It has been noted that the majority of traffic on Washington Street is pass-through traffic and that this project will have only minimal impact on existing conditions.

FINANCIAL REVIEW:

In reviewing the financial components of this project, the Finance and Warrant Commission noted that the cost of bringing Wentworth Hall (Branch Library) up to standard was estimated at \$275,000 and the cost of updating the ICC building could range from \$1.9 million for critical needs to as much as \$5.0 million for a fully handicapped code compliant building still with limited functionality.

In the current proposal, the Town would exchange the 4 parcels of land that it owns for (1) the greater of \$2.2 million or (2) the appraised value of the Wentworth Hall, ICC and East Street Parcels. Payments are scheduled to take place over three phases. In addition, the developer will construct a new municipal parking lot on Washington Street and convey that fully constructed lot to the Town. The Town's annual net property tax revenue receipts would, upon project completion, grow from approximately \$62,000 to \$470,000. The Town would appropriate \$3.5 million to move, renovate and update Wentworth Hall (Library) and create new Community Center Space for Recreation and Youth and Family Services.

OTHER FACTORS:

Additional Affordable Housing

The Town receives an important affordable housing benefit from this project in the Land Disposition Agreement. By working with the developer, the Town is able to add 12 units to its count of affordable housing. This is extremely important if the Town is to meet the 10% threshold of affordable housing in 2020, when the state will conduct its next affordable housing census. If the town does not comply with this 10% requirement, the town would be subject to an "unfriendly" 40b multi-family development project over which the Town has little or no control.

MMO and Other Existing Businesses

The current non-profit day care program (MMO) will be able to enter into a lease on financial terms similar to what the program pays to the Town of Westwood. The MMO will operate in 5,000 square feet of new space provided in the developer's facilities. Other existing business will continue to operate in newly renovated space. The plans also include maintaining land available for an interested party to fund, develop and update the historic Blue Hart Tavern.

SUMMARY STATEMENT:

Change in any part of town always raises concerns. In this case, the town is trying to leverage the use of its assets to encourage development in Islington that will include quality projects that need to combine residential and commercial components to be financially viable.

The process pursued by the Town of Westwood to encourage economic development and add affordable housing stock to the community has been a long but open process where residents, elected town officials, and elected and appointed board members have participated in the evolution of this project. The developer has listened to residents and town officials and has incorporated many changes into his final plans. In today's economy, development beyond single-family housing requires a mix of uses – in this case a combination of residential and commercial components - for a project to be economically viable. The Town has a unique opportunity to leverage its assets which consist of a town owned parking lot and a former church building currently used as a Community Center.

If the project is approved, the Town will end up with a renovated and updated Wentworth Hall Branch Library and new community space for Youth and Family Services. It will avoid the multi-million dollar cost required to update the ICC which still would not be functionally suitable. A new CVS will be located in Islington and a multi-use commercial and residential building will architecturally replicate the iconic aspects of the ICC. MMO will continue to operate in new space provided by the developer.

Based on these factors and after an economic review of the project, the Finance and Warrant Commission has recommended approval of the Warrant Articles 11, 12 and 13, all of which are necessary for this project to go forward.

ARTICLE 12

To see if the Town will vote to appropriate a sum of money to pay costs of designing, relocating, constructing, originally equipping and furnishing a relocated and expanded Wentworth Hall, including the payment of all costs incidental and related thereto, such facility to be located on property across from the current location of the Islington Library, and to determine whether this amount shall be raised by taxation, transfer from available funds, borrowing or otherwise, or to take any other action relative thereto.

(Board of Selectmen)

The Finance and Warrant Commission, by a vote of 10 in favor and 1 abstention,

MOTION

RECOMMENDS: That the Town appropriates \$3,500,000 to pay costs of designing, constructing, originally equipping and furnishing a new Islington Library and Community Center, including the payment of all costs incidental and related thereto, and that to meet this appropriation, the Treasurer, with the approval of the Selectmen, is authorized to borrow said amount under and pursuant to M.G.L. c. 44, §7(1), or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor. The amount authorized to be borrowed by this vote shall be reduced to the extent of amounts realized by the Town upon the sale of the current Islington Library, net of any transaction costs associated therewith. Any premium received upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the General Laws, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount.

Please see Article 11 comments for further information.

ARTICLE 13

To see if the Town will vote to approve certain amendments to the Official Zoning Map, by re-zoning the parcels of land located at 9 School Street shown on Assessor’s Parcel 23 as Lot 161 and 277A Washington Street shown on Assessor’s Parcel 23 as Lot 165 from Single Residence A (SRA) to Local Business B (LBB) and overlaying these two parcels with the Flexible Multiple Use Overlay District 6 (FMUOD6/Washington Street Business District), as follows, or take any other action in relation thereto:

- 1) Change the designation of two parcels known as Assessor’s Plat 23, Lots 161 and 165, from Single Residence A (SRA) District to Local Business B (LBB) District;
- 2) Expand the FMUOD6/Washington Street Business District overlay district to include the two parcels known as Assessor’s Plat 23, Lots 161 and 165;
- 3) Replace the map entitled “Official Zoning Map, May, 2017” with the map entitled “Official Zoning Map, May, 2018”.

(Planning Board)

The Finance and Warrant Commission, by a vote of 10 in favor and 1 abstention, recommends that the Town so vote.

Please see Article 11 comments for further information.

ARTICLE 14

To see if the Town will vote to appropriate, borrow or transfer from available funds, an amount of money to be expended under the direction of the School Building Committee for the purpose of paying costs of a feasibility study for the Paul Hanlon Elementary School, 790 Gay Street, Westwood, for which feasibility study the Town may be eligible for a grant from the Massachusetts School Building Authority. The MSBA’s grant program is a non-entitlement, discretionary program based on need, as determined by the MSBA, and any costs the Town incurs in connection with the feasibility study in excess of any grant approved by and received from the MSBA shall be the sole responsibility of the Town.

(School Committee)

The Finance and Warrant Commission, by unanimous vote of those present, recommends that the Town so vote.

MOTION

RECOMMENDS: That the Town appropriate the amount of One Million Seven Hundred Fifty Thousand (\$1,750,000) Dollars for the purpose of paying costs of a feasibility study for the Paul Hanlon Elementary School, 790 Gay Street, Westwood, including the payment of all costs incidental or related thereto, and for which the Town may be eligible for a grant from the Massachusetts School Building Authority (“MSBA”), said amount to be expended under the direction of the School Building Committee. To meet this appropriation the Treasurer, with the approval of the Selectmen is authorized to borrow said amount under and pursuant to M.G.L. Chapter 44, or pursuant to any other enabling authority. The Town acknowledges that the MSBA’s grant program is a non-entitlement, discretionary program based on need, as determined by the MSBA, and any costs the Town incurs in excess of any grant approved by and received from the MSBA shall be the sole responsibility of the Town, and that the amount of borrowing authorized pursuant to this vote shall be reduced by any grant amount set forth in the Feasibility Study Agreement that may be executed between the Town and the MSBA. Any premium received upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the General Laws, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount.

Westwood Public Schools Administrators have identified three of the Town’s elementary schools, the Hanlon, Sheehan and Deerfield (all built between 1948-1953), that are in need of major work, are currently at the end of their useful life and are functionally inadequate by today’s educational standards. The Massachusetts School Building Authority (“MSBA”) is fully aware that the intent of Westwood school administrators is to have a discussion and ultimately a potential project that will address all three of these buildings. The MSBA process allows for submission for only one building at a time, therefore, the State directed school administrators to submit just one application for the school with the greatest need, after which they would then be able to also discuss all options for the other elementary school buildings. The elementary school identified with the greatest need was the Hanlon Elementary School, which is why the Motion before Town Meeting references the Hanlon School.

Again, it is important to note that although the Hanlon is the only school listed in the Article, all of the elementary schools will be considered in the process of developing a potential building project.

Background on the MSBA process:

Westwood was one of fifteen (15) communities selected out of a pool of 82 applications sent into the MSBA. The criteria for selection is need-based, as determined by the MSBA. Many communities are not selected in their initial application submission and therefore must apply over multiple years. Westwood was invited into the program after its first submission, an indication of the significant-needs of the Hanlon School.

What is the benefit to a town being invited, and ultimately selected, into the MSBA process?

The State will grant the Town approximately 31-32% of the project costs. Given the potential scope of such a project, the grant from the State will potentially be in the tens of millions of dollars.

Breakdown of funding requested:

\$450,000 – Owner’s Project Manager (OPM)

\$950,000 – Designer (Architect)

\$200,000 – Environmental and Site Testing

\$150,000 – Other (Contingency)

\$1,750,000 – Total

Phases to the MSBA Process:

Phase 1 is the Eligibility Phase which would start on June 1, 2018 and end February 26, 2019.

Phase 2 is the Feasibility Study which, if Westwood is accepted into the program, starts immediately after the Eligibility Phase ends and continues for up to 30 months.

During the Eligibility Phase, the Town has to provide the MSBA with a list of deliverables. One of the major deliverables is the funding of the Feasibility Study. If the Town is unable to secure the funding for the Feasibility Study during the Eligibility Phase, the MSBA process will end and the Town will not be eligible to receive any grants. Again, this could potentially involve tens of millions of dollars in state funding for the building project.

*The final project has not been decided. The project, or “preferred option” as the MSBA terms it, will be determined during the 30 month Feasibility Study after identifying with the State, our community members, as well as the School Department and Town, what our needs are and how we as a community want to address them through this project. **There will be many opportunities for the community to have input into this project throughout the Feasibility Study.***

*The borrowing article that is before the Town provides funding for all costs up to the actual construction. The borrowing article authorizes the Town to borrow **up to** \$1,750,000. This is an estimated cost that may in fact come in lower than anticipated. When the actual costs come in from the project the Town will then decide what amount to actually borrow and when, with the maximum limit set at \$1.75m.*

In the town of Lincoln, MA in 2012, the MSBA offered to pay \$21 million toward a new school project with a total cost of \$49 million. It did not receive the required votes at a Special Town Meeting, the funding offer was withdrawn and the town had to restart the process from the beginning. The MSBA declined to offer funding to Lincoln in 2013 and 2015. In 2016, project consultants estimated the cost of the comprehensive project to be almost \$60 million, none of which will be funded by the MSBA. At this point the project has not happened and the town of Lincoln has to fund both the Feasibility Study and the actual construction on their own.

Westwood Public School Administrators, led by Superintendent Emily Parks, have taken many steps to communicate to residents via a Community Engagement Plan which involved forums and public tours of the schools. While administrators assure us the schools are safe for children, teachers and learning, it is clear that a long-term investment in our elementary schools is necessary, while also keeping in mind that the tremendous opportunity the Town currently has with the MSBA may not be offered a second time.

ARTICLE 15

To see if the Town will vote to approve certain amendments to the Westwood Zoning Bylaw to add definitive caps on the number of residential dwelling units which may be constructed in Flexible Multiple Use Overlay Districts 6 and 7 by amending Section 9.5 [Flexible Multiple Use Overlay District {"FMUOD"}], or take any other action in relation thereto:

Add a new Section 9.5.13.1 [Maximum Number of Residential Units] to read as follows, and renumber subsequent sections as appropriate:

9.5.13.1 Limit on Number of Residential Dwelling Units in FMUOD6 and FMUOD7.

The aggregate number of residential dwelling units for all projects allowed by special permit within the FMUOD6 and FMUOD7 districts shall not exceed a maximum of thirty (30) dwelling units per district. Said maximum shall include all residential dwelling units previously approved by FMUOD special permit or by Upper Story Residential Overlay [USROD] special permit.

(Nada Milosavljevic-Fabrizio, 32 Webster Street)

The Finance and Warrant Commission, by a vote of 10 in favor and 2 opposed, recommends that the Town vote Indefinite Postponement.

The proposed warrant article would establish a zoning by-law that restricts the number of residential housing units issued under special permits in the High Street and Washington Street Flexible Multi-Use Overlay Districts (FMUOD) to 30 in each district, including those already approved by prior special permits.

An overwhelming majority of FinCom members opposed this warrant article, primarily because they believe this bylaw would discourage developers from proposing mixed-use developments in those parts of town. Some FinCom members expressed concern that Westwood has not attracted many new mixed-use projects recently, and some parts of these districts may benefit from renovation. The majority of FinCom believes the current FMUOD bylaws coupled with the planning board's open and detailed review will encourage development proposals while safeguarding residents from undesired projects.

Two members of the FinCom supported the proposed warrant believing that it would return the decision over the sensitive issue of dense residential developments in the FMUODs to Town Meeting and remove it from the Planning Board. These members noted that the by-law could be amended to accommodate more residential units with the approval of 2/3rds of those voting at a subsequent town meeting once an appealing project was proposed.

ARTICLE 16

To see if the Town will vote to authorize the Board of Selectmen to apply for and accept state funds to be received as pre-payment and/or reimbursement for road improvements and deposit said funds into the Town's Road Improvement Account to be used to pay expenditures made or to continue the Town's road improvement program of crack sealing, secondary resurfacing and major reconstruction; to authorize the Board of Selectmen to enter into contracts for expenditure of any funds allocated or to be allocated by the Commonwealth for the improvement of roads within the Town of Westwood; and to authorize the Board of Selectmen to make any necessary takings of land and/or easements to accomplish said road improvement program, or take any other action thereon.

(Board of Selectmen)

The Finance and Warrant Commission, by unanimous vote of those present, recommends that the Town so vote.

This recurrent article empowers the Board of Selectmen to apply for and accept state assistance should it become available. Historically, the Town has been successful in obtaining state funding. This success was due, in large part, to the diligence of employees who continually monitor all possible funding sources.

ARTICLE 17

To see if the Town will vote to amend the Code of the Town of Westwood Chapter 355, Article II, §355-5, Placement of snow or ice; penalty, by deleting the section in its entirety and adding the following:

§355-5

- a. No person shall lay, throw, place or cause to be placed any snow or ice on any paved Town streets or sidewalk so as to create a hazardous condition or public safety concern. If, after having received notice from a duly authorized agent of the Town that such a condition exists, the owner of the property from which the snow or ice was removed (or his agent having charge thereof) fails to correct the condition within a reasonable amount of time, the owner or agent shall be deemed to be in violation of this bylaw. Violation of this section shall be punished by a fine of \$300 or any cost incurred by the Town as a result of said violation or both.

- b. No person other than an employee in the service of the Town of Westwood or an employee in the service of an independent contractor acting for the Town of Westwood shall pile, push, plow, or blow snow or ice onto or across a public way which is plowed and/or sanded by the Town or deposit snow in such a way as to obstruct the operation of any fire hydrant. Violations of this section shall be subject to a written warning for the first offense; a fine of \$50 for the second offense and \$100 for third and each subsequent offense.

or take any other action thereto.

(Board of Selectmen)

The Finance and Warrant Commission, by unanimous vote of those present, recommends that the Town so vote.

This warrant amends the Code of the Town of Westwood Chapter 355 by deleting Article II, 355-5 and adding new snow and ice regulations. In short, the article describes responsibilities and timing for snow and ice removal around fire hydrants, and defines violations and fines for initial and subsequent offenses.

The Finance and Warrant Commission recognizes the overriding public safety requirement for fire hydrants to be quickly accessible by the Fire Department. Because the Fire Department ladder equipment can only carry a limited amount of water, the accessibility to attach equipment to hydrants in a timely manner is crucial to the ability of the Fire Department to perform their duties.

The intent of the article is to raise awareness of the public safety issue and to better define the ability to fine contractors who deliberately pile snow and ice on hydrants. Please note the Fire Department has many initiatives in place or in development including an interactive map of hydrant locations, student volunteer opportunities, and an Adopt-A-Hydrant program.

The Finance and Warrant Commission believes the proposed bylaw change and the initiatives discussed above, will act as a coordinated approach to the clearing of fire hydrants, and thus improve public safety.

ARTICLE 18

To see if the Town will vote to raise and appropriate and/or transfer from available funds the sum of One Hundred and Twenty Five Thousand Dollars (\$125,000) to conduct a comprehensive study of the security needs and assessments for municipal and school buildings, including the payment of all costs incidental or related thereto; or take any other action thereon.

Purpose	Amount	Funding Source
Comprehensive Study of the Security Needs and Assessments for Municipal and School Buildings	\$125,000	Free Cash

(Board of Selectmen)

The Finance and Warrant Commission, by unanimous vote of those present, recommends that the Town so vote.

Our school department has long been concerned with the safety and security of its students, staff and visitors and has taken appropriate precautions to minimize the chance of any incident occurring, and to maximizing the appropriate response should something happen. A similar statement could be made about our Police and Fire Departments in regard to the public safety issues faced by our residents and visitors. However, recent school shootings and other similar occurrences have caused the Board of Selectmen to request this appropriation to bring in an outside expert security consulting firm to comprehensively study the security needs within our schools and municipal buildings. All security measures taken to date will be assessed and recommendations made for any additional need. The proposed funding amount was chosen after discussion with several outside firms and should be enough to not only pay for the study, but also hopefully to implement any simple measures suggested. The report should be available by the end of the calendar year, in time for any recommendations that might need to be considered in next year's budget.

ARTICLE 19

To see if the Town will vote to raise and/or appropriate and/or transfer from available funds to sum of One Million Dollars (\$1,000,000) to establish an Affordable Housing Account and to authorize the Board of Selectmen to expend in a manner that will support and/or create affordable housing units that can be listed on the State's Subsidized Housing Inventory (SHI) as qualified housing units to meet the requirements of Ch. 40B MGL, or take any other action thereon.

Purpose	Amount	Funding Source
Establish an Affordable Housing Account	\$1,000,000	\$489,000 University Station Building Permit Account / \$511,000 Free Cash (Building Permit Fees)

(Board of Selectmen)

The Finance and Warrant Commission, by unanimous vote of those present, recommends that the Town so vote.

Like all towns in Massachusetts, Westwood must comply with the requirements of MGL Ch. 40B. In order to maintain control over housing development within our town, Westwood must continue to have a minimum of 10% of its total number of housing units listed as affordable housing units on the State's Subsidized Housing Inventory (SHI). The total number of housing units in Westwood will be recalculated following the 2020 US Census. At this time, all housing units constructed between 2010 and 2020 will be added to the total number of housing units used to determine whether the town remains above the 10% requirement. The Board of Selectmen believes that seven additional affordable units will be needed to off-set the 64 beds in the memory care facility at University Station, which are now expected to be counted among the town's total number of housing units in 2020. The Board recently negotiated an agreement with the University Station developers that allows the town to retain unexpended funding from past and future building permit fees, for which the developers were otherwise entitled to a reimbursement. These funds are intended to be used to create affordable housing units for listing on the SHI. This article seeks approval from Town Meeting to raise and/or appropriate and/or transfer from available funds the sum of \$1,000,000 in order to authorize the Board of Selectmen to establish an Affordable Housing Account.

ADMINISTRATIVE, TECHNICAL AND PROFESSIONAL COMPENSATION PLAN

Grade	Position Title	Fiscal Year	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7	Level 8	Level 9	Level 10
4	<i>no positions assigned</i>	7/1/17 - 6/30/18	Annual \$ 34,569	\$ 35,433	\$ 36,320	\$ 37,226	\$ 38,159	\$ 39,112	\$ 40,089	\$ 41,091	\$ 42,119	\$ 43,172
		7/1/18 - 6/30/19	Annual \$ 35,260	\$ 36,142	\$ 37,046	\$ 37,971	\$ 38,922	\$ 39,894	\$ 40,891	\$ 41,913	\$ 42,961	\$ 44,035
5	<i>no positions assigned</i>	7/1/17 - 6/30/18	Annual \$ 37,680	\$ 38,623	\$ 39,588	\$ 40,577	\$ 41,591	\$ 42,632	\$ 43,698	\$ 44,790	\$ 45,909	\$ 47,058
		7/1/18 - 6/30/19	Annual \$ 38,434	\$ 39,395	\$ 40,380	\$ 41,389	\$ 42,423	\$ 43,485	\$ 44,572	\$ 45,686	\$ 46,827	\$ 47,999
6	COA Van Driver/Custodian Town Service Representative	7/1/17 - 6/30/18	Annual \$ 41,071	\$ 42,098	\$ 43,150	\$ 44,230	\$ 45,335	\$ 46,469	\$ 47,650	\$ 48,821	\$ 50,042	\$ 51,293
		7/1/18 - 6/30/19	Annual \$ 41,892	\$ 42,940	\$ 44,013	\$ 45,115	\$ 46,242	\$ 47,398	\$ 48,583	\$ 49,797	\$ 51,043	\$ 52,319
7	Custodial Supv/Animal Control Officer Custodial Supv/Facilities Maintenance Finance & Warrant Comm. Admin. Public Safety Dispatcher	7/1/17 - 6/30/18	Annual \$ 44,767	\$ 45,888	\$ 47,034	\$ 48,210	\$ 49,416	\$ 50,651	\$ 51,916	\$ 53,214	\$ 54,546	\$ 55,909
		7/1/18 - 6/30/19	Annual \$ 45,662	\$ 46,806	\$ 47,975	\$ 49,174	\$ 50,404	\$ 51,664	\$ 52,954	\$ 54,278	\$ 55,637	\$ 57,027
8	Aquatics Assistant Manager Human Resources Administrator Land Use and Licensing Specialist Public Safety Dispatch Supervisor Recreation Program Manager Solid Waste Coordinator/Facilities Mgr	7/1/17 - 6/30/18	Annual \$ 48,796	\$ 50,016	\$ 51,267	\$ 52,549	\$ 53,862	\$ 55,209	\$ 56,589	\$ 58,004	\$ 59,455	\$ 60,941
		7/1/18 - 6/30/19	Annual \$ 49,772	\$ 51,016	\$ 52,292	\$ 53,600	\$ 54,939	\$ 56,313	\$ 57,721	\$ 59,164	\$ 60,644	\$ 62,160
9	COA Outreach Counselor Recreation Program Administrator Sanitarian/Food Inspector Westwood Housing Authority Admin.	7/1/17 - 6/30/18	Annual \$ 53,189	\$ 54,518	\$ 55,882	\$ 57,278	\$ 58,710	\$ 60,179	\$ 61,682	\$ 63,224	\$ 64,805	\$ 66,426
		7/1/18 - 6/30/19	Annual \$ 54,253	\$ 55,608	\$ 57,000	\$ 58,424	\$ 59,884	\$ 61,383	\$ 62,916	\$ 64,488	\$ 66,101	\$ 67,755
10	Assistant Building Inspector Conservation Agent Electrical Inspector Facilities Manager Gas/Plumbing Inspector Housing and Zoning Agent Operations Manager, COA Recreation Business Manager Youth Services Counselor	7/1/17 - 6/30/18	Annual \$ 57,975	\$ 59,425	\$ 60,910	\$ 62,433	\$ 63,994	\$ 65,594	\$ 67,234	\$ 68,915	\$ 70,638	\$ 72,403
		7/1/18 - 6/30/19	Annual \$ 59,135	\$ 60,614	\$ 62,128	\$ 63,682	\$ 65,274	\$ 66,906	\$ 68,579	\$ 70,293	\$ 72,051	\$ 73,851
11	Aquatics Manager Computer Systems Analyst Financial Analyst Geographic Information Specialist Public Health Nurse Sewer Operations Manager	7/1/17 - 6/30/18	Annual \$ 63,194	\$ 64,774	\$ 66,393	\$ 68,053	\$ 69,755	\$ 71,498	\$ 73,285	\$ 75,117	\$ 76,995	\$ 78,920
		7/1/18 - 6/30/19	Annual \$ 64,458	\$ 66,069	\$ 67,721	\$ 69,414	\$ 71,150	\$ 72,928	\$ 74,751	\$ 76,619	\$ 78,535	\$ 80,498

NOTE: Annual salary levels are based on full-time employment. FY18 salaries are provided for comparative purposes; referenced positions are for FY19.

ADMINISTRATIVE, TECHNICAL AND PROFESSIONAL COMPENSATION PLAN

Grade	Position Title	Fiscal Year	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7	Level 8	Level 9	Level 10
12	Assessor Assistant Town Treasurer Clinical Coordinator Construction Inspector Deputy Building Commissioner Economic Development Officer Executive Assistant Procurement Officer Town Planner	7/1/17 - 6/30/18	Annual \$ 68,880	\$ 70,603	\$ 72,367	\$ 74,176	\$ 76,032	\$ 77,932	\$ 79,880	\$ 81,879	\$ 83,925	\$ 86,022
		7/1/18 - 6/30/19	Annual \$ 70,258	\$ 72,015	\$ 73,814	\$ 75,660	\$ 77,553	\$ 79,491	\$ 81,478	\$ 83,517	\$ 85,604	\$ 87,742
13	Building Commissioner Council on Aging Director Director of Youth and Family Services Health Director Recreation Director Sewer Superintendent	7/1/17 - 6/30/18	Annual \$ 75,081	\$ 76,957	\$ 78,881	\$ 80,854	\$ 82,874	\$ 84,946	\$ 87,070	\$ 89,246	\$ 91,478	\$ 93,765
		7/1/18 - 6/30/19	Annual \$ 76,583	\$ 78,496	\$ 80,459	\$ 82,471	\$ 84,531	\$ 86,645	\$ 88,811	\$ 91,031	\$ 93,308	\$ 95,640
14 34	Asst. Dir. Public Works/Operations Mgr. Deputy Fire Chief Library Director Police Lieutenant Project Manager Town Accountant Town Engineer	7/1/17 - 6/30/18	Annual \$ 84,090	\$ 86,192	\$ 88,346	\$ 90,556	\$ 92,819	\$ 95,140	\$ 97,519	\$ 99,956	\$ 102,456	\$ 105,017
		7/1/18 - 6/30/19	Annual \$ 85,772	\$ 87,916	\$ 90,113	\$ 92,367	\$ 94,675	\$ 97,043	\$ 99,469	\$ 101,955	\$ 104,505	\$ 107,117
15	Director, Econ. & Comm. Development Director of Information Technology Human Resources Director	7/1/17 - 6/30/18	Annual \$ 94,181	\$ 96,535	\$ 98,948	\$ 101,423	\$ 103,958	\$ 106,557	\$ 109,221	\$ 111,951	\$ 114,750	\$ 117,619
		7/1/18 - 6/30/19	Annual \$ 96,065	\$ 98,466	\$ 100,927	\$ 103,451	\$ 106,037	\$ 108,688	\$ 111,405	\$ 114,190	\$ 117,045	\$ 119,971
16	Director of Public Works Finance Director Fire Chief Police Chief	7/1/17 - 6/30/18	Annual \$ 105,482	\$ 108,119	\$ 110,821	\$ 113,594	\$ 116,433	\$ 119,344	\$ 122,328	\$ 125,385	\$ 128,520	\$ 131,734
		7/1/18 - 6/30/19	Annual \$ 107,592	\$ 110,281	\$ 113,037	\$ 115,866	\$ 118,762	\$ 121,731	\$ 124,775	\$ 127,893	\$ 131,090	\$ 134,369
17	Town Administrator	7/1/17 - 6/30/18	Annual \$ 135,086	\$ 138,463	\$ 141,926	\$ 145,474	\$ 149,111	\$ 152,839	\$ 156,659	\$ 160,576	\$ 164,590	\$ 168,704
		7/1/18 - 6/30/19	Annual \$ 137,788	\$ 141,232	\$ 144,765	\$ 148,383	\$ 152,093	\$ 155,896	\$ 159,792	\$ 163,788	\$ 167,882	\$ 172,078

NOTE: Annual salary levels are based on full-time employment. FY18 salaries are provided for comparative purposes; referenced positions are for FY19.

DEPARTMENT OF PUBLIC WORKS

Grade	Title	Fiscal Year	Start	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Service Step		
D-6	Senior Working Foreman	7/1/17 - 6/30/18	Annual	\$56,493.68	\$57,644.94	\$58,822.72	\$60,022.67	\$61,223.17	\$62,447.47	\$63,696.66	10 yrs+	\$64,970.73
			Bi-Weekly	\$2,172.83	\$2,217.11	\$2,262.41	\$2,308.56	\$2,354.74	\$2,401.83	\$2,449.87	\$2,498.87	10 yrs+
	Grounds Fields Foreman	7/1/18 - 6/30/19	Annual	\$57,623.55	\$58,797.84	\$59,999.17	\$61,223.13	\$62,447.63	\$63,696.42	\$64,970.59	10 yrs+	\$66,270.15
			Bi-Weekly	\$2,216.29	\$2,261.46	\$2,307.66	\$2,354.74	\$2,401.83	\$2,449.86	\$2,498.87	\$2,548.85	10 yrs+
D-5	Cemetery Foreman Foreman	7/1/17 - 6/30/18	Annual	\$54,917.72	\$55,896.95	\$56,976.80	\$58,277.38	\$59,442.71	\$60,632.39	\$61,844.79	10 yrs+	\$63,081.53
			Bi-Weekly	\$2,112.22	\$2,149.88	\$2,191.42	\$2,241.44	\$2,286.26	\$2,332.01	\$2,378.65	\$2,426.21	10 yrs+
	Head Mechanic	7/1/18 - 6/30/19	Annual	\$56,016.08	\$57,014.89	\$58,116.33	\$59,442.93	\$60,631.57	\$61,845.04	\$63,081.68	10 yrs+	\$64,343.16
			Bi-Weekly	\$2,154.46	\$2,192.88	\$2,235.24	\$2,286.27	\$2,331.98	\$2,378.66	\$2,426.22	\$2,474.74	10 yrs+
D-4	Sewer Operations Suprvsr	7/1/17 - 6/30/18	Annual	\$51,349.23	\$52,397.71	\$53,356.37	\$54,847.93	\$55,945.10	\$57,063.90	\$58,204.89	10 yrs+	\$59,369.14
			Bi-Weekly	\$1,974.97	\$2,015.30	\$2,052.17	\$2,109.54	\$2,151.73	\$2,194.77	\$2,238.65	\$2,283.43	10 yrs+
	Mechanic Heavy Equipment Operator Sewer Pump Operator	7/1/18 - 6/30/19	Annual	\$52,376.22	\$53,445.66	\$54,423.50	\$55,944.89	\$57,064.00	\$58,205.18	\$59,368.98	10 yrs+	\$60,556.52
			Bi-Weekly	\$2,014.47	\$2,055.60	\$2,093.21	\$2,151.73	\$2,194.77	\$2,238.66	\$2,283.42	\$2,329.10	10 yrs+
D-3	Operator-Laborer	7/1/17 - 6/30/18	Annual	\$47,780.20	\$48,896.30	\$49,736.49	\$51,417.40	\$52,445.86	\$53,494.33	\$54,564.44	10 yrs+	\$55,655.66
			Bi-Weekly	\$1,837.70	\$1,880.63	\$1,912.94	\$1,977.59	\$2,017.15	\$2,057.47	\$2,098.63	\$2,140.60	10 yrs+
	Operator-Laborer	7/1/18 - 6/30/19	Annual	\$48,735.81	\$49,874.23	\$50,731.22	\$52,445.75	\$53,494.77	\$54,564.22	\$55,655.73	10 yrs+	\$56,768.77
			Bi-Weekly	\$1,874.45	\$1,918.24	\$1,951.20	\$2,017.14	\$2,057.49	\$2,098.62	\$2,140.61	\$2,183.41	10 yrs+
D-2	Building Custodian	7/1/17 - 6/30/18	Annual	\$45,358.11	\$46,115.52	\$47,397.17	\$48,498.66	\$49,468.15	\$50,457.11	\$51,466.09	10 yrs+	\$52,495.09
			Bi-Weekly	\$1,744.54	\$1,773.67	\$1,822.97	\$1,865.33	\$1,902.62	\$1,940.66	\$1,979.47	\$2,019.04	10 yrs+
	Building Custodian	7/1/18 - 6/30/19	Annual	\$46,265.27	\$47,037.83	\$48,345.11	\$49,468.64	\$50,457.51	\$51,466.25	\$52,495.41	10 yrs+	\$53,544.99
			Bi-Weekly	\$1,779.43	\$1,809.15	\$1,859.43	\$1,902.64	\$1,940.67	\$1,979.47	\$2,019.05	\$2,059.42	10 yrs+
D-1	Building Custodian	7/1/17 - 6/30/18	Annual	\$39,410.81	\$40,770.36	\$42,249.48	\$44,188.45	\$45,071.92	\$45,973.24	\$46,892.95	10 yrs+	\$47,830.52
			Bi-Weekly	\$1,515.80	\$1,568.09	\$1,624.98	\$1,699.56	\$1,733.54	\$1,768.20	\$1,803.58	\$1,839.64	10 yrs+
	Building Custodian	7/1/18 - 6/30/19	Annual	\$40,199.03	\$41,585.77	\$43,094.47	\$45,072.22	\$45,973.36	\$46,892.70	\$47,830.81	10 yrs+	\$48,787.13
			Bi-Weekly	\$1,546.12	\$1,599.45	\$1,657.48	\$1,733.55	\$1,768.21	\$1,803.57	\$1,839.65	\$1,876.43	10 yrs+

FIRE DEPARTMENT

Grade	Title	Fiscal Year	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Service Step	Service Step	Service Step		
F-2	CAPTAIN NON-EMT	7/1/17 - 6/30/18	Annual \$77,768.08	\$79,323.44					10 yrs+	\$81,504.83	15 yrs+	\$83,746.21	
		7/1/18 - 6/30/19	Hourly \$35.51	\$36.22						10 yrs+	\$37.22		\$38.24
		7/1/18 - 6/30/19	Annual \$78,545.76	\$80,116.67						10 yrs+	\$82,319.88	15 yrs+	\$84,583.68
	CAPTAIN EMT-B	7/1/17 - 6/30/18	Hourly \$35.87	\$36.58						10 yrs+	\$37.59		\$38.62
		7/1/17 - 6/30/18	Annual \$83,600.68	\$85,272.69						10 yrs+	\$87,617.69	15 yrs+	\$90,027.18
		7/1/18 - 6/30/19	Hourly \$38.18	\$38.94						10 yrs+	\$40.01		\$41.11
	CAPTAIN EMT-P	7/1/17 - 6/30/18	Annual \$84,436.69	\$86,125.42						10 yrs+	\$88,493.87	15 yrs+	\$90,927.45
		7/1/17 - 6/30/18	Hourly \$38.56	\$39.33						10 yrs+	\$40.41		\$41.52
		7/1/18 - 6/30/19	Annual \$89,433.29	\$91,221.95						10 yrs+	\$93,730.56	15 yrs+	\$96,308.15
F-3 36	LIEUTENANT NON-EMT	7/1/17 - 6/30/18	Annual \$69,262.19	\$70,647.44					10 yrs+	\$72,590.24	15 yrs+	\$74,586.47	
		7/1/18 - 6/30/19	Hourly \$31.63	\$32.26						10 yrs+	\$33.15		\$34.06
		7/1/18 - 6/30/19	Annual \$69,954.81	\$71,353.91						10 yrs+	\$73,316.14	15 yrs+	\$75,332.34
	LIEUTENANT EMT-B	7/1/17 - 6/30/18	Hourly \$31.94	\$32.58						10 yrs+	\$33.48		\$34.40
		7/1/17 - 6/30/18	Annual \$74,456.86	\$75,945.99						10 yrs+	\$78,034.51	15 yrs+	\$80,180.46
		7/1/18 - 6/30/19	Hourly \$34.00	\$34.68						10 yrs+	\$35.63		\$36.61
	LIEUTENANT EMT-P	7/1/17 - 6/30/18	Annual \$75,201.43	\$76,705.45						10 yrs+	\$78,814.85	15 yrs+	\$80,982.26
		7/1/17 - 6/30/18	Hourly \$34.34	\$35.03						10 yrs+	\$35.99		\$36.98
		7/1/18 - 6/30/19	Annual \$79,651.52	\$81,244.55						10 yrs+	\$83,478.78	15 yrs+	\$85,774.44
F-4	FIREFIGHTER NON-EMT (FF 5)	7/1/17 - 6/30/18	Annual \$48,642.32	\$51,391.64					10 yrs+	\$59,274.45	15 yrs+	\$62,427.11	
		7/1/18 - 6/30/19	Hourly \$22.21	\$23.47						10 yrs+	\$27.07		\$28.51
		7/1/18 - 6/30/19	Annual \$49,128.74	\$51,905.55						10 yrs+	\$59,867.19	15 yrs+	\$63,051.38
	FIREFIGHTER EMT-B (FF 6)	7/1/17 - 6/30/18	Hourly \$22.43	\$23.70						10 yrs+	\$27.34		\$28.79
		7/1/17 - 6/30/18	Annual \$52,290.49	\$55,246.01						10 yrs+	\$63,720.03	15 yrs+	\$67,109.14
		7/1/18 - 6/30/19	Hourly \$23.88	\$25.23						10 yrs+	\$29.10		\$30.65
	FIREFIGHTER EMT-P (FF 7)	7/1/17 - 6/30/18	Annual \$52,813.40	\$55,798.47						10 yrs+	\$64,357.23	15 yrs+	\$67,780.23
		7/1/17 - 6/30/18	Hourly \$24.12	\$25.48						10 yrs+	\$29.39		\$30.95
		7/1/18 - 6/30/19	Annual \$55,938.66	\$59,100.38						10 yrs+	\$68,165.61	15 yrs+	\$71,791.17
FIREFIGHTER EMT-P (FF 7)	7/1/17 - 6/30/18	Hourly \$25.54	\$26.99						10 yrs+	\$31.13		\$32.78	
	7/1/18 - 6/30/19	Annual \$56,498.05	\$59,691.39						10 yrs+	\$68,847.27	15 yrs+	\$72,509.09	
	7/1/18 - 6/30/19	Hourly \$25.80	\$27.26						10 yrs+	\$31.44		\$33.11	

LIBRARY ADMINISTRATIVE, TECHNICAL AND PROFESSIONAL COMPENSATION PLAN

GR	POSITION TITLE	Fiscal Year	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7	Level 8	Level 9	Level 10
L-4	Library Custodian	7/1/17 - 6/30/18	\$35,438.27	\$36,324.22	\$37,232.33	\$38,163.13	\$39,117.22	\$40,095.14	\$41,097.52	\$42,124.97	\$43,178.09	\$44,257.55
		7/1/18 - 6/30/19	\$19.47	\$19.96	\$20.46	\$20.97	\$21.49	\$22.03	\$22.58	\$23.15	\$23.72	\$24.32
L-5	Library Assistant Technical Services Asst	7/1/17 - 6/30/18	\$37,339.83	\$38,273.33	\$39,230.17	\$40,210.91	\$41,216.19	\$42,246.59	\$43,302.76	\$44,385.32	\$45,494.96	\$46,632.33
		7/1/18 - 6/30/19	\$20.52	\$21.03	\$21.56	\$22.09	\$22.65	\$23.21	\$23.79	\$24.39	\$25.00	\$25.62
L-6	no positions assigned	7/1/17 - 6/30/18	\$40,327.03	\$41,335.20	\$42,368.58	\$43,427.79	\$44,513.49	\$45,626.33	\$46,766.99	\$47,936.16	\$49,134.56	\$50,362.93
		7/1/18 - 6/30/19	\$22.16	\$22.71	\$23.28	\$23.86	\$24.46	\$25.07	\$25.70	\$26.34	\$27.00	\$27.67
L-7	Senior Library Custodian	7/1/17 - 6/30/18	\$43,553.18	\$44,642.02	\$45,758.07	\$46,902.00	\$48,074.56	\$49,276.42	\$50,508.35	\$51,771.04	\$53,065.32	\$54,391.95
		7/1/18 - 6/30/19	\$23.93	\$24.53	\$25.14	\$25.77	\$26.41	\$27.07	\$27.75	\$28.45	\$29.16	\$29.89
L-8	Children's Librarian Library Bus. Administrator Part-Time Ref. Librarian Reference Librarian	7/1/17 - 6/30/18	\$48,213.36	\$49,418.70	\$50,654.18	\$51,920.54	\$53,218.54	\$54,549.00	\$55,912.74	\$57,310.56	\$58,743.32	\$60,211.91
		7/1/18 - 6/30/19	\$26.49	\$27.15	\$27.83	\$28.53	\$29.24	\$29.97	\$30.72	\$31.49	\$32.28	\$33.08
L-9	no positions assigned	7/1/17 - 6/30/18	\$50,800.43	\$52,070.46	\$53,372.20	\$54,706.51	\$56,074.18	\$57,476.03	\$58,912.94	\$60,385.75	\$61,895.40	\$63,442.78
		7/1/18 - 6/30/19	\$27.02	\$27.70	\$28.39	\$29.10	\$29.83	\$30.57	\$31.34	\$32.12	\$32.92	\$33.75
L-10	Head - Adult Services Head - Children's Svcs Head - Circulation Svcs Head - Library Branch Svcs Head - Technology Svcs	7/1/17 - 6/30/18	\$54,864.46	\$56,236.06	\$57,641.97	\$59,083.03	\$60,560.11	\$62,074.09	\$63,625.96	\$65,216.60	\$66,847.01	\$68,518.19
		7/1/18 - 6/30/19	\$30.15	\$30.90	\$31.67	\$32.46	\$33.27	\$34.11	\$34.96	\$35.83	\$36.73	\$37.65

Note: Annual salary is based on a 35-hour work week

LIBRARY SUBSTITUTES & TEMPORARY STAFF		
POSITION	Dates	Range
Substitute Librarian	7/1/17 - 6/30/18	Hourly \$21.09 - \$24.41
	7/1/18 - 6/30/19	Hourly \$21.51 - \$24.90
Substitute Library Assistant	7/1/17 - 6/30/18	Hourly \$14.51 - \$17.83
	7/1/18 - 6/30/19	Hourly \$14.80 - \$18.19
Temporary Support Staff	7/1/17 - 6/30/18	Hourly \$11.00 - \$15.89
	7/1/18 - 6/30/19	Hourly \$11.22 - \$16.21

POLICE DEPARTMENT

Grade	Title	Fiscal Year	Starting	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Service Step 1 (10 yrs+)	Service Step 2 (15 yrs+)	Service Step 3 (30 yrs)	
P-3															
	SERGEANT	7/1/17 - 6/30/18	Annual	\$71,507.41	\$72,937.59	\$74,396.31						\$77,000.20	\$79,695.22	\$81,289.13	
			Biweekly	\$2,742.90	\$2,797.76	\$2,853.71						\$2,953.59	\$3,056.97	\$3,118.11	
		7/1/18 - 6/30/19	Annual	\$72,937.56	\$74,396.34	\$75,884.23						\$78,540.21	\$81,289.13	\$82,914.91	
				Biweekly	\$2,797.76	\$2,853.71	\$2,910.79						\$3,012.67	\$3,118.11	\$3,180.47
P-4															
	OFFICER	7/1/17 - 6/30/18	Annual	\$51,327.75	\$54,069.67	\$57,756.89	\$58,912.03	\$60,090.23	\$61,292.08	\$62,517.92			\$64,706.04	\$66,970.77	\$68,310.18
				Biweekly	\$1,968.84	\$2,074.02	\$2,215.45	\$2,259.76	\$2,304.96	\$2,351.06	\$2,398.08		\$2,482.01	\$2,568.88	\$2,620.26
		7/1/18 - 6/30/19	Annual	\$51,327.75	\$54,069.67	\$57,756.89	\$58,912.03	\$60,090.23	\$61,292.08	\$62,517.92	\$63,768.28		\$66,000.17	\$68,310.18	\$69,676.39
				Biweekly	\$1,968.84	\$2,074.02	\$2,215.45	\$2,259.76	\$2,304.96	\$2,351.06	\$2,398.08	\$2,446.04	\$2,531.65	\$2,620.26	\$2,672.67
P-5															
	STUDENT OFFICER*	7/1/17 - 6/30/18	Annual	\$47,396.96											
				Biweekly	\$1,818.07										
		7/1/18 - 6/30/19	Annual	\$47,396.96											
				Biweekly	\$1,818.07										

*Student Officer moves to P-4, Step 1 salary rate upon successful completion of graduation from Police Academy in accordance with CH 41, Sec 96B
 NOTE: Police Officers hired after 7/1/2009 receive a higher education incentive in lieu of COLA

PART-TIME, SEASONAL AND OTHER POSITIONS		
OFFICE OF THE TOWN CLERK	FY2018 SALARY	FY2019 SALARY
Registrar of Voters	\$500 per year	\$500 per year
Election Warden	\$15.00 per hour	\$15.00 per hour
Election Clerk	\$13.00 per hour	\$13.00 per hour
Election Inspector	\$11.00 per hour	\$11.00 per hour
INSPECTORS	FY2018 SALARY	FY2019 SALARY
Inspector of Animals	\$500 per year	\$500 per year
Sealer of Weights and Measures	<i>vacant</i>	<i>vacant</i>
Assistant Plumbing, Wiring, Gas Inspectors	\$24.95 - \$31.76 per hour	\$24.95 - \$31.76 per hour
PUBLIC SAFETY POSITIONS	FY2018 SALARY	FY2019 SALARY
Assistant Animal Control Officer	\$14.39 - \$19.31 per hour	\$14.39 - \$19.31 per hour
Fire Alarm Maintenance Specialist	\$33.83 per hour	\$33.83 per hour
Fire Apparatus Maintenance Specialist	\$31.54 - \$40.70 per hour	\$31.54 - \$45.00 per hour
Fire EMS Coordinator	\$1633 per year	\$1633 per year
Fire Training Officer	\$1633 per year	\$1633 per year
Police Matron	\$22.50 per hour	\$22.50 per hour
Traffic Supervisors: *		
Level 1	\$17.30 per hour	\$17.30 per hour
Level 2	\$18.65 per hour	\$18.65 per hour
Level 3	\$19.99 per hour	\$19.99 per hour
PUBLIC WORKS POSITIONS	FY2018 SALARY	FY2019 SALARY
Engineering Intern	\$13.25 - \$16.30 per hour	\$13.25 - \$16.30 per hour
Seasonal Laborer - Highway	\$11.35 - \$13.25 per hour	\$11.35 - \$13.25 per hour
GOVERNMENT SERVICES POSITIONS	FY2018 SALARY	FY2019 SALARY
Board / Commission Secretary	\$13.00 - \$23.00 per hour	\$13.00 - \$23.00 per hour
COA Part-Time Van Driver	\$15.74 - \$19.65 per hour	\$15.74 - \$19.65 per hour
Temporary Support Staff	\$13.00 - \$23.00 per hour	\$13.00 - \$23.00 per hour
Town Counsel	\$95.34 per hour	\$97.25 per hour
Veterans Agent	\$1200 per year	\$1200 per year
Veterans Service Director	\$1800 per year	\$1800 per year
*Traffic Supervisors' Contract Not Settled at Time of Printing		

Recreation Part-Time Seasonal Compensation Plan

Grade	Position Title	Fiscal Year	Step 1	Step 2	Step 3	Step 4	Minimum Requirements
1	Assistant Leader	1/1/17 - 6/30/18	\$11.00	\$11.22	\$11.44	\$11.67	Asst. Leader: 2 yrs. CIT Experience or Similar Exp.w/Children Required.
		7/1/18 - 6/30/19	\$11.00	\$11.22	\$11.44	\$11.67	First Aid, CPR/AED Certification Required.
	Water Safety Aide	1/1/17 - 6/30/18	\$11.00	\$11.22	\$11.44	\$11.67	Aquatics: Minimum Age 15+, Lifeguard Training (LGT) Required.
		7/1/18 - 6/30/19	\$11.00	\$11.22	\$11.44	\$11.67	First Aid, CPR/AED Certification Required.
2	Leader	1/1/17 - 6/30/18	\$11.75	\$11.99	\$12.22	\$12.47	2 yrs. Asst. Leader & Group Supervision Experience Required.
		7/1/18 - 6/30/19	\$11.75	\$11.99	\$12.22	\$12.47	High School Graduate. First Aid, CPR/AED Cert Required.
3	Lifeguard	1/1/17 - 6/30/18	\$12.25	\$12.50	\$12.74	\$13.00	Minimum Age 16+, Lifeguard Training Required.
		7/1/18 - 6/30/19	\$12.25	\$12.50	\$12.74	\$13.00	First Aid, CPR/AED Certification Required.
4	Water Safety Instructor	1/1/17 - 6/30/18	\$13.25	\$13.52	\$13.79	\$14.06	Minimum Age 16+, LGT, Water Safety Instructor (WSI) Required.
		7/1/18 - 6/30/19	\$13.25	\$13.52	\$13.79	\$14.06	First Aid, CPR/AED Certification Required.
5	Supervisor	1/1/17 - 6/30/18	\$14.25	\$14.54	\$14.83	\$15.12	HS Graduate, Minimum 3 yrs. Leader & Supervisory Experience.
		7/1/18 - 6/30/19	\$14.25	\$14.54	\$14.83	\$15.12	First Aid, CPR/AED Certification Required.
6	Specialist/Coach	1/1/17 - 6/30/18	\$15.50	\$16.12	\$16.76	\$17.44	Aquatics: LGT Required.
		7/1/18 - 6/30/19	\$15.50	\$16.12	\$16.76	\$17.44	Minimum 3 yrs. Supervisory Experience.
7	Assistant Coordinator Senior Supervisor	1/1/17 - 6/30/18	\$17.50	\$18.20	\$18.93	\$19.69	First Aid, CPR/AED Certification Required.
		7/1/18 - 6/30/19	\$17.50	\$18.20	\$18.93	\$19.69	Aquatics: LGT Required; 3 yrs. Supervisory Experience.
8	Coordinator	1/1/17 - 6/30/18	\$21.00	\$21.84	\$22.71	\$23.62	Bachelor Degree Preferred, Min. 4 yrs. Supervisory Experience.
		7/1/18 - 6/30/19	\$21.00	\$21.84	\$22.71	\$23.62	First Aid, CPR/AED Certification Required.
9	Camp Director	1/1/17 - 6/30/18	\$24.00	\$24.96	\$25.96	\$27.00	Bachelor Degree Required; Teacher Certification Preferred; Min. 4+ yrs.
		7/1/18 - 6/30/19	\$24.00	\$24.96	\$25.96	\$27.00	Supervisory Experience. First Aid and CPR/AED Certification Required.
10	Certified Instructor	1/1/17 - 6/30/18		MIN		MAX	
		7/1/18 - 6/30/19		\$25.00		\$50.00	5+ yrs. Experience & Certification in Subject Area.

AQUATICS POSITIONS MAY BE ELIGIBLE FOR A \$2.00 PER HOUR DIFFERENTIAL FOR EARLY MORNING SHIFT WORK

SEIU CLERICAL EMPLOYEES

Grade	Position Title	Fiscal Year	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7	Level 8*	
										/10 yrs+ Service	
2	<i>no positions assigned</i>	7/1/17 - 6/30/18	Biweekly	\$1,190.01	\$1,237.60	\$1,262.80	\$1,288.06	\$1,313.20	\$1,339.46	\$1,366.25	\$1,393.93
		7/1/18 - 6/30/19	Hourly	\$17.00	\$17.68	\$18.04	\$18.40	\$18.76	\$19.14	\$19.52	\$19.91
		7/1/17 - 6/30/18	Biweekly	\$1,213.81	\$1,262.80	\$1,288.06	\$1,313.20	\$1,339.46	\$1,366.25	\$1,393.93	\$1,421.81
		7/1/18 - 6/30/19	Hourly	\$17.34	\$18.04	\$18.40	\$18.76	\$19.14	\$19.52	\$19.91	\$20.31
3	<i>no positions assigned</i>	7/1/17 - 6/30/18	Biweekly	\$1,285.41	\$1,336.39	\$1,363.34	\$1,390.20	\$1,418.00	\$1,446.90	\$1,475.50	\$1,505.35
		7/1/18 - 6/30/19	Hourly	\$18.36	\$19.09	\$19.48	\$19.86	\$20.26	\$20.67	\$21.08	\$21.51
		7/1/17 - 6/30/18	Biweekly	\$1,311.12	\$1,363.34	\$1,390.20	\$1,418.00	\$1,446.90	\$1,475.50	\$1,505.35	\$1,535.46
		7/1/18 - 6/30/19	Hourly	\$18.73	\$19.48	\$19.86	\$20.26	\$20.67	\$21.08	\$21.51	\$21.94
4	Principal Clerk	7/1/17 - 6/30/18	Biweekly	\$1,429.61	\$1,486.55	\$1,516.90	\$1,547.24	\$1,577.80	\$1,609.50	\$1,641.54	\$1,674.32
		7/1/18 - 6/30/19	Hourly	\$20.42	\$21.24	\$21.67	\$22.10	\$22.54	\$22.99	\$23.45	\$23.92
		7/1/17 - 6/30/18	Biweekly	\$1,458.21	\$1,516.90	\$1,547.24	\$1,577.80	\$1,609.50	\$1,641.54	\$1,674.32	\$1,707.80
		7/1/18 - 6/30/19	Hourly	\$20.83	\$21.67	\$22.10	\$22.54	\$22.99	\$23.45	\$23.92	\$24.40
5	Accounting Specialist Office Assistant	7/1/17 - 6/30/18	Biweekly	\$1,558.52	\$1,621.15	\$1,653.40	\$1,686.70	\$1,720.74	\$1,755.15	\$1,790.11	\$1,825.80
		7/1/18 - 6/30/19	Hourly	\$22.26	\$23.16	\$23.62	\$24.10	\$24.58	\$25.07	\$25.57	\$26.08
		7/1/17 - 6/30/18	Biweekly	\$1,589.69	\$1,653.40	\$1,686.70	\$1,720.74	\$1,755.15	\$1,790.11	\$1,825.80	\$1,862.31
		7/1/18 - 6/30/19	Hourly	\$22.71	\$23.62	\$24.10	\$24.58	\$25.07	\$25.57	\$26.08	\$26.60
6	Accounting Coordinator Administrative Assistant Conservation Coordinator Payroll Coordinator Recreation Assistant	7/1/17 - 6/30/18	Biweekly	\$1,699.08	\$1,766.81	\$1,802.50	\$1,838.20	\$1,874.96	\$1,912.46	\$1,950.65	\$1,989.66
		7/1/18 - 6/30/19	Hourly	\$24.27	\$25.24	\$25.75	\$26.26	\$26.79	\$27.32	\$27.87	\$28.42
		7/1/17 - 6/30/18	Biweekly	\$1,733.06	\$1,802.50	\$1,838.20	\$1,874.96	\$1,912.46	\$1,950.65	\$1,989.66	\$2,029.45
		7/1/18 - 6/30/19	Hourly	\$24.76	\$25.75	\$26.26	\$26.79	\$27.32	\$27.87	\$28.42	\$28.99
7	Benefits Administrator Staff Accountant Y&FS Administrative Asst.	7/1/17 - 6/30/18	Biweekly	\$1,851.29	\$1,925.00	\$1,963.50	\$2,003.40	\$2,043.47	\$2,083.90	\$2,125.85	\$2,168.09
		7/1/18 - 6/30/19	Hourly	\$26.45	\$27.50	\$28.05	\$28.62	\$29.19	\$29.77	\$30.37	\$30.97
		7/1/17 - 6/30/18	Biweekly	\$1,888.31	\$1,963.50	\$2,003.40	\$2,043.47	\$2,083.90	\$2,125.85	\$2,168.09	\$2,211.45
		7/1/18 - 6/30/19	Hourly	\$26.98	\$28.05	\$28.62	\$29.19	\$29.77	\$30.37	\$30.97	\$31.59
8	Assessors Office Coordinator Assistant Town Clerk Assistant Town Collector Office Manager Purchasing Administrator	7/1/17 - 6/30/18	Biweekly	\$2,018.06	\$2,098.45	\$2,140.41	\$2,183.38	\$2,227.08	\$2,271.50	\$2,316.93	\$2,363.27
		7/1/18 - 6/30/19	Hourly	\$28.83	\$29.98	\$30.58	\$31.19	\$31.82	\$32.45	\$33.10	\$33.76
		7/1/17 - 6/30/18	Biweekly	\$2,058.43	\$2,140.41	\$2,183.38	\$2,227.08	\$2,271.50	\$2,316.93	\$2,363.27	\$2,410.53
		7/1/18 - 6/30/19	Hourly	\$29.41	\$30.58	\$31.19	\$31.82	\$32.45	\$33.10	\$33.76	\$34.44

*SEIU Clerical Union Employees who have completed Level 7 and have 10 years+ of service shall qualify for Level 8

**Appendix B.
Salary Schedule for School Employees**

ADMINISTRATION

Superintendent	FY '18	\$ 200,000
	FY '17	\$ 205,192
Assistant Superintendent	FY '18	\$ 147,000
	FY '17	\$ 170,993
Director of Student Services	FY '18	\$ 146,813
	FY '17	\$ 142,537
Director of Business and Finance	FY '18	\$ 143,286
	FY '17	\$ 139,113
Director of Technology	FY '18	\$ 137,912
	FY '17	\$ 133,896

	<u>PRINCIPALS</u>		<u>ASSISTANT PRINCIPAL</u>	
Senior High School	FY '18	\$ 147,092	\$	109,231
	FY '17	\$ 143,503	\$	104,030
Dean of Students	FY '18	\$ 94,000		
	FY '17	\$ 84,872		
Middle School	FY '18	\$ 135,000	\$	107,000
	FY '17	\$ 143,043	\$	123,569
Elementary	FY '18	\$121,791 - \$139,253		
	FY '17	\$118,821 - \$135,587		

CAFETERIA EMPLOYEES

		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
Lead Cook	FY '18	\$ 13.59	\$ 14.68	\$ 15.51	\$ 16.73	\$ 17.79	\$ 18.50
	FY '17	\$ 13.26	\$ 14.33	\$ 15.14	\$ 16.33	\$ 17.36	\$ 18.05
Cooks	FY '18	\$ 13.34	\$ 14.43	\$ 15.26	\$ 16.48	\$ 17.54	\$ 18.25
	FY '17	\$ 13.01	\$ 14.08	\$ 14.89	\$ 16.08	\$ 17.11	\$ 17.80
General	FY '18	\$ 12.27	\$ 13.62	\$ 14.43	\$ 15.60	\$ 16.66	\$ 17.38
	FY '17	\$ 11.97	\$ 13.29	\$ 14.08	\$ 15.22	\$ 16.25	\$ 16.96

Appendix B.
Salary Schedules for School Employees
(Continued)

TEACHERS and NURSES

Year	Step	Bachelor	B+15	Masters	M+15	M+30	M+45	M+60	Doctorate
FY '18	1	\$ 48,224	\$ 49,162	\$ 51,498	\$ 53,254	\$ 55,009	\$ 56,650	\$ 59,105	\$ 67,127
FY '18	2	\$ 50,153	\$ 51,128	\$ 53,558	\$ 55,384	\$ 57,210	\$ 58,916	\$ 61,469	\$ 69,812
FY '18	3	\$ 52,160	\$ 53,174	\$ 55,700	\$ 57,599	\$ 59,498	\$ 61,273	\$ 63,928	\$ 72,604
FY '18	4	\$ 54,246	\$ 55,301	\$ 57,928	\$ 59,903	\$ 61,878	\$ 63,274	\$ 66,485	\$ 75,508
FY '18	5	\$ 56,416	\$ 57,513	\$ 60,246	\$ 62,300	\$ 64,353	\$ 66,273	\$ 69,144	\$ 78,529
FY '18	6	\$ 58,672	\$ 59,813	\$ 62,656	\$ 64,792	\$ 66,928	\$ 68,924	\$ 71,910	\$ 81,670
FY '18	7	\$ 61,019	\$ 62,206	\$ 65,162	\$ 67,383	\$ 69,604	\$ 71,681	\$ 74,786	\$ 84,937
FY '18	8	\$ 63,460	\$ 64,694	\$ 67,768	\$ 70,078	\$ 72,389	\$ 74,548	\$ 77,778	\$ 88,334
FY '18	9	\$ 65,999	\$ 67,282	\$ 70,479	\$ 72,882	\$ 75,284	\$ 77,530	\$ 80,889	\$ 91,867
FY '18	10	\$ 68,638	\$ 69,973	\$ 73,298	\$ 75,797	\$ 78,296	\$ 80,631	\$ 84,124	\$ 95,542
FY '18	11	\$ 71,384	\$ 72,772	\$ 76,230	\$ 78,828	\$ 81,427	\$ 83,856	\$ 87,489	\$ 99,364
FY '18	12	\$ 74,239	\$ 75,683	\$ 79,279	\$ 81,981	\$ 84,684	\$ 87,210	\$ 90,989	\$ 103,338
FY '18	13	\$ 77,209	\$ 78,710	\$ 82,450	\$ 85,261	\$ 88,072	\$ 90,699	\$ 94,628	\$ 107,472
FY '18	14	\$ 82,882	\$ 85,188	\$ 91,855	\$ 94,415	\$ 96,471	\$ 99,304	\$ 101,867	\$ 110,233

**Appendix B.
Salary Schedule for School Employees
(Continued)**

ADMINISTRATIVE ASSISTANTS

		Step 1	Step 2	Step 3	Step 4	Step 5
Classification 1	FY '18	\$ 25.47	\$ 26.49	\$ 27.55	\$ 28.65	\$ 29.80
Classification 2	FY '18	\$ 23.99	\$ 24.95	\$ 25.95	\$ 26.99	\$ 28.06
Classification 3	FY '18	\$ 23.04	\$ 23.96	\$ 24.92	\$ 25.92	\$ 26.96

SCHOOL CUSTODIANS

Classification:		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
Jr. Custodian	FY '18	\$ 18.01	\$ 18.98	\$ 19.67	\$ 20.71	\$ 21.70	\$ 23.00
Senior Custodian	FY '18	\$ 19.68	\$ 20.84	\$ 21.48	\$ 22.52	\$ 23.58	\$ 24.95
Head Grounds	FY '18	\$ 22.74	\$ 23.90	\$ 24.54	\$ 25.58	\$ 26.64	\$ 28.01
Maintenance	FY '18	\$ 26.52	\$ 27.58	\$ 28.68	\$ 29.84	\$ 31.03	\$ 32.26

DIRECTOR OF OPERATIONS

FY '18	\$ 97,384
FY '17	\$ 94,547

INSTRUCTIONAL ASSISTANTS

	Step 1	Step 2	Step 3	Step 4	Step 5
FY '18	\$ 15.56	\$ 16.38	\$ 17.22	\$ 18.16	\$ 19.08
FY '17	\$ 15.25	\$ 16.06	\$ 16.88	\$ 17.80	\$ 18.71

Appendix C

Salary Schedule for Elected Town Officers Fiscal Year July 1, 2018 – June 30, 2019

<i>Position</i>	<i>Fiscal Year 2018 Salary</i>	<i>Fiscal Year 2019 Salary</i>
<i>Town Clerk (Full Time)</i>	\$81,762	\$92,366
<i>Part Time Positions</i>		
<i>Assessor</i>	\$1,800	\$1,800
<i>Selectman</i>	\$2,000	\$2,000
<i>Sewer Commissioner</i>	\$1,800	\$1,800
<i>Tax Collector</i>	\$4,000	\$4,000
<i>Town Treasurer</i>	\$4,000	\$4,000

Appendix D
Proposed FY2019 Departmental Salary/Expense Budgets

Description	Expended FY2017	Current FY2018 Budget	Proposed FY2019 Budget	\$ Change FY19 vs FY18	% Change FY19 vs FY18	Funding Source
Selectmen Department						
1. Salaries	566,666	580,574	599,168	18,594	3.2%	Taxation
2. Expenses	47,982	55,500	55,500	0	0.0%	Taxation
	614,648	636,074	654,668	18,594	2.9%	
Finance and Warrant Commission						
3. Salary	15,205	17,638	18,438	800	4.5%	Taxation
4. Expenses	26,437	35,989	41,389	5,400	15.0%	Taxation
	41,642	53,627	59,827	6,200	11.6%	
Accounting Department						
5. Salaries	241,878	249,565	258,258	8,693	3.5%	Taxation
6. Expenses	5,290	7,000	7,000	0	0.0%	Taxation
	247,168	256,565	265,258	8,693	3.4%	
Assessors Department						
7. Salaries	206,355	210,818	214,289	3,471	1.6%	Taxation
8. Expenses	17,342	22,450	22,450	0	0.0%	Taxation
	223,697	233,268	236,739	3,471	1.5%	
Treasurer's Department						
9. Salary	99,300	103,480	107,778	4,298	4.2%	Taxation
10. Expenses	9,474	12,800	12,800	0	0.0%	Taxation
	108,774	116,280	120,578	4,298	3.7%	
Collector's Department						
11. Salaries	117,962	121,004	123,367	2,363	2.0%	Taxation
12. Expenses	74,628	73,850	73,850	0	0.0%	\$32,500 Ambulance Receipts/Taxation
	192,590	194,854	197,217	2,363	1.2%	
Legal Department						
13. Salary	97,801	99,783	101,797	2,014	2.0%	Taxation
14. Expenses	100,213	112,000	112,000	0	0.0%	Taxation
	198,014	211,783	213,797	2,014	1.0%	
Human Resources						
15. Salary	211,591	221,008	232,682	11,674	5.3%	Taxation
16. Expenses	1,596	7,500	7,500	0	0.0%	Taxation
	213,187	228,508	240,182	11,674	5.1%	
Information Systems Department						
17. Salaries	262,333	262,878	288,950	26,072	9.9%	Taxation
18. Expenses	69,491	72,500	74,500	2,000	2.8%	Taxation
	331,824	335,378	363,450	28,072	8.4%	

Appendix D
Proposed FY2019 Departmental Salary/Expense Budgets

Description	Expended FY2017	Current FY2018 Budget	Proposed FY2019 Budget	\$ Change FY19 vs FY18	% Change FY19 vs FY18	Funding Source
Town Clerk Department						
19. Salaries	147,502	160,735	172,655	11,920	7.4%	Taxation
20. Expenses	67,496	52,300	73,800	21,500	41.1%	Taxation
	214,998	213,035	246,455	33,420	15.7%	
WAHA/Housing Authority						
21. Salary	8,906	17,639	18,438	799	4.5%	Taxation
22. Expenses	2,900	3,400	3,400	0	0.0%	Taxation
	11,806	21,039	21,838	799	3.8%	
Outside Professional Services						
23. Expenses	40,145	46,500	46,500	0	0.0%	Taxation
Training/Professional Development						
24. Expenses	5,202	15,000	15,000	0	0.0%	Taxation
Total General Government	2,443,695	2,561,911	2,681,509	119,598	4.7%	

Police Department						
Salaries	3,631,759	3,760,856	3,856,684	95,828	2.5%	Taxation
Expenses	205,704	279,700	283,700	4,000	1.4%	Taxation
	3,837,463	4,040,556	4,140,384	99,828	2.5%	
Auxiliary Police/Civil Defense						
Expenses	816	3,000	3,000	0	0.0%	Taxation
	816	3,000	3,000	0	0.0%	
Animal Control						
Salary	54,601	57,606	58,753	1,147	2.0%	Taxation
Expenses	3,677	9,800	9,800	0	0.0%	Taxation
	58,278	67,406	68,553	1,147	1.7%	
25. Total Police	3,896,557	4,110,962	4,211,937	100,975	2.5%	
Fire Department						
Salaries	3,675,937	4,093,058	4,170,721	77,663	1.9%	\$304,000 Ambulance Receipts/Taxation
Expenses	249,532	300,100	293,500	(6,600)	-2.2%	\$40,000 Ambulance Receipts/Taxation
26. Total Fire	3,925,469	4,393,158	4,464,221	71,063	1.6%	
Total Public Safety	7,822,026	8,504,120	8,676,158	172,038	2.0%	

Appendix D
Proposed FY2019 Departmental Salary/Expense Budgets

Description	Expended FY2017	Current FY2018 Budget	Proposed FY2019 Budget	\$ Change FY19 vs FY18	% Change FY19 vs FY18	Funding Source
Conservation Commission						
Salary	67,174	71,028	74,272	3,244	4.6%	\$17,000 Conservation Receipts/Taxation
Expenses	5,130	6,400	6,400	0	0.0%	Taxation
	72,304	77,428	80,672	3,244	4.2%	
Planning Board						
Salaries	123,506	129,302	119,493	(9,809)	-7.6%	Taxation
Expenses	2,724	4,400	4,400	0	0.0%	Taxation
	126,230	133,702	123,893	(9,809)	-7.3%	
Housing/Zoning						
Salaries	49,672	70,638	72,051	1,413	2.0%	Taxation
Expenses	1,113	3,700	3,500	(200)	-5.4%	Taxation
	50,785	74,338	75,551	1,213	1.6%	
Community & Economic Development						
Salaries	153,771	171,002	190,302	19,300	11.3%	Taxation
Expenses	2,802	4,000	4,000	0	0.0%	Taxation
	156,573	175,002	194,302	19,300	11.0%	
Building Inspection Department						
Salaries	230,981	320,069	322,390	2,321	0.7%	Taxation
Expenses	22,702	43,875	43,000	(875)	-2.0%	Taxation
	253,683	363,944	365,390	1,446	0.4%	
Health Department						
Salaries	248,239	275,440	276,649	1,209	0.4%	Taxation
Expenses	9,907	11,750	11,750	0	0.0%	Taxation
	258,146	287,190	288,399	1,209	0.4%	
Outside Health Agencies	11,016	13,416	13,416	0	0.0%	Taxation
27. Total Community and Economic Development	928,737	1,125,020	1,141,623	16,603	1.5%	
Department of Public Works						
28. Salaries	1,665,130	1,602,588	1,638,902	36,314	2.3%	Taxation
29. Expenses	497,992	511,100	523,600	12,500	2.4%	Taxation
	2,163,122	2,113,688	2,162,502	48,814	2.3%	
Building Maintenance						
30. Salaries	174,873	180,365	188,514	8,149	4.5%	Taxation
31. Expenses	822,183	881,500	968,800	87,300	9.9%	Taxation
	997,056	1,061,865	1,157,314	95,449	9.0%	
32. Municipal & School Field Maintenance	134,905	150,000	155,000	5,000	3.3%	Taxation
33. Snow & Ice	619,715	300,000	450,000	150,000	50.0%	Taxation
34. Street Lighting/ Traffic Light Maint	117,171	125,000	120,000	(5,000)	-4.0%	Taxation
35. Waste Collection/Disposal Expenses	1,178,513	1,209,500	1,257,844	48,344	4.0%	Taxation
Total Public Works	5,210,482	4,960,053	5,302,660	342,607	6.9%	

Appendix D
Proposed FY2019 Departmental Salary/Expense Budgets

Description	Expended FY2017	Current FY2018 Budget	Proposed FY2019 Budget	\$ Change FY19 vs FY18	% Change FY19 vs FY18	Funding Source
36. Disability Commission Expenses	100	500	500	0	0.0%	Taxation
Council On Aging						
37. Salaries	280,783	305,887	343,644	37,757	12.3%	Taxation
38. Expenses	29,387	31,450	33,150	1,700	5.4%	Taxation
	310,170	337,337	376,794	39,457	11.7%	
Youth and Family Services Commission						
39. Salaries	240,135	244,442	261,304	16,862	6.9%	Taxation
40. Expenses	14,999	15,000	15,000	0	0.0%	Taxation
	255,134	259,442	276,304	16,862	6.5%	
Veterans Services Department						
41. Salaries	54,319	56,860	60,689	3,829	6.7%	Taxation
42. Expenses	69,928	72,300	72,550	250	0.3%	Taxation
	124,247	129,160	133,239	4,079	3.2%	
Total Human Services	689,651	726,439	786,837	60,398	8.3%	
Public Library						
Salaries	967,639	998,224	1,069,001	70,777	7.1%	Taxation
Expenses	269,695	291,100	310,950	19,850	6.8%	Taxation
Lost Books	0	1,600	1,600	0	0.0%	Taxation
43. Total Library	1,237,334	1,290,924	1,381,551	90,627	7.0%	
Recreation Department						
44. Salaries	297,450	305,276	318,496	13,220	4.3%	\$180,000 Recreation Funds/Taxation
45. Expenses	15,227	15,784	15,784	0	0.0%	Taxation
	312,677	321,060	334,280	13,220	4.1%	
46. Memorial/Veteran's Day/Westwood Day Expenses	7,327	21,800	21,800	0	0.0%	Taxation
Total Culture and Recreation	1,557,338	1,633,784	1,737,631	103,847	6.4%	
Other						
Operating Capital	42,534	42,534	0	(42,534)	-100.0%	Taxation
47. Hardware/Software Maintenance	271,986	298,825	321,150	22,325	7.5%	Taxation
Salary Reserve		25,000	0	(25,000)	-100.0%	
49. Communications Systems	141,136	154,750	154,750	0	0.0%	Taxation
Total Other	455,656	521,109	475,900	(45,209)	-8.7%	
Total Municipal Budget	19,107,585	20,032,436	20,802,318	769,882	3.8%	

Appendix D
Proposed FY2019 Departmental Salary/Expense Budgets

Description	Expended FY2017	Current FY2018 Budget	Proposed FY2019 Budget	\$ Change FY19 vs FY18	% Change FY19 vs FY18	Funding Source
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Westwood Public Schools

Salaries		37,300,299	38,780,529	1,480,230	4.0%	Taxation
Expenses		6,140,864	6,122,606	(18,258)	-0.3%	Taxation
50. School salaries & expts	42,024,224	43,441,163	44,903,135	1,461,972	3.37%	
51. Blue Hills Regional School	122,800	147,489	136,373	(11,116)	-7.5%	Taxation
Crossing Guards						
52. Salaries	94,411	101,079	103,041	1,962	1.9%	Taxation
53. Expenses	794	3,500	3,500	0	0.0%	Taxation
Total	95,205	104,579	106,541	1,962	1.9%	Taxation

Total School Budgets	42,242,229	43,693,231	45,146,049	1,452,818	3.3%	
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Fixed Costs Budgets - School and Municipal

School Employee Benefits/Costs

Retirement Assessments	1,181,267	1,385,764	1,593,629	207,865	15.0%	Taxation
Worker's Compensation	205,070	265,690	292,259	26,569	10.0%	Taxation
Unemployment Compensation	29,093	98,175	98,175	0	0.0%	Taxation
Health Insurance	3,820,154	4,324,313	4,432,420	108,107	2.5%	Taxation
Life Insurance	6,096	11,200	11,200	0	0.0%	Taxation
Payroll service	26,802	29,000	29,000	0	0.0%	Taxation
Medicare Part B	114,456	158,760	166,698	7,938	5.0%	Taxation
Social Security Tax	6,260	10,000	10,000	0	0.0%	Taxation
Medicare Payroll Tax	510,580	634,917	698,408	63,491	10.0%	Taxation
School Employee Benefits/Costs	5,899,777	6,917,819	7,331,789	413,970	6.0%	

Appendix D
Proposed FY2019 Departmental Salary/Expense Budgets

Description	Expended FY2017	Current FY2018 Budget	Proposed FY2019 Budget	\$ Change FY19 vs FY18	% Change FY19 vs FY18	Funding Source
Municipal Employee Benefits/Costs						
Retirement Assessment	2,765,008	3,245,442	3,732,258	486,816	15.0%	Taxation
Worker's Compensation	97,447	125,123	137,635	12,512	10.0%	Taxation
Unemployment Compensation	9,937	13,860	13,860	0	0.0%	Taxation
Health Insurance	1,495,383	1,427,230	1,467,841	40,611	2.8%	Taxation
Life Insurance	3,231	6,800	6,800	0	0.0%	Taxation
Pre-Hire/Payroll	54,869	112,000	112,000	0	0.0%	Taxation
Public Safety Medical/111F ins	77,899	83,600	87,600	4,000	4.8%	Taxation
Medicare Part B	53,248	64,397	67,616	3,219	5.0%	Taxation
Social Security Tax	1,437	10,000	10,000	0	0.0%	Taxation
Medicare Payroll Tax	204,997	249,678	274,646	24,968	10.0%	Taxation
Municipal Employee Benefits/Costs	4,763,455	5,338,130	5,910,256	572,126	10.7%	
Shared Fixed Costs						
Comprehensive & Liability Ins.	387,101	487,100	521,057	33,957	7.0%	Taxation
School Waste Collection Services	66,416	70,000	71,220	1,220	1.7%	Taxation
Audit Services	93,580	67,750	72,500	4,750	7.0%	Taxation
Total Shared Fixed Costs	547,097	624,850	664,777	39,927	6.4%	
54. Total Benefits/Shared Fixed Costs	11,210,330	12,880,799	13,906,822	1,026,023	8.0%	Taxation
Reserve Funds						
55. Other/Energy Reserve Fund*	0	225,000	295,000	70,000	31.1%	Taxation
56. Special Town Mtg Reserve	1,257	25,000	25,000	0	0.0%	Taxation
57. Reserve Fund	0	400,000	400,000	0	0.0%	Taxation
Total Reserves	1,257	650,000	720,000	70,000	10.8%	Taxation
Total Fixed Costs Budget	11,211,587	13,530,799	14,626,822	1,096,023	8.1%	

Reserve Accounts -Actual expenditures are shown in the budgets to which transfers were made.

*This reserve budget may be transferred to budgets upon vote by the Board of Selectmen.

Debt Service Budget

Municipal Related Debt Service	3,509,362	3,545,618	3,461,860	(83,758)	-2.4%	\$101,250 Cemetery Funds/ \$15,170 Bond Premium/ \$19,218 Free Cash/Taxation
School Related Debt Service	2,946,830	2,820,523	2,676,118	(144,405)	-5.1%	\$1,401,276 Sch Bld Reimb/ \$10,912 Bond Premium/Taxation
58. Total Debt Budget	6,456,192	6,366,141	6,137,978	(228,163)	-3.6%	

FY19 Debt Change

Non Exempt	(\$130,975)
Exempt	(\$97,188)
Total	(\$228,163)

Appendix D
Proposed FY2019 Departmental Salary/Expense Budgets

Description	Expended FY2017	Current FY2018 Budget	Proposed FY2019 Budget	\$ Change FY19 vs FY18	% Change FY19 vs FY18	Funding Source
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Sewer Enterprise

Salaries	386,769	479,209	483,744	4,535	0.9%	Sewer Enterprise Funds
Expenses	140,393	145,500	147,500	2,000	1.4%	Sewer Enterprise Funds
Pumping Stations	168,547	170,280	171,000	720	0.4%	Sewer Enterprise Funds
MWRA Assessment	2,598,265	2,789,172	3,000,000	210,828	7.6%	Sewer Enterprise Funds
Mandated Inspections	32,417	120,000	120,000	0	0.0%	Sewer Enterprise Funds
Sewer Debt & Int	421,690	374,723	371,995	(2,728)	-0.7%	Sewer Enterprise Funds
System Ext./Repairs	83,975	25,000	25,000	0	0.0%	Sewer Enterprise Funds

59. Total Sewer Enterprise	3,832,056	4,103,884	4,319,239	215,355	5.2%	
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Note: Sewer revenue budget will be operating budget + \$378,832 for indirect costs for a total of \$\$4,698,071

Total Operating Budget	82,849,649	87,726,491	91,032,406	3,305,915	3.8%	
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Appendix E

FY'18 vs. FY'19 Budget Summary by Major Category

	FY'18 Appropriation	FY'19 Proposed Budget	Increase/ Decrease (\$)	Increase/ Decrease (%)
I. INSTRUCTIONAL				
Salary	\$ 34,545,551	\$ 35,989,873	\$ 1,444,322	
Non-Salary	\$ 2,296,938	\$ 2,344,018	47,080	
<i>Instructional Sub-total</i>	\$ 36,842,488	\$ 38,333,891	\$ 1,491,402	4.05%
II. CENTRAL ADMINISTRATION				
Salary	1,084,853	1,092,957	8,104	
Non-Salary	245,975	210,975	(35,000)	
<i>Administration Sub-total</i>	\$ 1,330,828	\$ 1,303,932	\$ (26,896)	-2.02%
III. OPERATIONS				
Salary	1,669,895	1,729,698	59,803	
Non-Salary	2,917,938	2,916,538	(1,400)	
<i>Operations Sub-total</i>	\$ 4,587,833	\$ 4,646,236	\$ 58,403	1.27%
Sub-Total Sections I-III.	\$ 42,761,149	\$ 44,284,059	\$ 1,522,909	3.56%
IV. SPED TUITION AND TRANSP.				
Out-of-district Tuition	1,457,432	1,374,981	(82,451)	
<i>Tuition Offset - Circuit Breaker/Grants</i>	(1,470,924)	(1,443,022)	27,902	
Sped Transportation	693,505	687,117	(6,388)	
<i>Spec. Ed. Tuition and Transp. Sub-total</i>	\$ 680,013	\$ 619,076	\$ (60,937)	-8.96%
Sub-Total Section IV.	\$ 680,013	\$ 619,076	\$ (60,937)	-8.96%
TOTAL OPERATING BUDGET	\$ 43,441,162	\$ 44,903,135	\$ 1,461,972	3.37%

Supplemental Financial Information

This section is intended to provide readers with background on the Town's current financial situation as well as the basis for the Board of Selectmen and Finance and Warrant Commission's FY19 budget recommendations.

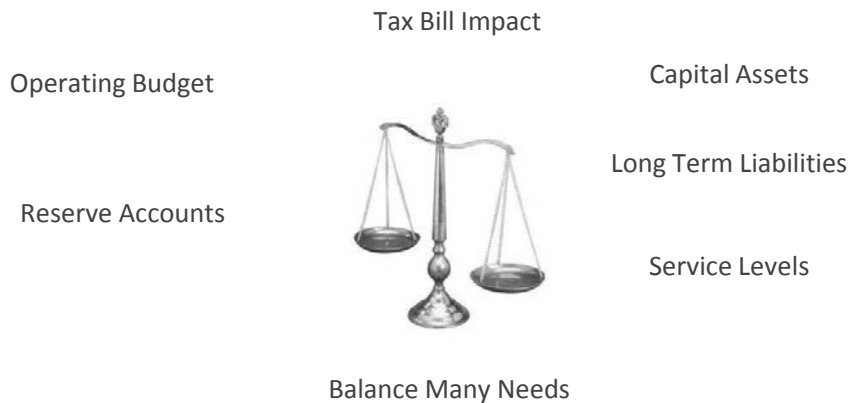
This information is drawn from the numerous presentations made throughout the budget process at public meetings of the Board of Selectmen, Finance and Warrant Commission, Long Range Financial Planning Committee, and Budget Steering Committee.

If you would like additional information, please visit the Town's website: www.town.westwood.ma.us for more detailed financial data including, but not limited to:

- Town wide FY19 Overall Budget Summary book.
- Municipal and School Budget detail books.
- Annual financial statements.
- Credit ratings.
- Bond sale official statements.
- Other Post Employment Benefits (OPEB) liability information.
- Financial policies and current status.

FY19 Budget Summary

The FY19 overall budget strives to provide a well-balanced, comprehensive budget for the community. The Board of Selectmen, working closely with the Long Range Financial Planning Committee, the Finance and Warrant Commission, and Town and School officials and administration, has continued to work cooperatively to balance the many needs of the community.



There are many needs to provide for in each budget year. It is important to maintain quality services provided to our residents through the school and municipal departments. It is also important for the budget to provide for appropriate funds for the capital budget, so that the Town's assets are well maintained. In addition, it is very necessary for the Town to maintain appropriate balances in our reserve accounts, as well as to provide for long term liabilities such as pensions and OPEB. It is also important to remember the impact of the budget on our residents' tax bills and to provide tax relief when we are able to do so. As the Board of Selectmen has done for several years, this budget makes progress on balancing the overall financial needs of the Town.

The Town experienced difficult budget years in FY10 – FY12. The already challenging budgets in those years had additional pressure through declining revenue due to the poor national economy and high fixed cost increases. Through those difficult years, all Town and School parties worked cooperatively, striving to remain within limited resources and providing the best services as possible to the community. Because Town and School officials responsibly addressed those difficult years and did not seek to use one time budget balancing solutions, the Town was better positioned with a structurally balanced budget and emerged from those difficult years in an enhanced position to move forward.

The Town budgets in FY13 through FY18 exhibited overall improvement in the economy and revenue sources. This coupled with significant savings due to health insurance reforms, allowed for budgets that provided for moderate operating budget growth while making continued progress on capital, reserves, and long term liability needs.

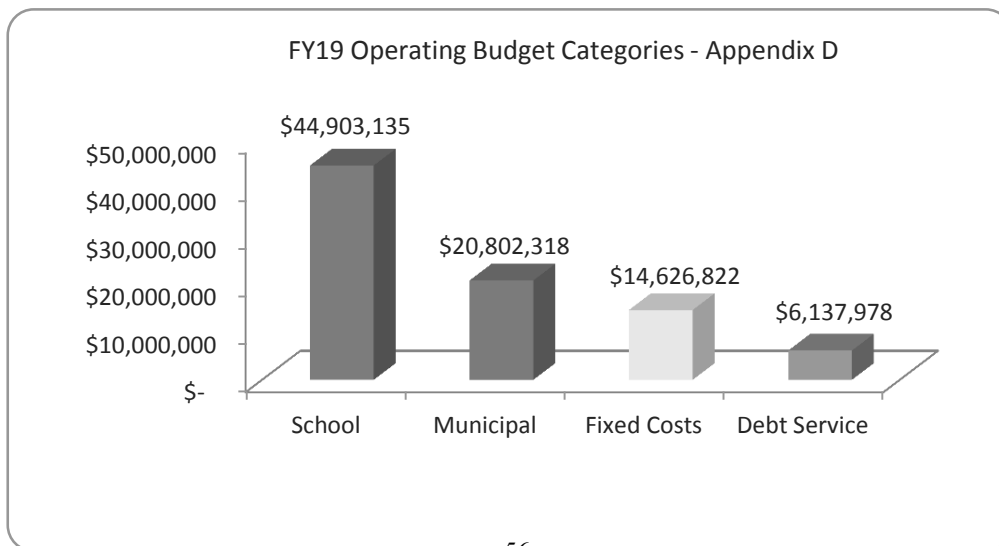
FY19 Budget Summary

As the economy has improved, the Town continues with disciplined measures, focusing on the multiple budgetary needs and implementing sound decisions allowing the Town to stay on track going forward. Some of these measures include:

- Moderate operating budget increases so as to provide for future sustainability of services and staffing levels.
- Responsible labor contracts.
- Significant changes to the employees' health insurance costs.
- Prudent use of debt financing to capture historically low interest rates.
- Commitment to capital reinvestment and appropriate funding of reserves and liabilities.
- Careful use of new tax revenue from the University Station project.

The FY19 proposed budget continues with this discipline and seeks to balance all of the many needs of the community. The FY19 budget currently includes:

- Commitment to high quality services provided by school and municipal departments.
- Approximate 3.1% increase to municipal and 3.4% increase to school operating budgets.
- Commitment to high level of ongoing base school and municipal capital \$1,753,900.
- Continue to fund additional capital items beyond the base level.
- Continue small annual allocation to the Stabilization Fund of \$100,000 funded from free cash to keep account in line with financial policies.
- Commitment to OPEB liability fund, by funding \$1.41M annual appropriation. This allows the Town to remain on target with the liability funding schedule.
- Continued implementation of tax relief tools to moderate the growth of the annual residential tax bill.



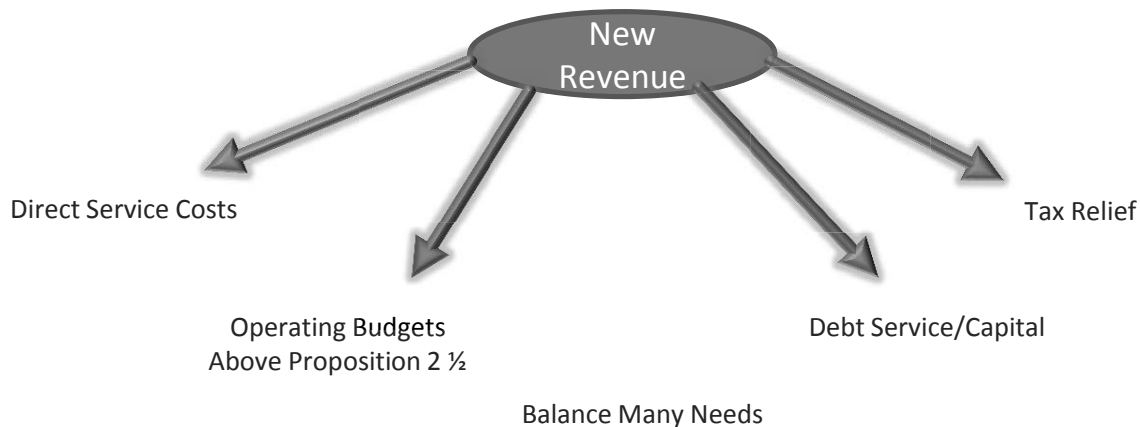
FY19 Budget Summary

University Station

Through significant work by so many in Town for so many years, the University Station project has finally come to fruition and continues to provide a significant opportunity for the Town to continue with the responsible established budget practices.

FY19 represents the fifth year of new tax revenue from the University Station project. To date the project has increased our tax levy by \$5.1M.

The new revenue, starting in FY15, has been used to address several areas of the Town's finances.



The Town has worked to make sure that the revenue has been used cautiously and meets as many budget needs, including tax bill mitigation efforts, as possible. This new revenue has had a very positive impact on our budget needs.

In the FY19 budget, there is \$479,000 in University Station revenue available, coming from \$279,000 of unused FY18 levy and anticipated new tax growth of \$200,000. The Board of Selectmen is proposing that the \$479,000 be set aside as unused levy. This means that rather than spending the revenue on new items, that it is applied to help subsidize the current budget, thereby providing tax relief to all residents.

Detailed information on total revenue from this project and the particular use of the funds is included in the University Station section in this book.

FY19 Budget Summary

Striving to Provide Balance to All Areas of the Budget

This budget continues to balance the operations, capital, reserves and long term liabilities of the community.

All areas of Westwood's government and schools provide a high level of quality service for our residents and community. Our residents desire this level, while understanding the difficulty in meeting these needs within our budget parameters and the tax bill impact.

Our Town and School administration and staff have done a tremendous job in maintaining quality services within the difficult budget structure of Proposition 2 ½. We must continue to, and the community must support, a continual change of programs to ensure efficient and optimal delivery of services.

In addition, as the University Station project continues to come on line, new demands on our services will occur. We must adjust our budgets accordingly to respond to these new demands, particularly on our public safety and school departments. We must also continue to monitor the University Station revenue – and be sure to properly set aside revenue that occurs before direct service impact. We need to have the funding available when the direct service costs are realized.

The overall budget must also continue to address capital needs, reserve levels, and our long term pension and OPEB liabilities. The real challenge is to balance these needs and continue moving forward in all areas, not specifically one need at the expense of others.

All of these areas of spending must be balanced against the impact on the residential tax bill. While our residents demand a high level of services, Westwood, as a typical suburban community, is funded through tax revenue and therefore the budget must be mindful of the resulting tax bill impact and seek to slow the annual tax bill growth.

The Board of Selectmen will continue to structure the annual budget proposals to provide progress on all areas and maintain the quality and sustainability of services that our residents deserve.

As always, the Board of Selectmen appreciates the significant time and attention that our elected Town and School Officials, Finance and Warrant Commission members, all appointed Boards and Committees and staff, and our Town residents give to the budget process each year.

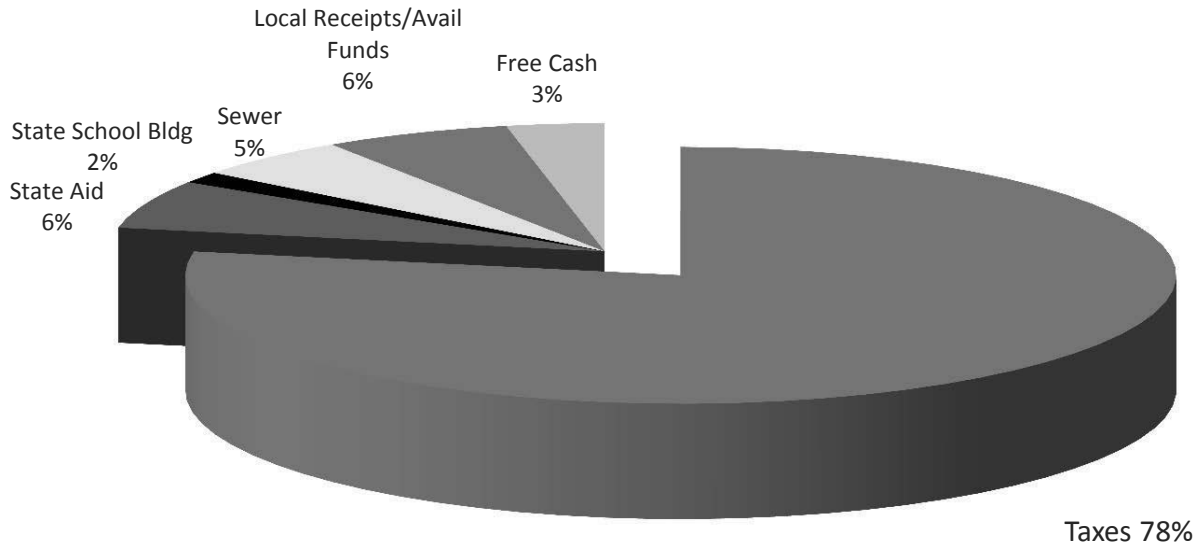
Town of Westwood Summary of Proposed FY19 Budget

Town of Westwood Summary of Proposed FY19 Budget

	FY2016 Approved Per Recap	FY2017 Approved Per Recap	FY2018 Approved Per Recap	FY2019 Proposed
BUDGET CATEGORIES				
Appropriations Made by Town Meeting:				
Operations Budget	\$78,258,926	\$83,797,429	\$87,726,490	\$91,032,406
Capital - Municipal	\$767,000	\$850,100	\$867,000	\$867,000
Capital -Schools	\$756,000	\$885,050	\$867,000	\$886,900
Capital - Sewer	\$850,000	\$135,000	\$600,000	\$420,000
Stabilization Account Appropriation - annual article	\$100,000	\$100,000	\$100,000	\$100,000
Capital Stabilization Appropriation	\$1,650,000	\$0	\$397,000	\$0
OPEB Account Appropriation - annual article	\$1,350,000	\$1,350,000	\$1,390,000	\$1,415,000
Other Financial Warrant Articles	\$400,000	\$90,000	\$1,406,000	\$1,125,000
Prior yr. Adjustments voted at Town Meeting	\$567,509	\$421,000	\$403,800	\$331,000
	\$0	\$0	\$0	\$0
Other Capital - School & Municipal	\$0	\$750,000	\$949,000	\$1,300,760
		\$0	\$0	\$0
Total Appropriations -Town Meeting	\$84,699,435	\$88,378,579	\$94,706,290	\$97,478,066
Other Amounts to be Raised (not Voted at Town Meeting)				
State Aid Offsets (Funds which must be restricted)	\$19,152	\$19,646	\$18,602	\$19,149
State and County Charges	\$581,920	\$591,670	\$624,344	\$672,630
Overlay (Reserve for abatements/exemptions)	\$651,421	\$639,929	\$584,151	\$584,151
Other - Snow & Ice Raised on Recap	<u>\$173,826</u>	<u>\$121,492</u>	<u>\$69,715</u>	<u>\$0</u>
Total Other Amounts	\$1,426,319	\$1,372,737	\$1,296,812	\$1,275,930
Total Expenditures	\$86,125,754	\$89,751,316	\$96,003,102	\$98,753,996
Financial Resources				
State Revenue:				
State Aid	\$5,606,183	\$5,781,433	\$5,965,655	\$6,048,034
State School Building Assistance Funding	\$1,401,276	\$1,401,276	\$1,401,276	\$1,401,276
Local Revenue:				
Total Property Taxes	\$67,637,558	\$70,500,803	\$74,005,710	\$76,992,490
Local Receipts	\$3,312,000	\$3,312,000	\$4,043,415	\$4,043,415
Enterprise (Sewer) Funding (for all - capital , articles, etc)	\$4,823,953	\$4,250,511	\$5,067,862	\$5,118,071
Available Funds for misc articles	\$891,000	\$228,000	\$769,800	\$1,038,760
Available Funds	\$429,275	\$536,243	\$528,334	\$520,832
Meals Tax		\$0	\$0	\$432,000
Capital Stabilization Fund		\$650,000	\$0	\$0
Free Cash to Reduce the Tax Rate	\$0	\$500,000	\$500,000	\$0
Free Cash	<u>\$2,024,509</u>	<u>\$2,591,050</u>	<u>\$3,721,050</u>	<u>\$3,159,118</u>
Total Revenues	\$86,125,754	\$89,751,316	\$96,003,102	\$98,753,996
Total revenue less expenditures	\$0	\$0	\$0	\$0
Additional University Station Articles	\$941,000	\$0	\$0	\$0
Authorization to borrow (Projects approved at Town Meeting -funds are borrowed and debt service included in future budgets) :				
Approved at 2015 ATM -Construction Islington Fire Station	\$8,650,000			
Approved at 2015 ATM -Cemetery Expansion	\$450,000			
Approved at 2015 ATM -LED Street Lights	\$500,000			
Approved at 2015 Fall TM - Deerfield Road/Parking Area	\$2,000,000			
Approved at 2015 Fall TM -Land Purchase	\$890,000			
Approved at 2016 ATM -Police Station Construction		\$13,205,000		
Approved at 2016 ATM -Sewer System Inspection + Repair - through MWRA Grant/Loan		\$666,000		
Proposed at 2018 ATM -School MSBA Program Eligibility Phase	59			\$1,750,000

FY2019 Projected Budget Revenue

FY2019 Projected Budget Revenue



FY2019 Projected Budget Revenue

	FY2018 Per Recap	FY2019 Proj	\$ Increase	% Increase
Taxes	\$74,005,710	\$76,992,490	\$2,986,780	4.0%
State Aid	\$5,965,655	\$6,048,034	\$82,379	1.4%
State School Bldg Reimbursement	\$1,401,276	\$1,401,276	\$0	0.0%
Sewer Enterprise	\$5,067,862	\$5,118,071	\$50,209	1.0%
Local Receipts	\$4,043,415	\$4,043,415	\$0	0.0%
Available Funds	\$528,334	\$520,832	(\$7,502)	-1.4%
Available Funds - prior year/other articles	\$769,800	\$1,038,760	\$268,960	34.9%
Meals Tax	\$0	\$432,000	\$432,000	
Free Cash	\$4,221,050	\$3,159,118	(\$1,061,932)	-25.2%
Total	\$96,003,102	\$98,753,996	\$2,750,894	2.9%

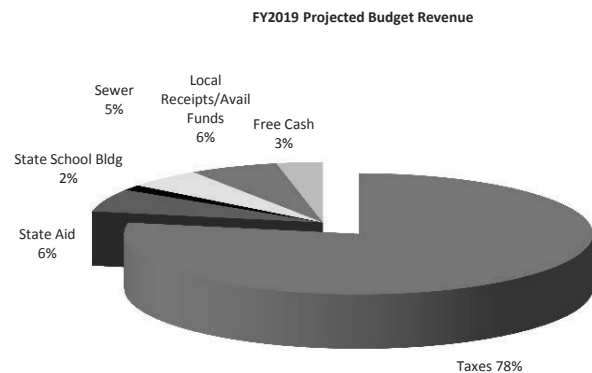
The Tax Levy

The Town's main revenue source is property tax revenue. In Massachusetts, tax revenue is governed by State law.

What is Proposition 2 ½?

Proposition 2 ½, passed in November 1980, places a limit on the property taxes a community can levy each year. The taxing capacity of the Town is limited to a 2.5 percent increase of the prior year's levy limit. In addition, the total levy may increase by taxes attributable to new growth. A town may choose to "override" these limits.

Therefore, without any overrides, the total levy limit is increased by 2.5 percent and a new growth amount certified by the Department of Revenue.



There are Different types of Overrides

What is a General Override?

A general override can be passed to obtain additional funds for any municipal purpose. A general override permanently increases the Town's levy limit. An override question may be placed on the ballot by a majority vote of the Board of Selectmen and must be passed by a majority of voters.

What is a Debt Exclusion?

What is a Capital Outlay Expenditure Exclusion?

Proposition 2 ½ allows communities to raise funds for certain purposes above the amount of their levy limits or levy ceilings. Subject to voter approval, a community can assess taxes in excess of its levy limit or levy ceiling for the payment of certain capital projects and for the payment of specified debt service costs. An exclusion for the purpose of raising funds for debt service costs is referred to as a debt exclusion and an exclusion for the purpose of raising funds for capital projects costs is referred to as a capital outlay expenditure exclusion.

The additional amount for the payment of debt service is added to the levy limit or levy ceiling for the life of the debt only. The additional amount for the payment of the capital project cost is added to the levy limit or levy ceiling only for the year in which the project is being undertaken. Unlike overrides, exclusions do not become part of the base upon which the levy limit is calculated in future years.

The history of Westwood's total tax levy and the history of Westwood's override questions are presented on the following pages.

Proposition 2 ½ Overrides

Project Date of Vote	Amount	Type of Override	Year Cost Impact to be Completed
School Override 1995 Annual Town Election	\$560,413	General Override	Permanent change to the allowable taxation levy limits
School Override 1999 Special Town Election	\$999,164	General Override	Permanent change to the allowable taxation levy limits.
School Override 2002 Annual Town Election	\$1,615,203	General Override	Permanent change to the allowable taxation levy limits.
School Override 2007 Annual Town Election	\$2,777,387	General Override	Permanent change to the allowable taxation levy limits.
<i>Debt/Capital Exemption Overrides Approved & Still Ongoing</i>			
High School - New Construction 2000 Special Town Election	\$35,962,000	Debt Exemption*	Will be completed in 2023. Net cost to average home \$4,693 or \$233/yr. for 20 years.
High School – Additional Appropriation for New High School 2002 Annual Town Election	\$8,333,640	Debt Exemption*	
Library – New Construction 2010 Annual Town Election	\$9,300,000	Debt Exemption	Will be completed in 2031. Net cost to average home \$1,947 total, or \$97/yr. for 20 years.
*Amount of taxation is directly reduced by state reimbursement (59% of total project).			
For debt exemption overrides - debt payment each year is raised outside of Proposition 2 1/2.			
<i>Debt/Capital Exemption Overrides Completed</i>			
Vote to Exempt Sewer Construction Bonds 1982 Annual Town Election	\$4,000,000	Debt Exemption	Completed – FY1993
Capital Equipment 1989 Annual Town Election	\$298,000	Capital Exemption	Completed – FY1990
Road Improvement Program 1990 Special Town Election	\$1,703,000	Debt Exemption	Completed - FY2001
Reconstruction of Middle School 1990 Special Town Election	\$2,282,000	Debt Exemption*	Completed - FY2002
Road Improvement Program 1994 Annual Town Election	\$2,200,000	Debt Exemption	Completed - FY2005
Middle School/Fields 1997 Annual Town Election	\$2,373,430	Debt Exemption*	Completed – FY2009
Middle School/Gymnasium 1997 Annual Town Election	\$550,000	Debt Exemption*	Completed – FY2009
Downey School Expansion 1999 Annual Town Election	\$6,500,000	Debt Exemption*	Completed - FY2012
Martha Jones School Expansion 2000 Special Town Election	\$7,200,000	Debt Exemption*	Completed – FY2012

Proposition 2 ½ Overrides (Continued)

<i>Overrides Not Approved</i>			
1984 Annual Town Election		Debt Exempt	Exempt Sewer Bond for Sewer Work
1988 Annual Town Election		Debt Exempt	Exempt Road/Sewer Bond
1989 Special Town Election	\$1,500,000	General	General Override for Budget
1991 Special Town Election	\$394,435	Capital Excl	Specific Capital Items
1991 Special Town Election	\$1,282,000	Debt Exempt	Bond for Road Improvement Work
1991 Special Town Election	\$250,000	Debt Exempt	Bond for Purchase of Conservation Land
1993 Annual Town Election	\$500,000	General	General Override to fund teaching positions/curbside recycling
1999 Annual Town Election	\$1,285,320	General	General Override for School Budget
2005 Annual Town Election	\$525,616	General	General Override for Municipal Budget
2005 Annual Town Election	\$2,394,199	General	General Override for School Budget
2005 Annual Town Election	\$1,500,000	General	General Override to fund Capital Stabilization Fund

History of Tax Levy – Budget FY2019

Tax Levy Calculation	FY2015	FY2016	FY2017	FY2018	Budget FY2019	
Prior Year Levy Limit	\$57,773,665	\$60,753,121	\$66,435,457	\$70,367,740	\$73,553,156	
Plus 2.5% Increase	\$1,444,342	\$1,518,828	\$1,660,886	\$1,759,194	\$1,838,829	Plus 2.5% New growth est.
Plus New Growth**	\$970,114	\$921,201	\$1,099,667	\$1,247,222	\$450,000	Unistation new est.
New Growth - University Station	\$565,000	\$3,242,307	\$1,171,730	\$179,000	\$200,000	
General Overrides	\$0	\$0	\$0	\$0	\$0	
Tax Levy Limit	\$60,753,121	\$66,435,457	\$70,367,740	\$73,553,156	\$76,041,985	
Exempt Debt*	\$1,850,048	\$1,740,624	\$1,642,706	\$1,523,690	\$1,429,505	
Levy Capacity	\$62,603,169	\$68,176,081	\$72,010,446	\$75,076,846	\$77,471,490	What we could tax
Actual Levy Assessed	\$61,991,050	\$67,637,558	\$70,500,803	\$74,005,710	\$76,992,490	What we actually tax
Excess Levy(Taxes not raised)	\$612,119	\$538,523	\$1,509,643	\$1,071,136	\$479,000	Unused Tax Levy
Increase in Actual Levy (including new growth)	4.3%	9.1%	4.2%	5.0%	4.0%	
Increase in Levy without new growth	1.69%	2.39%	0.88%	2.95%	3.16%	

Unused Tax Levy Detail	FY2018	Budget FY2019
Unused University Station	\$279,000	\$479,000
Other New Growth Higher Than Budgeted	\$792,136	\$0
Total Unused Levy	\$1,071,136	\$479,000

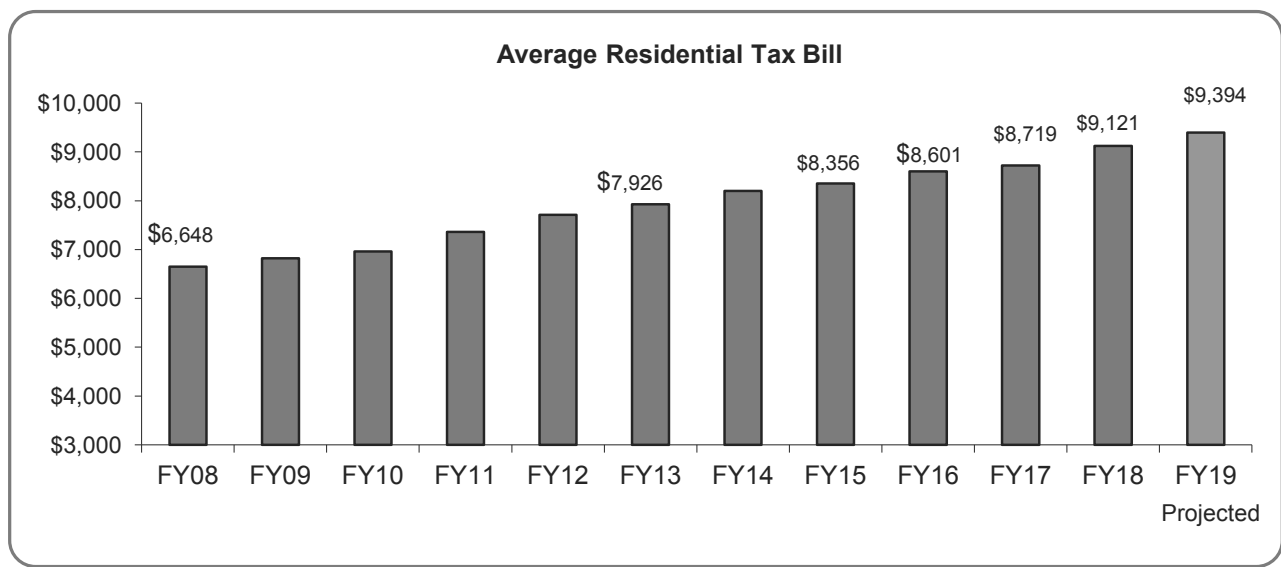
- No general override since 2007
- Exempt debt declines each year, High School bond ends in 2023

* Exempt debt - This is the net principal and interest payment required each year for borrowing projects approved outside Proposition 2 1/2.

**New Growth - This represents taxes from new residential and commercial development.

Tax Rate/Tax Bill History

Tax Rate per Thousand	FY12	FY13	FY14	FY15	FY16	FY17	FY18	Projected FY19
Residential	\$14.48	\$14.89	\$15.40	\$15.24	\$14.66	\$14.57	\$15.09	
Commercial	\$26.55	\$27.28	\$28.18	\$28.79	\$28.27	\$28.20	\$29.30	
% of Total Town Value								
Residential Property	86.6%	86.7%	86.8%	87.5%	85.5%	85.1%	84.9%	
Commercial Property	13.3%	13.2%	13.1%	12.5%	14.4%	14.8%	15.1%	
Tax Shift Factor	1.65	1.65	1.65	1.70	1.70	1.70	1.70	
% of Total Town Taxes								
Residential Properties	77.9%	78.1%	78.3%	78.7%	75.4%	74.8%	74.3%	
Commercial Properties	22.0%	21.8%	21.6%	21.3%	24.5%	25.2%	25.7%	
Average Residential Tax Bill								
Home Value	\$532,345	\$532,345	\$532,345	\$548,315	\$586,697	\$598,431	\$604,000	
Tax Bill	\$7,708	\$7,926	\$8,198	\$8,356	\$8,601	\$8,719	\$9,121	\$9,394
Average Tax Bill Increase	4.7%	2.8%	3.4%	1.9%	2.9%	1.3%	4.6%	3.0%
Single Tax Rate	\$16.09	\$16.53	\$17.08	\$16.93	\$16.63	\$16.59	\$17.24	
Savings to Average Tax Bill from Having Split Tax Rate	\$857	\$874	\$894	\$926	\$1,155	\$1,207	\$1,300	



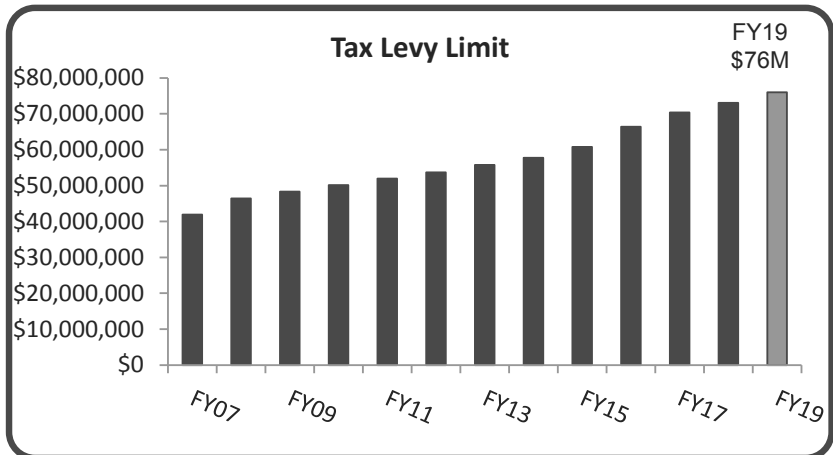
The Components of the Tax Levy

Property tax levy:

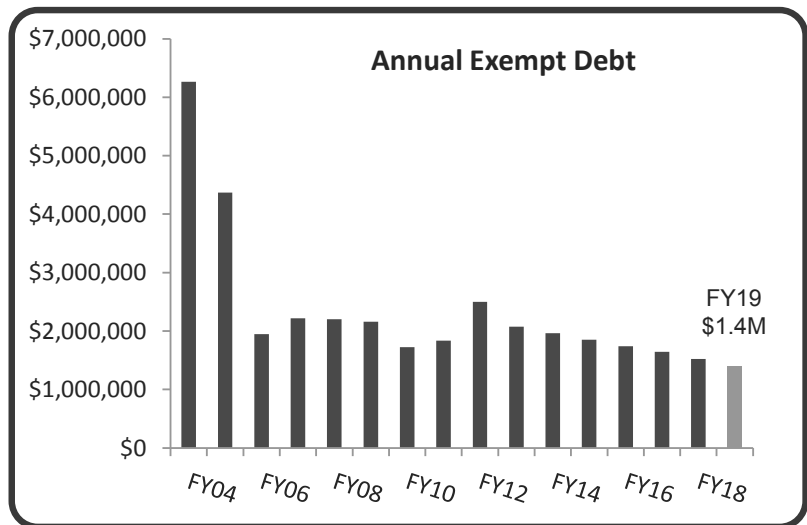
- Revenue a community can raise through property taxes.
- Proposition 2 ½ places constraints on the amount of the levy raised by a community and on how much the levy can be increased from year to year.

There are 2 categories of the tax levy:

- General Taxes:
 - Can increase by 2.5% each year.
 - Also can include taxes from new construction.
 - Can increase more than 2.5% with a voter approved override.



- Exempt Debt:
 - Principal & interest for bonds for projects voted outside of Proposition 2 ½.
 - Exact amount of debt cost is taxed.
 - Not limited to 2.5% increase – It is what it is.

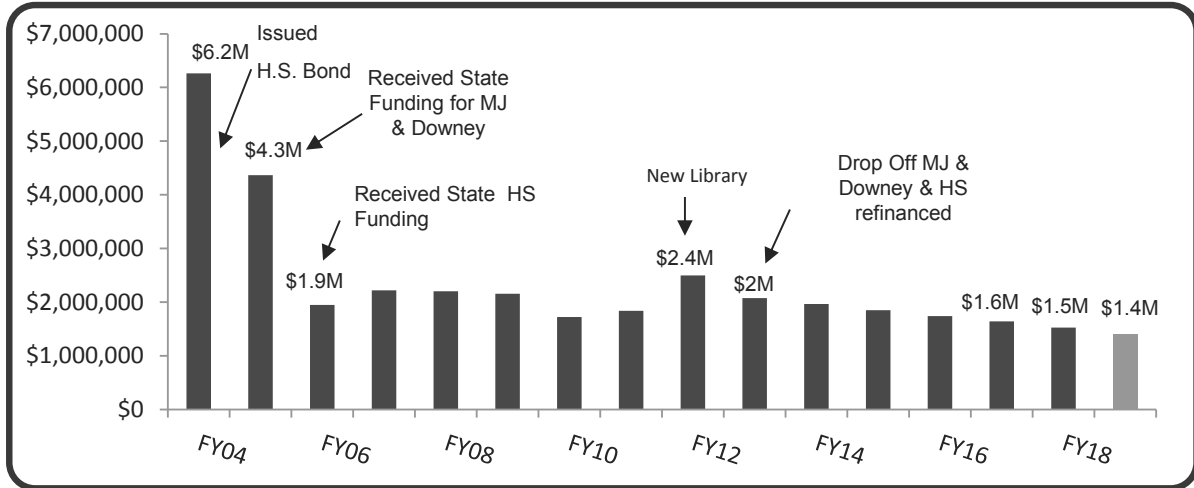


Proposition 2 ½ governs total taxes raised by the Town,
not an individual home's bill.

Exempt Debt – Changes Each Year with Debt Payments

- Principal and interest payments for projects approved outside Proposition 2 ½.
- Exact amount of debt cost, net of state school reimbursement, is raised in taxes.
- When bond ends, exempt taxes end.

Annual Exempt Debt

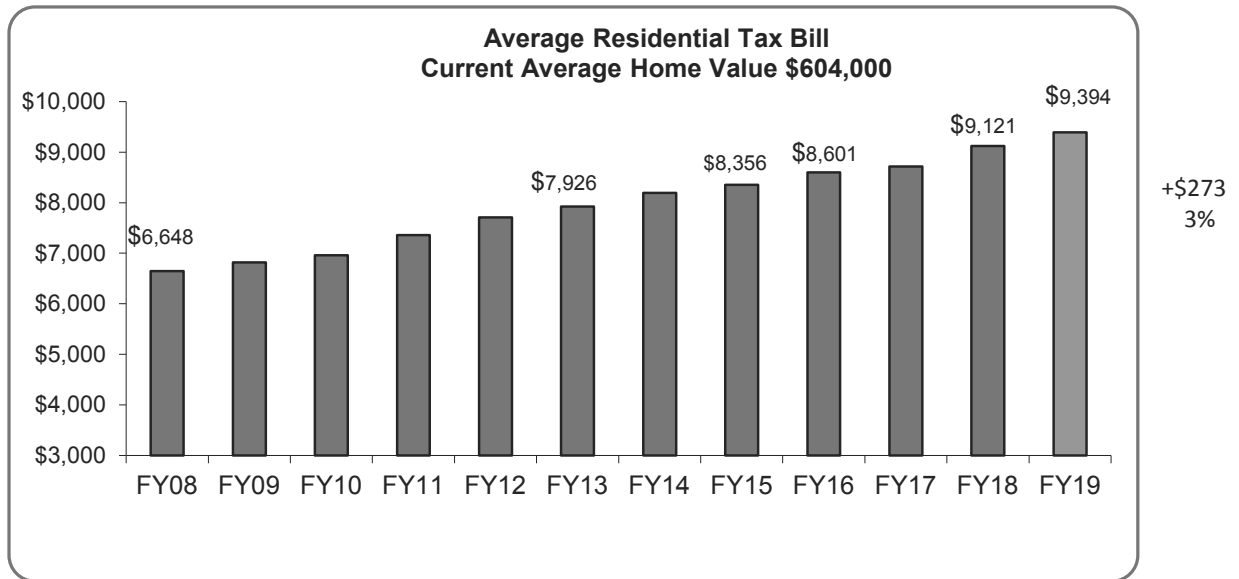


- FY12:
 - New library bond added to exempt debt.
- FY13:
 - MJ and Downey bonds completed in FY12.
 - High School bond refinanced.
- Exempt debt will decrease approximately \$100K a year until the high school bond is completed in 2023. Library Bond ends 2031.

- FY19 Exempt Debt:

High School	\$746,012
Library	<u>\$683,493</u>
Total	\$1,429,505

A Look At the Average Tax Bill



- FY19 bill increase of \$273 or 3%.
 - Based on net tax levy change only, not any change in commercial/residential shift.

	FY13	FY14	FY15	FY16	FY17	FY18	Projected FY19
Average Tax Bill Increase	2.8%	3.43%	1.9%	2.9%	1.3%	4.6%	3%
Savings to Average Tax Bill Resulting from Split Tax Rate	\$874	\$894	\$926	\$1,155	\$1,207	\$1,300	
Average Residential Tax Bill Home Value	\$532,345	\$532,345	\$548,315	\$586,697	\$598,431	\$604,000	
Average Tax Bill	\$7,926	\$8,198	\$8,356	\$8,601	\$8,719	\$9,121	\$9,394

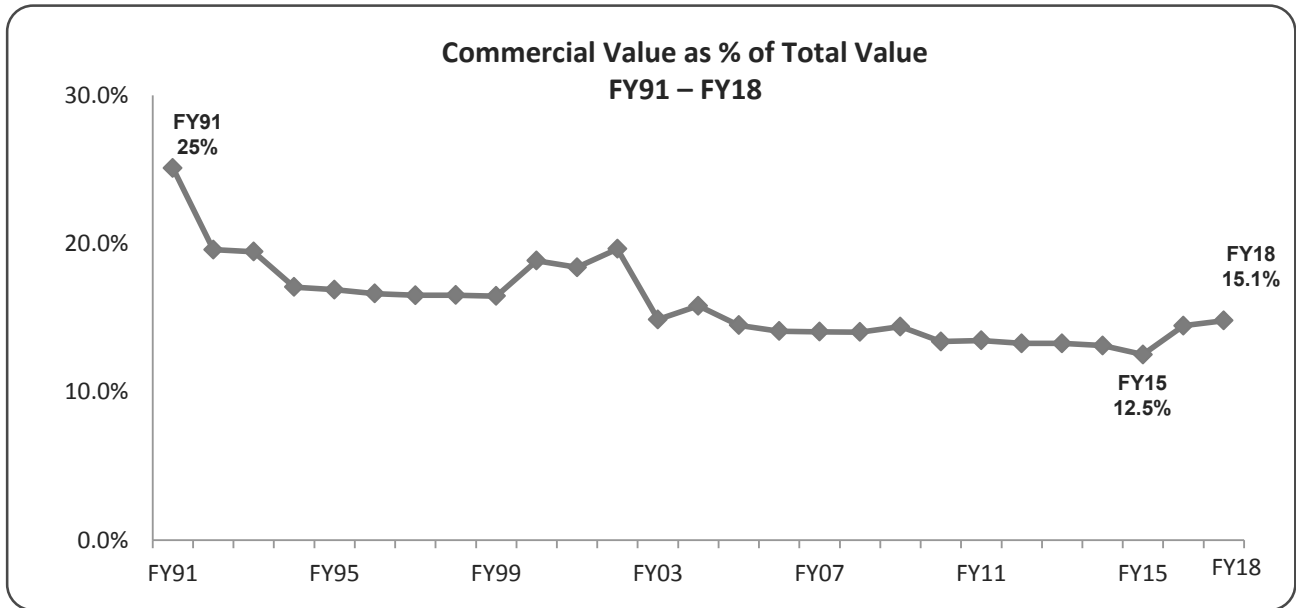
Westwood's Ranking in the State Average Tax Bill

FY14	FY15	FY16	FY17	FY18
18	17	17	18	17

Assessed Value by Classification

- The Town’s total value includes both commercial and residential property
- A split tax rate is utilized, with the Town charging a higher tax rate to commercial properties than to residential

Year	Assessed and Actual Values and Tax Rates										
						Total	Commercial				Total
	Residential Value	Residential Tax Rate	Commercial Value	Industrial Value	Personal Property	Commercial Value	Commercial Tax Rate	% of Total Value	Single Tax Rate	Total Town Value	
2015	\$3,201,759,309	\$15.24	\$305,143,078	\$104,513,800	\$48,705,000	\$458,361,878	\$28.79	12.5%	\$16.94	\$3,660,121,187	
2016	\$3,479,561,719	\$14.66	\$429,192,713	\$100,498,400	\$58,369,200	\$588,060,313	\$28.27	14.5%	\$16.63	\$4,067,622,032	
2017	\$3,620,229,895	\$14.57	\$467,768,522	\$90,401,550	\$71,406,300	\$629,576,372	\$28.20	14.8%	\$16.59	\$4,249,806,267	
2018	\$3,644,725,298	\$15.09	\$479,097,796	\$91,967,650	\$77,631,000	\$648,696,446	\$29.30	15.1%	\$17.24	\$4,293,421,744	



University Station
 comes on line

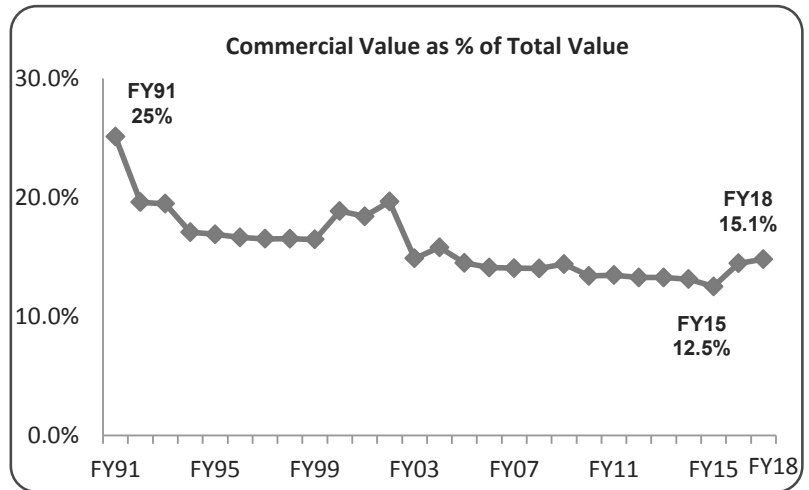
University Station has significantly strengthened the Town’s commercial value since opening in 2015

A report listing all individual property values for FY17 and FY18 can be found on the Town’s web site at www.townhall.westwood.ma.us.

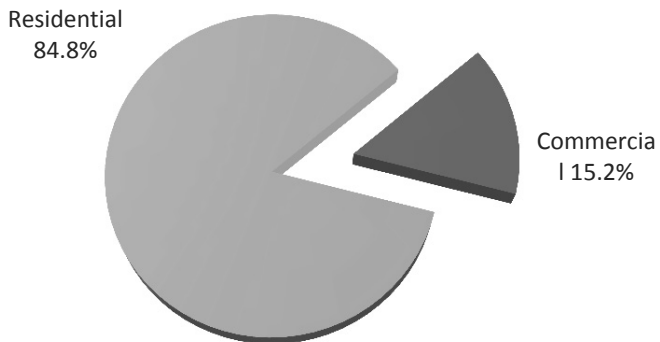
Commercial Value is Important to Town Finances, and Serves to Moderate Residential Tax Bills

Commercial Property is taxed at a higher rate than Residential Property, this is called a “split tax rate”.

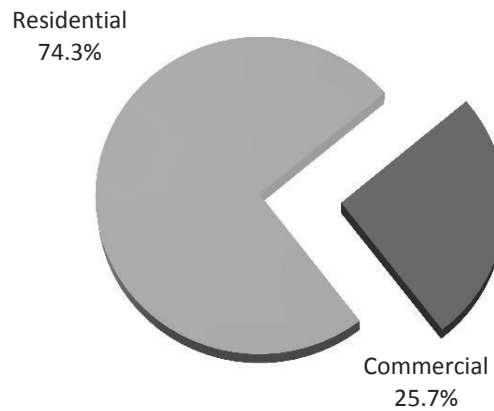
Type of Property	Tax Rate
Commercial	\$29.30
Residential	\$15.09



FY18 Total Value



FY18 Taxes Paid



Commercial is 15% of value, but pays 25.7% of taxes

In FY18, the split tax rate saves the average homeowner \$1,300 or 14% of their tax bill

University Station

Through significant work by so many in Town for so many years, the University Station project is now in place and continues to provide a significant opportunity for the Town to continue with responsible established budget practices.

University Station has provided important new commercial tax revenue for the community.

University Station New Growth Tax Revenue					
FY15	FY16	FY17	FY18	Estimated FY19	Total
\$565,000	\$3,242,307	\$1,171,730	\$179,000	\$200,000	\$5,358,037

This chart shows the additional tax revenue each year from the project. The annual revenue is now \$5.3M. As taxes on the property before development were approximately \$2million, the total current University Station development pays over \$7M in annual taxes.

How has the revenue been used?

The Town, as planned before the start of the project, has utilized this new revenue for several important financial areas including:

- Direct Service impact costs of the project (such as public safety and schools impact)
- Providing for sustainable growth for the school and municipal budgets above the limits of Proposition 2 ½%.
- Helping to limit the annual tax bill increase.
- Funding debt service for major capital projects within Proposition 2 1/2.
- Funding the Capital Stabilization reserve.
- Stabilizing the commercial/residential split tax rate.
- Providing support to maintain the Town’s AAA bond rating



University Station

- In FY15, the initial revenue (\$565K) was used to implement identified direct service needs for the project. These funds, combined with previously received mitigation funds, allowed for important increases to police and fire staffing levels. These staffing needs had been identified at the project review and initial acceptance as direct services to be funded from the new tax revenue, and were the first increases to public safety staffing in decades.
- In FY16, new tax revenue from the project was \$3.2M. Approximately \$1.5M was voted toward the FY16 operating budget to provide an increase over the base 2 ½% to 5.2% for both school and municipal departments. The funding was allocated as follows:

FY16 Budget	
School	\$1,020,225
Municipal	\$461,578
Blue Hills/Other	\$93,197
Total	\$1,575,000

This means that the FY16 school and municipal operating budgets were significantly funded and benefited from University Station revenue.

In addition, the 2015 Fall Town Meeting allocated \$925K of the FY16 revenue as a one-time appropriation to the Capital Stabilization Fund to be used for important capital needs by future Town Meetings. This was the first ever significant infusion of funds to the important Capital Stabilization Fund.

University Station

- In FY17, final new tax revenue from University Station was \$1.17M. Appropriation of \$1.15M was voted toward the FY17 operating budget to provide an increase over the base 2 1/2 % to provide higher increases to both the school and municipal operating budgets. The funding for operating budgets was allocated as follows:

FY17 Budget	
School	\$883,000
Municipal	\$272,000
Total	\$1,155,000

In addition, in FY17 direct services costs of \$215,000 were allocated for school services for University Station expenses. Additionally, \$800,000 of University Station revenue was allocated for additional debt service for the police station construction. This allowed the debt to remain within Proposition 2 ½, providing relief to taxpayers. In FY17 a balance of \$670,000 of revenue was not utilized. This left unused tax levy, which provided significant tax relief to our residents.

- **In FY18**, \$570,000 was allocated for direct service costs for public safety staffing needs. These funds provided for additional police and fire staffing, the first since FY15. In addition, \$279K of new revenue was not utilized in the budget. This left unused tax levy, which provided significant tax relief to our residents.
- **In the FY19** budget, projected new tax revenue is \$200,000. There has been no allocation of that revenue into the budget. Combined with \$279,000 of prior year unused levy, there will be \$479,000 of tax levy revenue not utilized for additional budget items. This unused tax levy provides tax relief for our residents.

University Station

Summary of Use of New Tax Revenue

The University Station revenue has been used to reach multiple areas of the Town's finances.

	FY15/FY16	FY17	FY18	FY19 Proposed	Total
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Operating Budgets					\$2.6M
Revenue used to supplement budgets beyond the limits of Prop 2 ½. These funds have allowed the Town to provide a high level of services , without a Prop 2 ½ override. Funds listed are then added annually to the ongoing budget. For example, the School Department budget is now \$1.9M higher each year than it was before the University Station project.					

School	\$1,020,225	\$883,000			\$1,903,225
Municipal	\$461,578	\$272,000			\$733,578

Direct Service Costs					\$1.35M
Revenue used to provide for increases in service costs due to the project. Funds listed are then added annually to the ongoing budget. The municipal costs include added public safety staff, including 12 new firefighters and 6 new police officers.					

School		\$215,000			\$215,000
Municipal	\$565,000		\$570,000		\$1,135,000

Capital					
Revenue used to fund capital projects. The debt service is permanently added to for the life of the bond.					

One Time - Capital Fund	\$975,000				\$975,000
Debt Service – Police Bond		\$800,000			\$800,000

Tax Bill Relief					
Each year some of the new revenue is left “unused”. This means that the budget is not increased to spend this money, but instead the funds are applied to existing budgets providing relief to all Town residents.					

Unused Tax Levy	\$500,000	\$670,000	\$279,000	\$479,000	
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Tax Relief Efforts

The Board of Selectmen has worked to structure tax relief into recent budget proposals. As the University Station project has come on line, a portion of the new revenue has been used to mitigate the growth of the average residential tax bill.

Tools for Tax Relief

There are several methods to try to limit the growth of the annual property tax bill. These include:

- General tax relief for all taxpayers:
 - Not use full levy limit
 - Keep annual school and municipal operating budgets with Proposition 2 ½ limits.
 - Pay for debt for new projects within Proposition 2 ½ vs. debt exemption outside of Prop 2 ½.
 - Commercial tax shift – higher commercial tax rate
 - Apply free cash to tax rate – general appropriation to reduce overall tax levy
 - Each \$100K appropriated provides approximately \$13 in annual tax savings to the average home
 - So \$500K appropriation provides approximately \$65 tax savings to the average home
- Targeted tax relief for the senior population:
 - Assist most vulnerable residents through the Aid to the Elderly and Disabled Fund.
 - Promote available state programs including senior exemptions and tax deferral.

Tax Relief Efforts

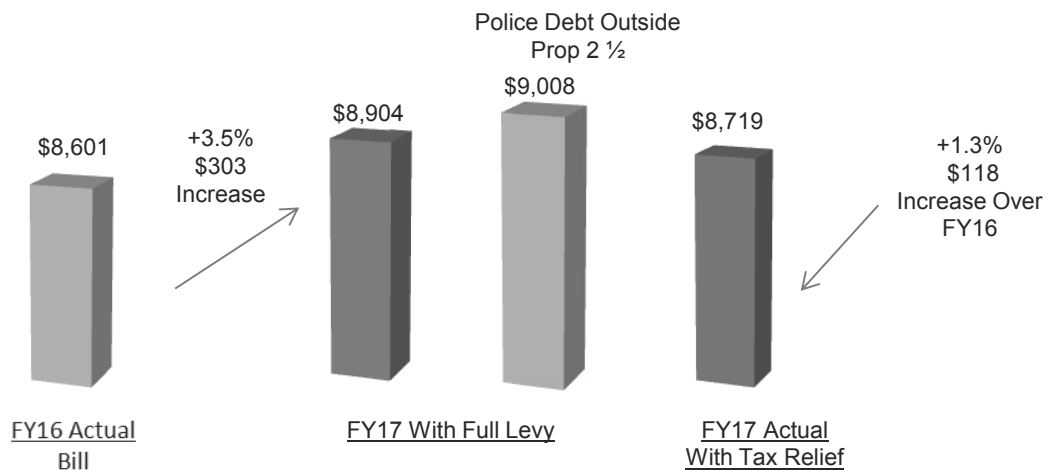
Recent Steps Taken to Address Residential Tax Relief

FY17:

- Approved new police station debt within Proposition 2 ½.
- Not utilizing all of the available tax levy (approximately \$1.5 million) permitted by state law. Historically, the Town had used all of the available levy.
- Allocating the unused tax levy of \$1.5M to provide general tax relief to all homeowners.
- Appropriating \$500K from free cash to directly reduce the tax rate.

These measures resulted in an average tax bill increase of 1.37% vs. a potential 4.73% increase.

Without these tax measures, the average home bill would have been \$9,008 vs. the actual \$8,719.



FY18:

The Board of Selectmen continued with tax relief measures in FY18.

These included:

- Keeping all debt and operating budget requests within Proposition 2 ½.
- Maintain the beneficial commercial/residential tax split.
- Appropriate \$500K free cash to directly reduce the tax rate.
- Allocating the unused tax levy of \$1.1M to provide general tax relief to all homeowners.

FY19

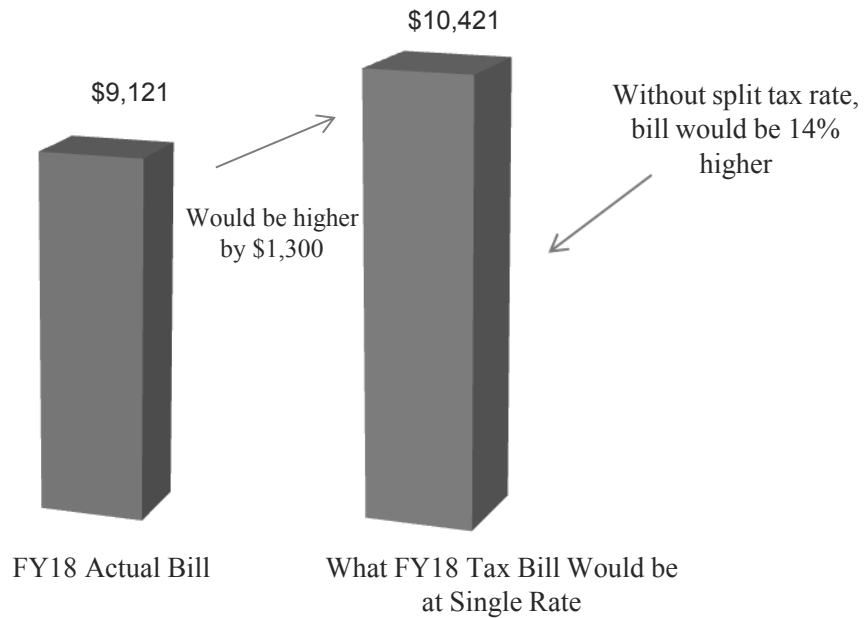
The Board of Selectmen will continue with tax relief measures in FY19.

These include:

- Keeping all debt and operating budget requests within Proposition 2 ½.
- Maintain the beneficial commercial/residential tax split.
- Allocating the unused tax levy of \$479K to provide general tax relief to all homeowners.

Tax Relief Efforts

Benefits of Commercial Tax Rate



The commercial split tax rate provides significant relief for homeowners.

In FY18 that relief is \$1,300.

The Town has a split tax rate, charging commercial property a higher rate than residential. The Board of Selectmen, in consultation with the Board of Assessors, voted to keep the FY18 shift factor, which sets the different rates, at the current 1.70.

In FY18, commercial property, while only representing 15.1% of the Town's value, will pay 25.7% of the total taxes, a slight increase from 25.2% in FY17.

FY18 Tax Rates

Residential	\$15.09
Commercial	\$29.30

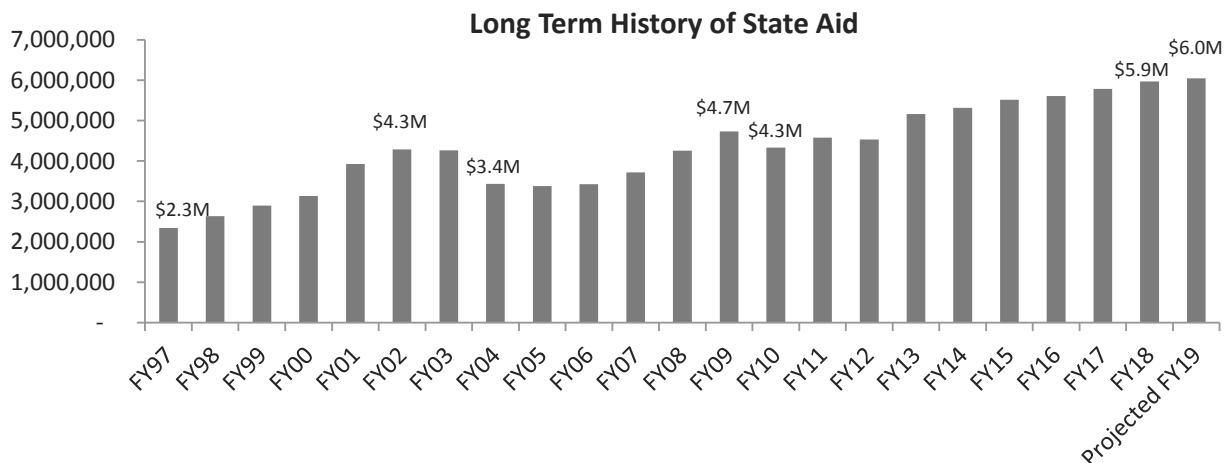
State Aid

State Aid is annual revenue from the state of Massachusetts and consists of distributions, reimbursements, and offsets. Distributions are aid programs through which towns receive funds according to varying formulas, such as Chapter 70 Education and Municipal aid. Reimbursements are amounts paid to reimburse towns for certain activities or services provided, such as veteran's programs. Offsets are reimbursements for special programs that must be spent for a particular purpose by local officials without appropriation in the local budget, such as library funding.

The Town's two main categories of aid are Chapter 70 education aid and general municipal aid. The State also annually charges the Town for programs including a County Tax and MBTA assessment. These charges do not need to be voted by Town Meeting and are deducted from the State payments. The detail on amounts received and charged are shown in the table below. Every year, State aid is subject to the State budget process and often amounts are not known until very late in the Spring.

- Proposed FY19 budget is based on the Governor's proposed budget, and provides only small increases in Chapter 70 and municipal aid.
- Governor's preliminary FY19 local aid projections are the initial step of the State budget process. We will monitor the State budget process and update the estimate accordingly.

	FY2016	FY2017	FY2018	Governor Projected FY2019
Chapter 70-Education	\$4,803,413	\$4,971,878	\$5,111,033	\$5,171,293
Municipal Aid (Old Lottery & Add'l Assistance)	\$672,554	\$701,474	\$728,832	\$754,341
Other Reimbursement	\$111,064	\$88,435	\$107,188	\$103,251
Offsets (Restricted to Library, School Lunch)	\$19,152	\$19,646	\$18,602	\$19,149
Total Receipts	\$5,606,183	\$5,781,433	\$5,965,655	\$6,048,034
Charges				
County Tax	182,293	186,851	196,478	201,390
MBTA Assessment	318,562	321,728	325,361	353,806
Other	\$81,065	\$83,091	\$102,505	\$117,434
Total Charges	\$581,920	\$591,670	\$624,344	\$672,630
Net State Aid	\$5,024,263	\$5,189,763	\$5,341,311	\$5,375,404



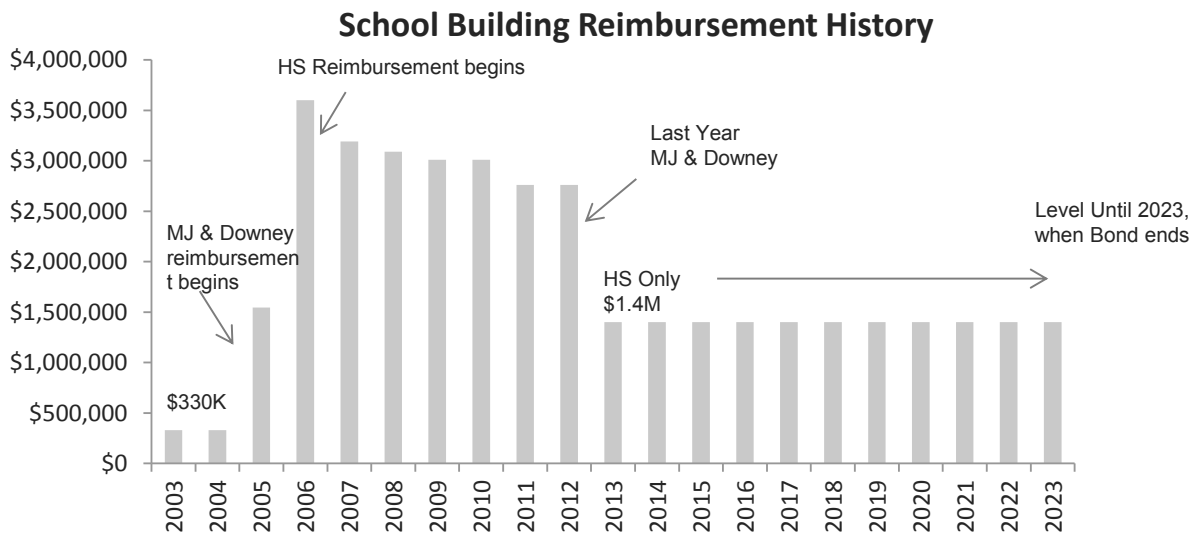
State School Building Assistance

School building projects have been done as part of the Massachusetts School Building Assistance Program. Through this program, the State pays a significant portion of the total cost of the project. The Town renovated and expanded the Martha Jones and Downey schools and constructed the new High School all through the state program.

- The Town is currently receiving State School Building reimbursement on the high school construction project. The State paid 59% of the total project cost.
- The debt service and reimbursement for Martha Jones and Downey projects have been completed.

School Building Reimbursement			
Project	Payment Years	Total State Reimbursement (59% of Project)	Remaining Annual State Payments
High School-Annual Payments	FY06-FY2023	\$31,755,382	\$1,401,276/yr

- High school reimbursement continues until FY2023, when the debt ends.
- High school bond was refinanced to a lower interest rate in FY13.
- The State payment is applied directly to the current debt.



FY2019 Available Funds

Available funds are local revenue used to fund the budget, in accordance with State regulations.

Available Funds Allocated	FY14	FY15	FY16	FY17	FY18	FY19
	Budget	Budget	Budget	Budget	Budget	Budget
Conservation Receipts	\$17,000	\$17,000	\$17,000	\$17,000	\$17,000	\$17,000
Cemetery Trust	\$1,000	\$1,000	\$0	\$0		
Cemetery Lot Sales				\$110,250	\$105,750	\$101,250
Ambulance Receipts for Ongoing Budget	\$376,500	\$376,500	\$376,500	\$376,500	\$376,500	\$376,500
High School Bond Premium	\$22,750	\$20,281	\$17,812	\$15,738	\$13,084	\$10,912
Additional One Time Use Ambulance for Operating Budget	\$180,000					
Library Bond Premium	\$20,378	\$19,170	\$17,963	\$16,755	\$16,000	\$15,170
	\$617,628	\$433,951	\$429,275	\$536,243	\$528,334	\$520,832

Available Funds for Prior Year/Misc Warrant Articles	FY14	FY15	FY16	FY17	FY18	FY19
	Budget	Budget	Budget	Budget	Budget	Budget
Additional Ambulance (equipment/salaries/purchase ambulance)	\$212,950	\$448,000	\$131,000	\$208,000	\$372,800	\$514,760
Sale of Assets Account		\$275,000				
Overlay Surplus		\$25,000	\$35,000			\$35,000
Cemetery Lot Sales for special article	\$70,000					
Additional State Aid	\$236,456					
Bond Premium			\$725,000		\$397,000	
Miscellaneous Funding	\$300,231			\$20,000		\$489,000
	\$819,637	\$748,000	\$891,000	\$228,000	\$769,800	\$1,038,760

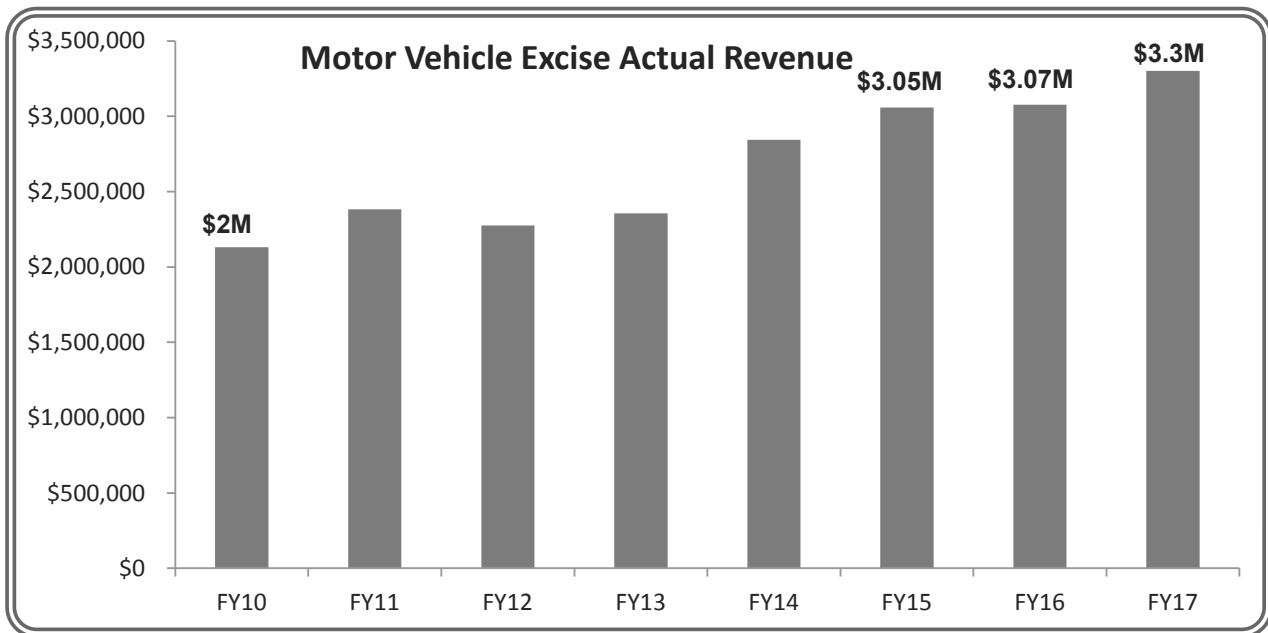
- Available funds are transferred from these accounts to the general fund to support the corresponding appropriation.
 - Major available fund is ambulance receipts – used to offset costs of providing service.
 - High School and library bond premium – this is a required annual apportionment of bond premium received from the sale of bonds to fund the high school and library debt. As the debt was approved outside of Proposition 2 ½, an apportionment of the premium must be used each year to offset the exempt taxes.
 - The FY17 , FY18, and FY19 budgets includes cemetery lot sales to pay for cemetery debt service for a 5-year bond approved at May 2015 Town Meeting. This will end in FY21.

FY2019 Local Receipts

Local receipts are various revenue sources collected at the local level – categorized as such by the Department of Revenue and used to fund the budget.

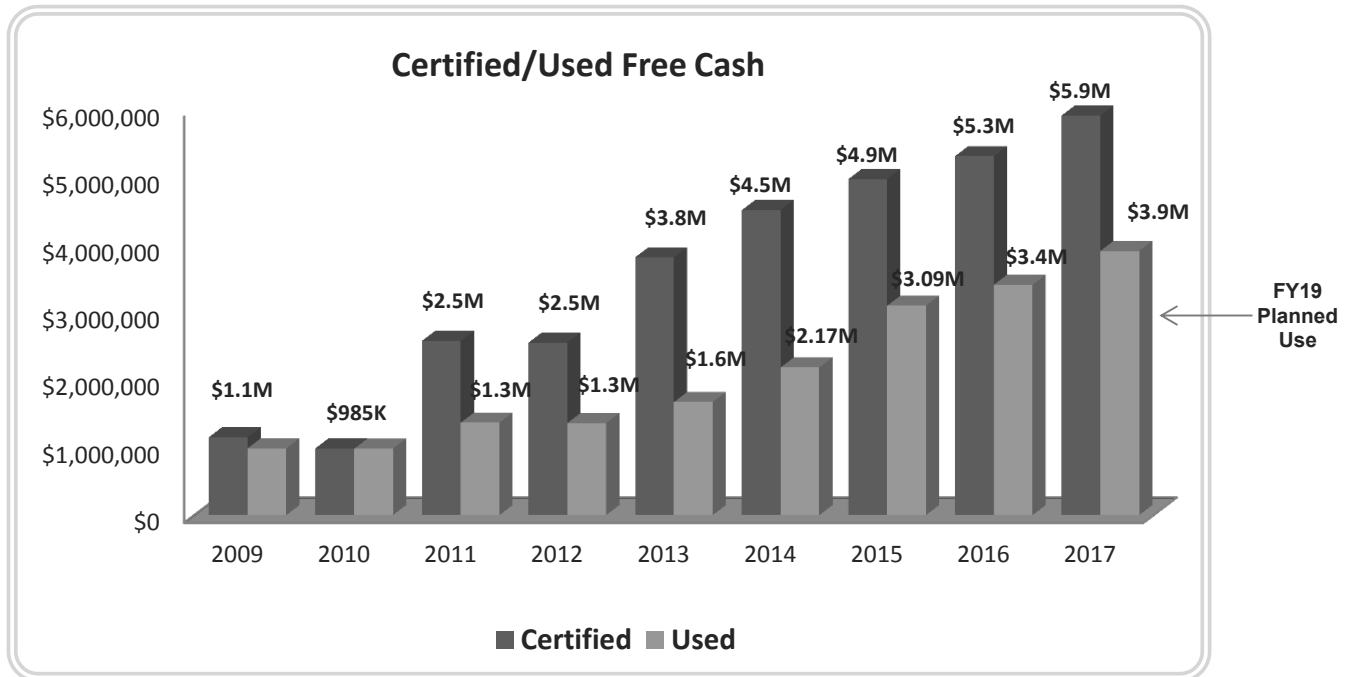
	FY15	FY16	FY17	FY17	FY18	FY19
	Actual	Actual	Budget	Actual	Budget	Budget
Motor Vehicle Excise Tax	\$3,057,592	\$3,077,486	\$2,172,000	\$3,300,477	\$2,673,415	\$2,673,415
Penalties and Interest	\$171,893	\$186,350	\$80,000	\$147,442	\$90,000	\$90,000
License/Permits	\$771,231	\$1,052,958	\$400,000	\$1,007,287	\$580,000	\$580,000
Departmental Receipts	\$454,064	\$502,643	\$300,000	\$365,321	\$325,000	\$325,000
Investment Income	\$28,388	\$56,770	\$20,000	\$119,026	\$35,000	\$35,000
Recreation	\$180,000	\$180,000	\$180,000	\$180,000	\$180,000	\$180,000
Other	\$78,363	\$217,269	\$160,000	\$225,518	\$160,000	\$160,000
	\$4,741,531	\$5,273,476	\$3,312,000	\$5,345,071	\$4,043,415	\$4,043,415

- As a financial policy, the budget is set to be a conservative estimate for local receipts. All actual receipts higher than budget flow to free cash each year. Maintaining a conservative budget protects the Town from fluctuations in actual receipts that may occur.
- Major revenue in this category is motor vehicle excise tax. Motor vehicle revenue has recently been very strong after several years of fluctuations due to the economy. Accordingly, the motor vehicle budget has been increased, with the increase in budget applied to capital funding.



A Look at Free Cash

- Certified Free Cash as of June 30, 2017 is \$5,900,219
 - Of this, \$576K was School Medicaid Fund, so net amount is \$5.3M
- Good FY17 budget to actual results and continued strong motor vehicle revenue.
- Disciplined use of prior year balance.
 - Not applied to operating budgets. Not using full allowance.
 - In line with Financial Policy, apply higher amounts to capital needs.
- FY19 budget uses \$2.1M for capital, \$100,000 for Stabilization, and \$861,000 for miscellaneous articles.



Certified Date	July 2017	July 2016	July 2015	July 2014	July 2013	July 2012	July 2011	July 2010
Amount	\$5,900,219	\$5,386,795	\$4,961,737	\$4,502,878	\$3,806,582	\$2,547,593	\$2,572,798	\$985,616
Proposed 2018 ATM:								
Fall Town Meeting/ Other	\$801,000	\$256,000	\$456,000	\$155,000				
Stabilization	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000	\$344,000	
Capital	\$2,198,118	\$1,769,050	\$1,652,050	\$1,523,000	\$1,308,150	\$800,000	\$700,000	\$700,000
Articles	\$861,000	\$1,295,000	\$883,000	\$401,509	\$260,500	\$58,000	\$320,000	\$280,000
Total Used	\$3,960,118	\$3,420,050	\$3,091,050	\$2,179,509	\$1,668,650	\$1,358,000	\$1,364,000	\$980,000
Unallocated	\$1,940,101	\$1,966,745	\$1,870,687	\$2,323,369	\$2,137,932	\$1,189,593	\$1,208,798	\$5,616

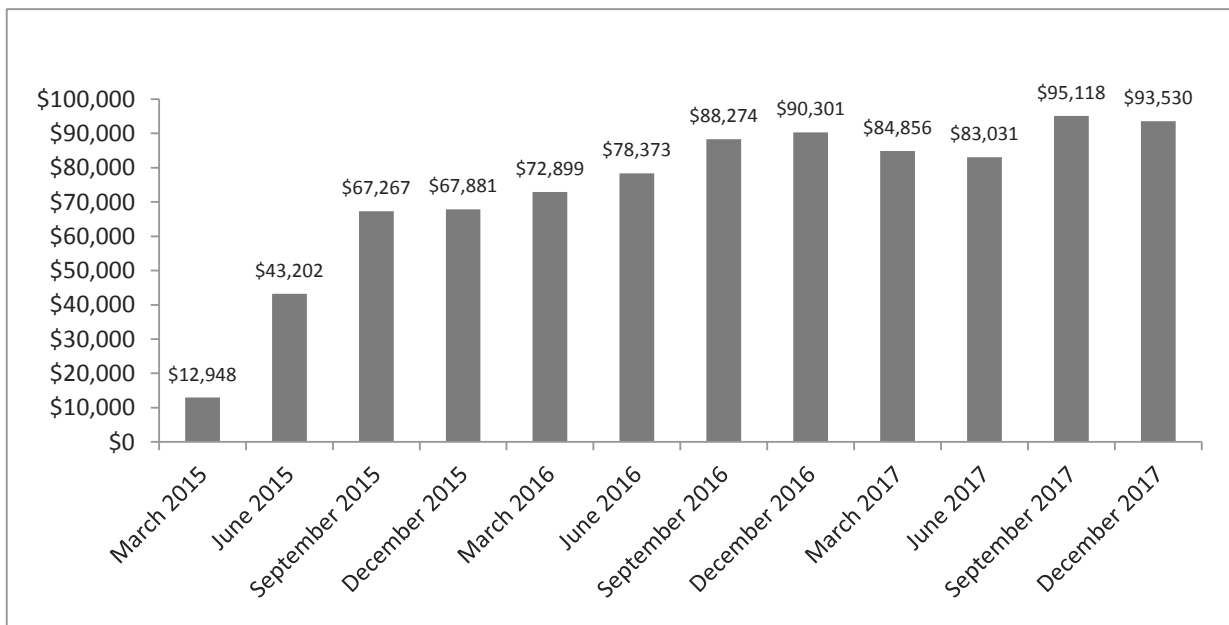
- Financial Policy target is approximately \$2.9M unallocated.

Meals Tax

In 2009 the State allowed municipalities to adopt .75% additional on the 6.25% State excise tax on restaurant meals. The Department of Revenue (DOR) collects the money and sends the .75% local share to the Town quarterly.

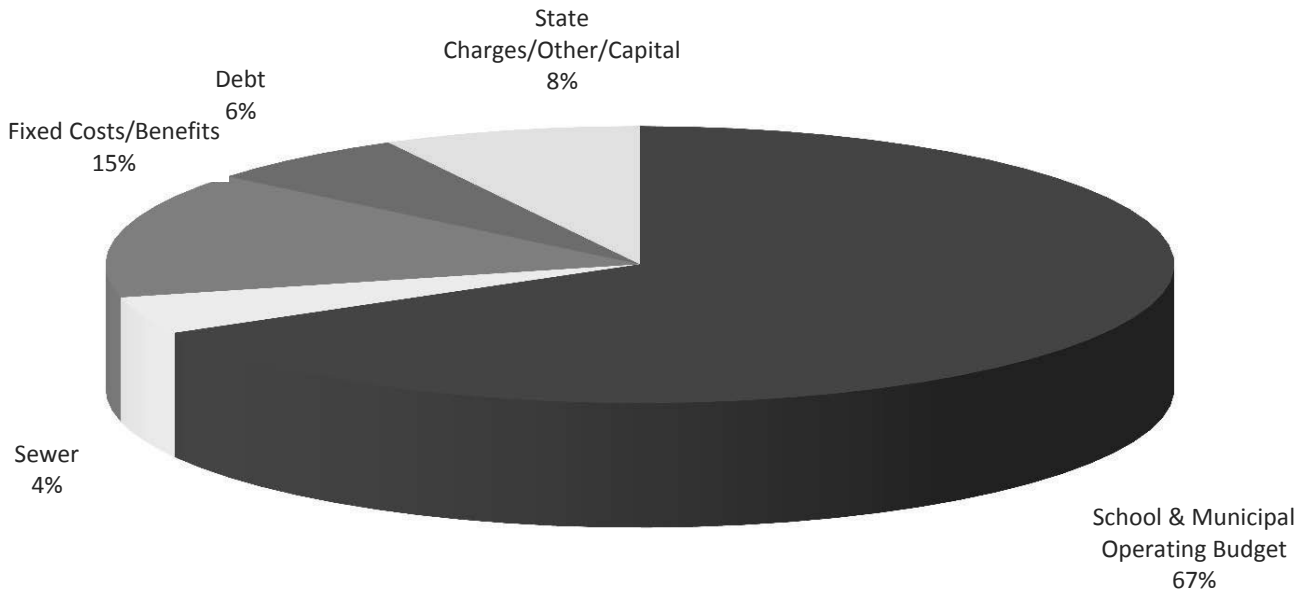
- Westwood adopted the additional meals tax at the 2014 Fall Town Meeting and it became effective January 1, 2015.
 - Town Meeting further voted that all collections of this revenue be reserved for appropriation in an account for future transfer by Town Meeting vote.
- As of December 31, 2017 the balance in the meals tax account was \$877K.
- FY19 Proposed budget will use \$432,000 of meals tax revenue for additional capital items, including the Pool HVAC system and High School tennis court lighting.
- Expected June 30 balance, after \$432K appropriation and additional revenue collected is \$635,000.

Quarterly Distributions Received



FY2019 Proposed Expenditure Summary

FY2019 Expenditure Summary

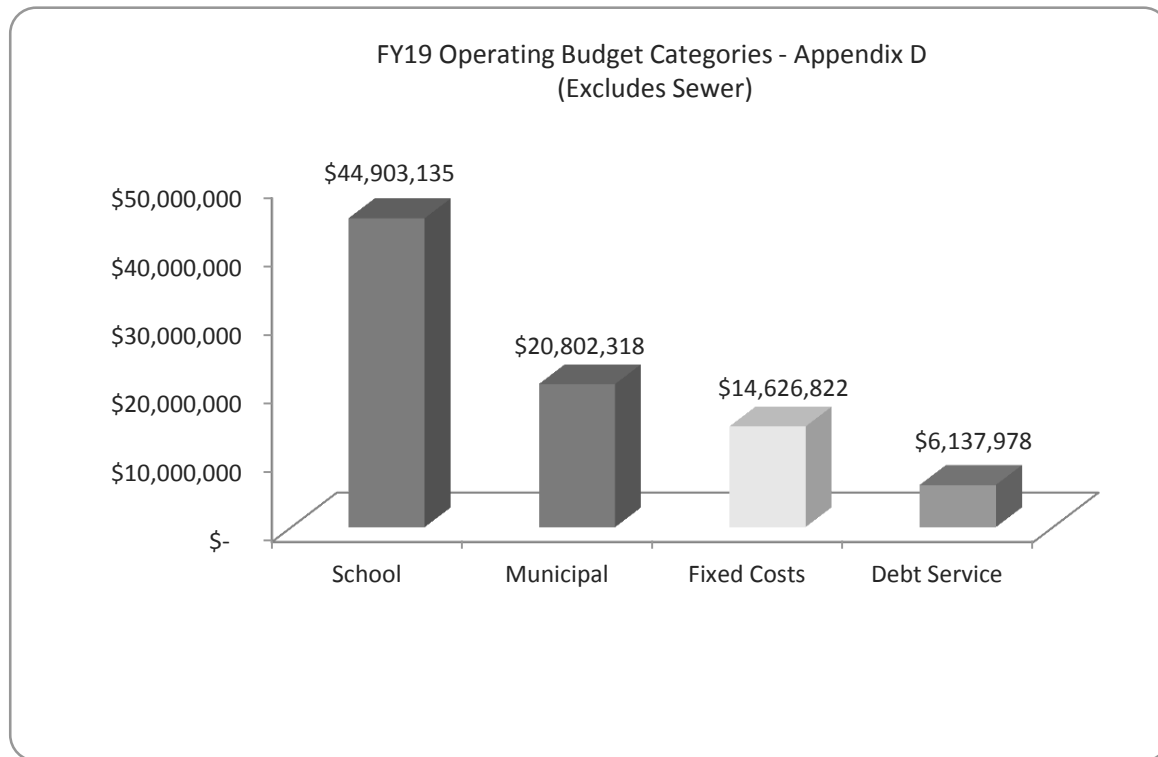


FY2019 Proposed Expenditure Summary

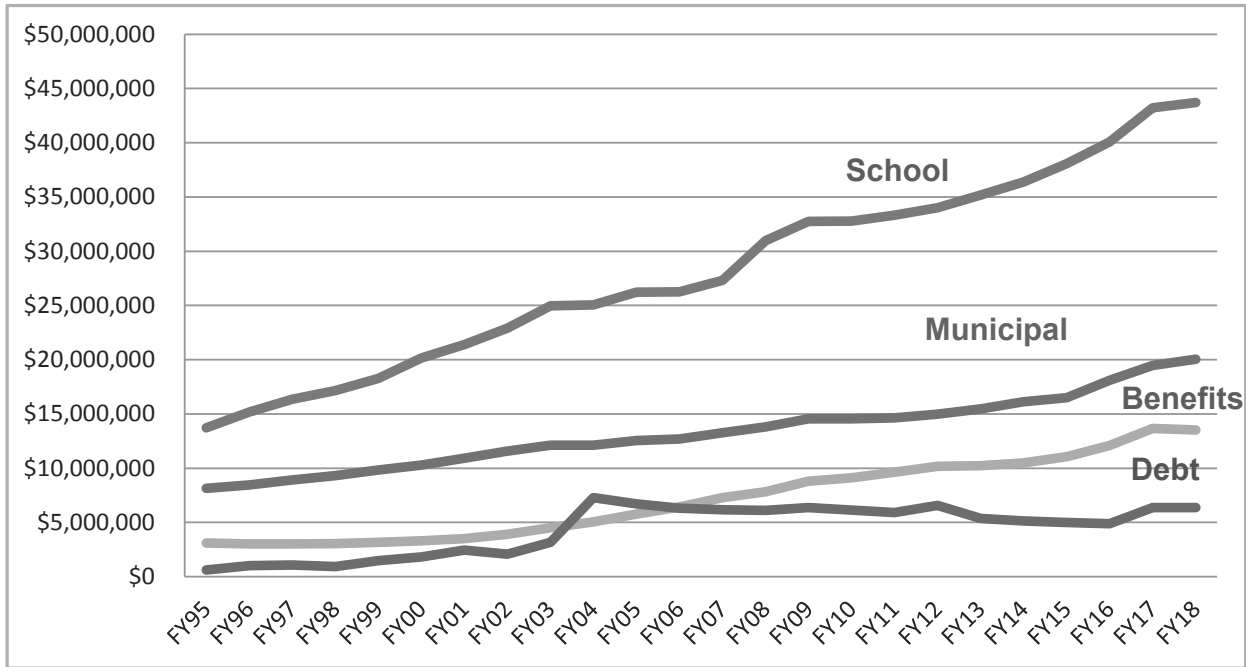
	FY2018 Budget	FY2019 Projected	\$ Change	% Change
Operating Budget - School Categories	\$43,693,231	\$45,146,049	\$1,452,818	3.3%
Operating Budget - Municipal	\$20,032,436	\$20,802,318	\$769,882	3.8%
Benefits/Reserves/Insurance	\$13,530,799	\$14,626,822	\$1,096,023	8.1%
Sewer - Operating	\$4,103,884	\$4,319,239	\$215,355	5.2%
Debt Service	\$6,366,141	\$6,137,978	(\$228,163)	-3.6%
Capital Budget - School & Municipal	\$1,734,000	\$1,753,900	\$19,900	1.1%
Capital - Sewer	\$600,000	\$420,000	(\$180,000)	-30.0%
Other Appropriations:				
Stabilization	\$100,000	\$100,000	\$0	0.0%
Capital Stabilization	\$397,000	\$0	(\$397,000)	-100.0%
OPEB	\$1,390,000	\$1,415,000	\$25,000	1.8%
Prior Year	\$403,800	\$331,000	(\$72,800)	-18.0%
Other Financial Articles/Other Capital	\$2,355,000	\$2,425,760	\$70,760	3.0%
State Charges/Offsets/Overlay/Snow	\$1,296,812	\$1,275,930	(\$20,882)	-1.6%
Total Expenditures	\$96,003,103	\$98,753,996	\$2,750,893	2.9%

Operating Budget Categories

FY18 Budget	Category	FY19 Selectmen Proposed	\$ Change FY19 v FY18	% Change FY19 v FY18
\$43,441,163	School Operating	\$44,903,135	\$ 1,461,972	3.4%
\$20,032,436	Municipal Operating	\$20,802,318	\$ 769,882	3.8%
\$ 147,489	Blue Hills	\$ 136,373	\$ (11,116)	-7.5%
\$ 104,579	Traffic Supervisors	\$ 106,541	\$ 1,962	1.9%
\$13,530,799	Fixed Costs	\$14,626,822	\$ 1,096,023	8.1%
\$ 6,366,141	Debt Service	\$ 6,137,978	\$ (228,163)	-3.6%
\$ 4,103,884	Sewer	\$ 4,319,239	\$ 215,355	5.2%
\$87,726,491	Total	\$91,032,406	\$ 3,305,915	3.8%



A Look at the Budget History



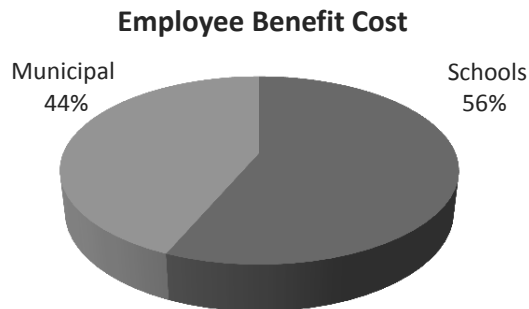
Budget	% Change in Budget											
	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19
School Budgets	12.9%	5.8%	0%	1.7%	2%	3.3%	3.8%	4.2%	5.3%	4.9%	3.3%	3.4%
Municipal Budgets	3.7%	5.4%	0%	0.6%	2.3%	3%	3.2%	3.4%	5.2%	3.7%	3.6%	3.8%
Benefits/ Insurance/ Reserves	7.6%	12.3%	3.7%	5.5%	5.6%	0.5%	2.5%	5.5%	3.1%	8.8%	10.6%	8.1%
Debt Service	-0.7%	4.1%	-3.9%	-3.7%	11.1%	-18%	-4.7%	-2.3%	-2.3%	30%	-1.4%	-3.6%

Fixed Costs

The Fixed Costs budget provides for all Employee Benefit Accounts, Insurance and Reserve Accounts. The Employee benefits/cost accounts include pension, health insurance, unemployment, workman's compensation and other payroll taxes.

Budget Provides For:	
Employee Benefits Cost – all school and municipal	\$12,255,948
Insurance/Reserve Accounts	\$1,274,850
Total FY18	\$13,530,799

	School	Municipal	Total
Employee Benefit Costs	\$6,917,819	\$5,338,130	\$12,255,948



The FY19 Fixed costs budget is \$14,626,822, an increase of \$1,096,023 or 8.1% over FY18

	FY18	FY19	\$ Change	% Change
Fixed Costs	\$13,530,799	\$14,626,822	\$1,096,023	8.1%

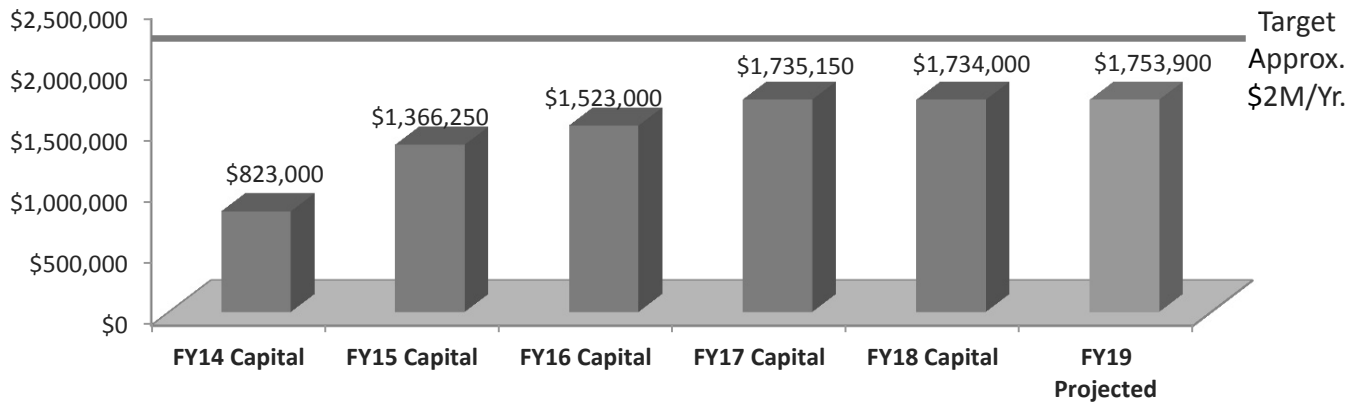
This increase includes:

- FY19 Pension Assessment of \$4.6M, a 15% increase over the prior year.
- Total FY19 Health Insurance budget of \$5.9M, an increase of 2.5% or \$148K.
- Other fixed cost increases (insurance, Medicare, Payroll tax) 10% - Approx \$195K.

Capital Funding

Capital – Continued Improvement in Ongoing Capital Funding

- Important to maintain Town assets – buildings, infrastructure, equipment.
- The Town has made significant progress in increasing the ongoing capital budget.
 - FY19 base capital articles more than double FY14 levels.

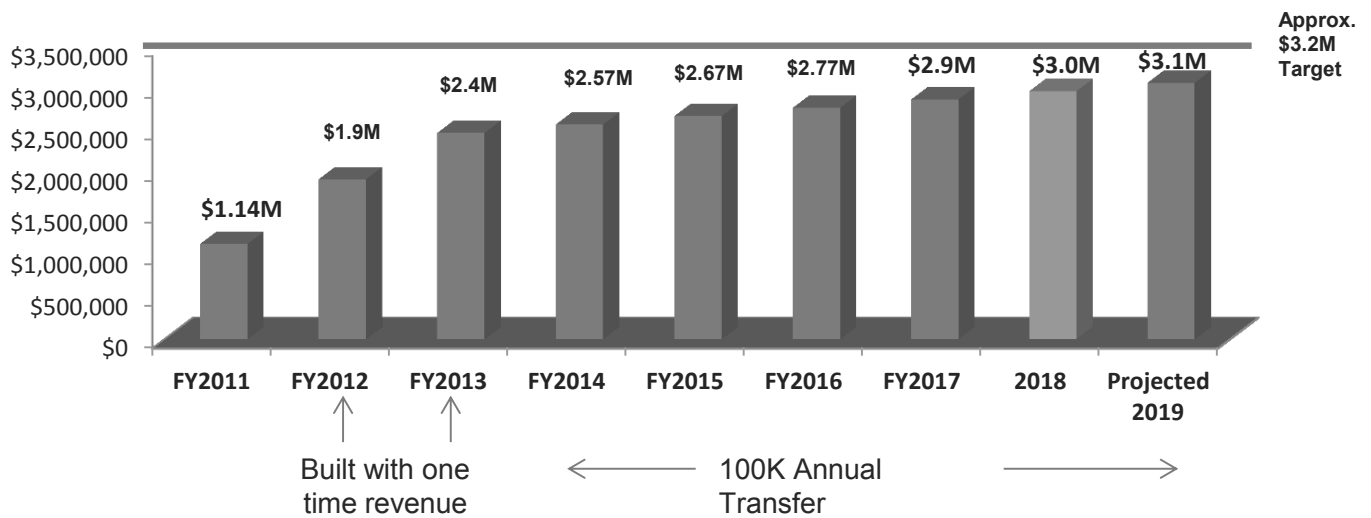


- Similar to FY18, utilize free cash to keep ongoing capital at higher levels (double FY14).
- Fund capital at \$1.75 million
 - School - \$867K
 - Municipal - \$886K
- Other Capital Articles for FY19 of \$857,000 and funded by free cash and meal tax, will include:
 - Town Hall Reconfiguration
 - Repair/Replace Middle School Elevator
 - Pool HVAC/Dehumidification System
 - Traffic Signal Improvements
 - WAHA – Building Maintenance and Improvement
 - High School Tennis Courts

Stabilization Fund

- The Stabilization Fund is the Town’s reserve account to provide for unforeseen emergencies or future expenditures.
- Prudent use of a reserve fund is vital to good financial management, protection for the Town against unforeseen emergencies, and maintenance of a top credit rating.
- Financial target approximately 4% of net general fund revenue.
- Appropriations into this Fund requires a majority vote.
- Use of this Fund require a 2/3 vote of Town Meeting.
- Funds may be used for any purpose approved by Town Meeting.

Stabilization Fund Balance Over Time

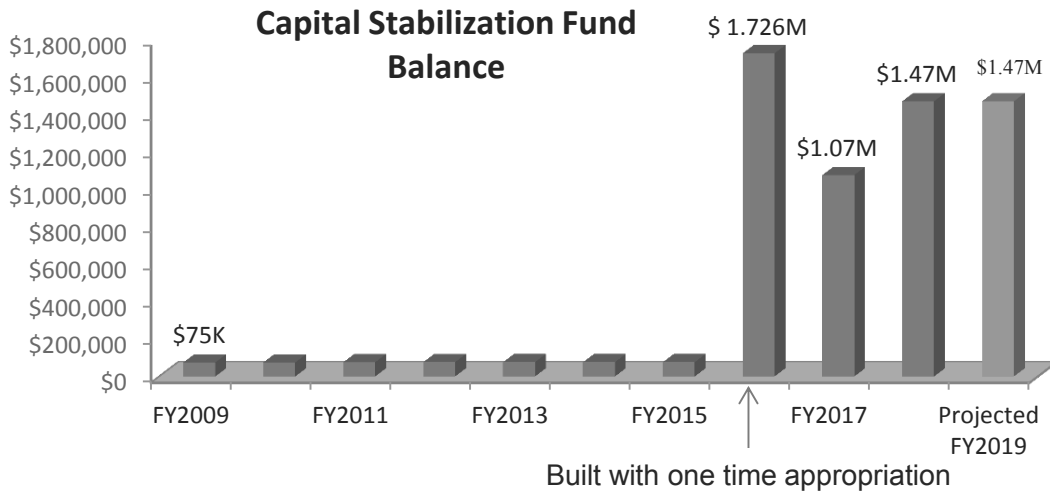


Stabilization Fund						
	FY2014	FY2015	FY2016	FY2017	FY2018	Budget Plan FY2019
Annual Appropriation	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
One Time Appropriation	\$500,000	\$0	\$0	\$0	\$0	\$0

- The FY19 budget provides for a \$100,000 annual appropriation funded by free cash transfer.

Capital Stabilization Fund

- The Capital Stabilization Fund was established by Town Meeting in 2005 for the purpose of investing in the long term maintenance of the Town’s capital assets – primarily buildings and equipment.
- Appropriations into this Fund require a majority vote and uses from this Fund require a 2/3 vote of Town Meeting.
- This Fund can be a useful tool to provide funding for important capital needs.
- At the 2008 Annual Town Meeting, \$75,000 was appropriated to this account funded by some initial Westwood Station payments.
- At the 2015 Fall Town Meeting, two articles appropriated one time revenue in the account:
 - \$925,000 was appropriated into this account funded by available FY16 new taxes from the University Station project.
 - \$725,000 was appropriated into the account from one time bond premium.
- In FY16, \$650,000 was used from the account to fund replacement of the high school turf field and track resurfacing.
- In FY18, \$397,000 of one time funding was appropriated into the account



Capital Stabilization Fund					
	FY2009	FY2016	FY2017	FY2018	Projected FY2019
Annual Appropriation	\$0	\$0	\$0	\$0	\$0
One Time Appropriation	\$75,000	\$1,650,000	\$0	\$397,000	\$0
Town Meeting Voted Use		90	\$650,000		

Debt Management

Prudent use of debt financing is an important part of the Town’s overall fiscal planning. The primary objective of any debt management approach is to borrow at the least cost over the term of repayment of the debt. Attainment of this objective requires clear positions regarding for what purposes to borrow, when to schedule debt-financed projects and how long to extend the repayment (generally, debt issued for longer periods bears a higher interest rate).

The Town Treasurer and Selectmen support a rapid repayment schedule of ten years or less whenever possible. This ensures cost savings to the community and seeks to avoid strapping future generations with large debt loads. The High School, Library and Fire Station were bonded for 20 years and the Police Station for 30 years to mitigate the effect of the annual tax burden and to match the long term nature of the project.

All debt is issued as general obligation debt. This means that the full faith and credit of the Town is pledged to the bondholder. Debt issued on behalf of the Town’s enterprise operation (sewer) is, however, supported by sewer user revenues when authorized by vote of Town Meeting.

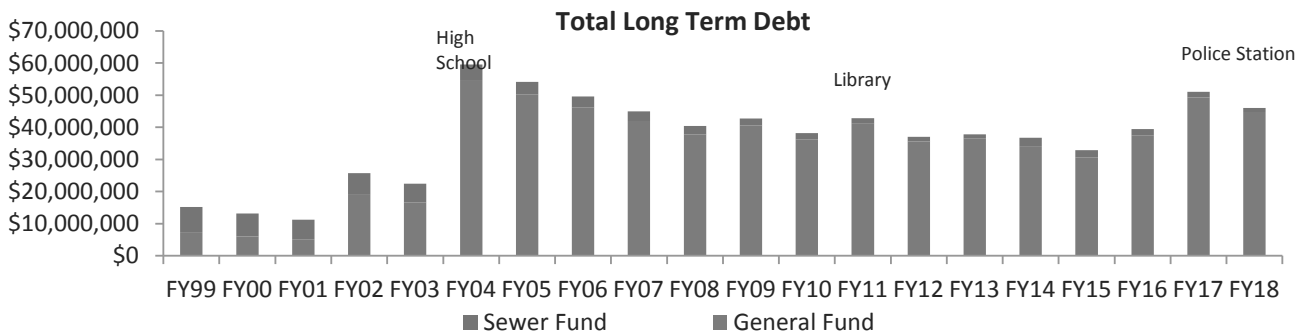
Credit Rating

As with a personal credit rating, the Town’s credit rating is a statement of its overall fiscal health as a government and as a community. The benefit of a strong credit rating is realized in lower interest costs on the Town’s long-term debt issues.

The Town underwent an updated credit review in August 2016, in conjunction with the sale of a \$16.64M bond. Current Credit Ratings:

AAA Standard & Poor’s (2016)
Aa1 Moody’s (2013).

These ratings are excellent ratings for a small community. The ratings reflect the Town’s commitment to both fiscal discipline as well as quality services.



Total Long Term Debt Issued and Outstanding	FY13	FY14	FY15	FY16	FY17	FY18
General Fund	36,441,500	34,100,000	30,545,000	37,525,000	49,355,000	44,710,000
Sewer Fund	1,310,440	2,661,680	9,277,620	2,122,060	1,680,000	1,274,700
Total	37,751,940	36,761,680	32,822,620	39,647,060	51,035,000	45,984,700

Long Term Debt Outstanding

General Fund						Total
Description	Rate of Interest	Date Issued	Maturity Date	Amount Issued		Outstanding 30-Jun-18
Outside of Prop 2 ½						
High School Project	1.63	5/2012	06/01/2023	\$39,262,300		\$9,045,000
Library Construction	3.37	3/10/11	03/10/2031	\$9,300,000		\$6,045,000
Within Prop 2 1/2						
High School Completion	3.48	8/01/08	02/01/2023	\$1,950,000		\$650,000
Middle Sch Modular Construction	3.79	6/15/09	06/15/2029	\$3,500,000		\$1,925,000
School Roof	1.43	12/20/12	06/01/2022	\$935,000		\$371,000
DPW Roads/Equipment	1.43	12/20/12	06/01/2022	\$3,700,000		\$1,474,000
DPW Roads/Equipment	1.62	05/15/14	05/15/2024	\$1,400,000		\$840,000
Design Fire Station	2.66	9/1/2015	09/01/2035	\$850,000		\$765,000
Construct Fire Station	2.66	9/1/2015	09/01/2035	\$8,650,000		\$7,785,000
LED Lights Upgrade	2.66	9/1/2015	09/01/2025	\$500,000		\$400,000
Cemetery Expansion	2.66	9/1/2015	09/01/2020	\$450,000		\$270,000
Deerfield Rd/Parking Imprvments	2.42	9/1/2016	06/30/2026	\$2,000,000		\$1,600,000
Land Purchase	2.42	9/1/2016	06/30/2026	\$890,000		\$710,000
Police Station Design	2.42	9/1/2016	06/30/2045	\$1,000,000		\$930,000
Police Station Construction	2.42	9/1/2016	06/30/2046	\$12,755,000		\$11,900,000
Total General Fund						\$44,710,000

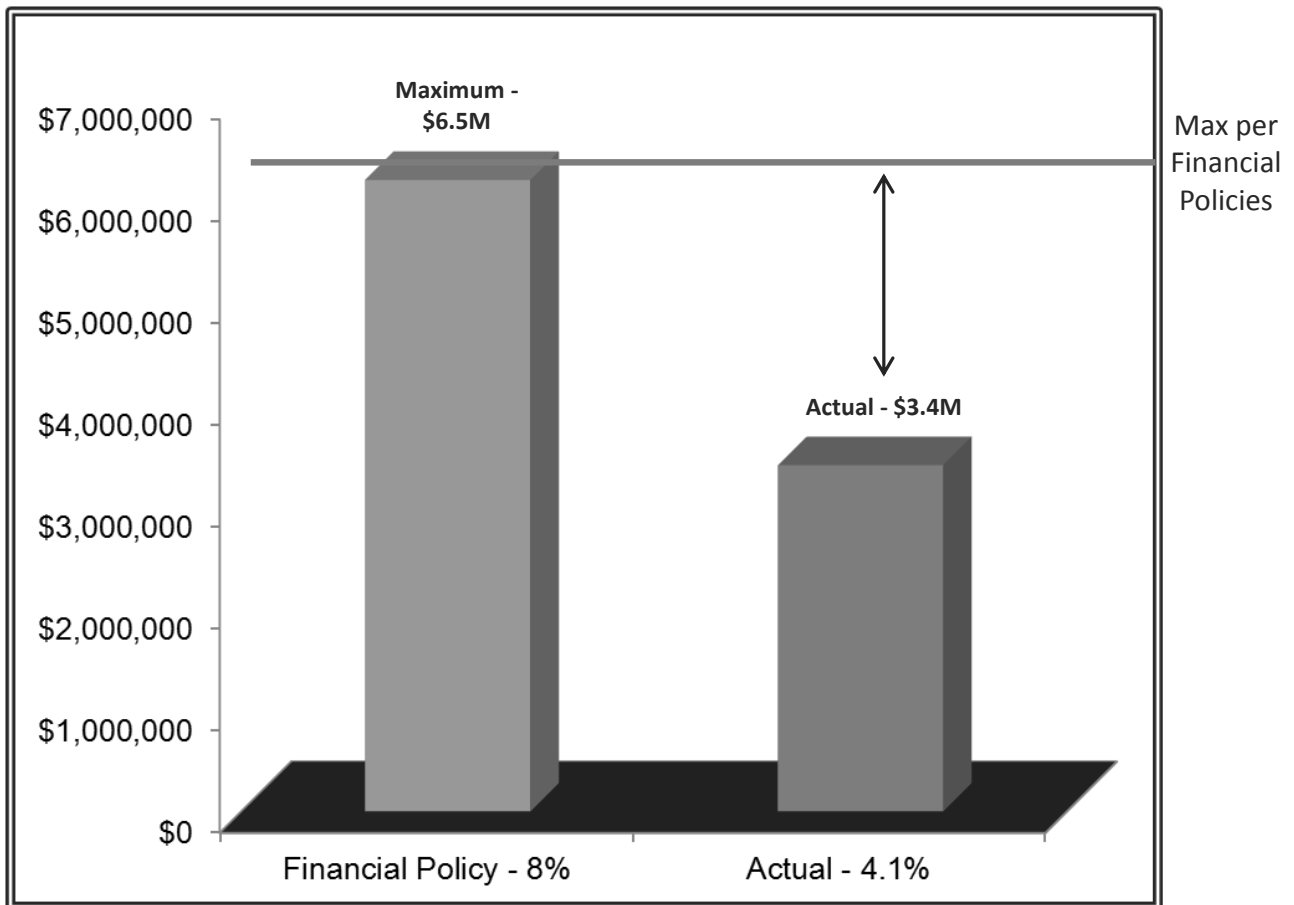
- All debt authorized through Town Meeting 5/2017 has been issued.
- There is no short term debt outstanding.

Sewer Fund						
Description	Rate of Interest	Date Issued	Maturity Date	Amount Issued		Outstanding 30-Jun-18
Sewer Abatement Trust	3.88	11/1998	6/1/2019	\$3,220,700		\$204,300
MWRA - no interest loan	0.00	6/1/2016	6/2021	\$234,000		\$140,400
Sewer Bond	2.50	5/1/2014	6/2024	\$1,570,000		\$930,000
Total General Fund						\$1,274,700

Debt Level

Debt Level – Well Within Guidelines

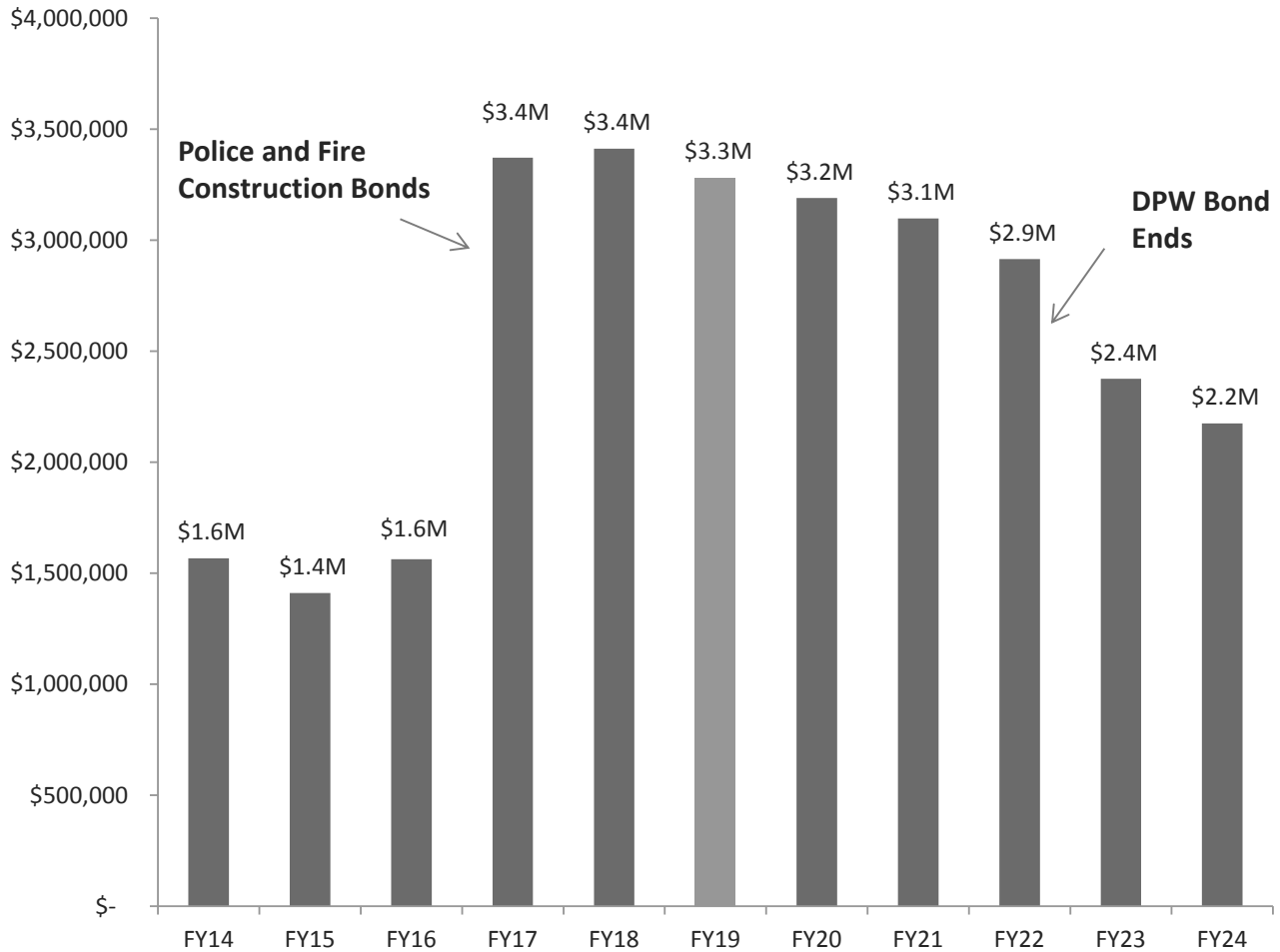
- Financial Policies – annual debt payments should not exceed 8% of net general fund revenue.
- Debt levels are an important component of credit ratings. The Town holds a AAA rating.



Debt is well within guidelines

Non-Exempt Debt

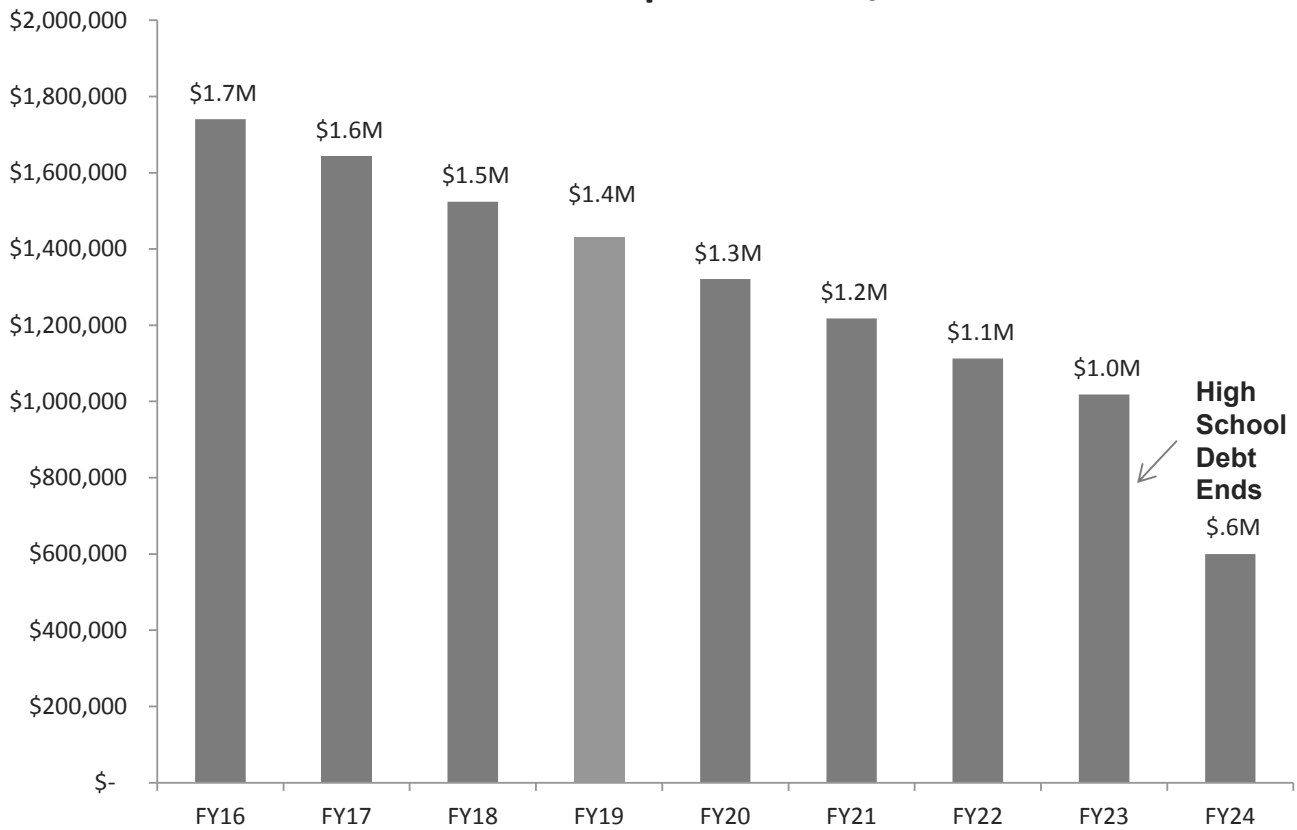
Total Debt Payments Within Proposition 2 1/2



- Debt drop off FY23:
 - \$4.6M, 10 year DPW bond for Roads, Equipment, and School Roofs, issued in 2012, is completed in 2022.

Exempt Debt Outside Proposition 2 1/2

Total Net Exempt Debt Payments Outside Proposition 2 1/2



- Principal and interest payments for projects approved outside Proposition 2 1/2.
- Exact amount of debt cost, net of state school reimbursement, is raised in taxes.
- When bond ends, exempt taxes end.
- FY19: High School \$746K, Library \$683K
- High School bond ends FY2023, Library FY2031
- Payments decline approximately \$100K each year
- FY2023 – High School \$406K.

Total Principal and Interest Payments

Outstanding as of 30-Jun-18	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25-46	Total	
	FY18-FY46													
Principal and Interest for Current Long term Debt Outstanding														
HS Construct (Exempt)-Refi 3/12	9,045,000	2,630,641	2,530,500	2,436,000	2,353,400	2,242,600	2,158,200	2,069,200	1,980,800	1,891,200	1,807,650	0	\$12,149,650	
Library Construct (Exempt) 3/11	6,045,000	778,875	760,275	741,675	723,075	711,450	698,663	675,413	656,813	638,213	624,263	609,150	\$8,386,275	
Municipal Building	0	273,000	0	0	0	0	0	0	0	0	0	0	\$0	
Obed Baker	0	21,000	0	0	0	0	0	0	0	0	0	0	\$0	
Eminent domain 8/08	0	32,175	31,125	0	0	0	0	0	0	0	0	0	\$0	
High Street Lights 8/08	0	23,050	22,350	21,600	20,800	0	0	0	0	0	0	0	\$0	
High Street Construction 8/08	0	126,775	122,925	118,800	114,400	0	0	0	0	0	0	0	\$0	
High School Field 8/08	0	53,663	52,088	50,400	48,600	46,800	0	0	0	0	0	0	\$46,800	
High School Completion 8/08	650,000	181,415	176,865	171,990	166,790	161,590	156,390	151,190	145,990	140,660	135,330	0	\$891,150	
Middle School Modulars 6/09	1,925,000	284,244	279,431	274,400	269,150	263,463	257,338	248,588	239,838	232,838	225,838	218,838	\$2,673,869	
DPW Roadway 12/12	600,000	184,500	180,000	177,000	174,000	169,500	166,500	162,000	159,000	154,500	0	0	\$811,500	
School Roof 12/12	371,000	115,470	112,650	110,770	108,890	106,070	104,190	101,370	99,490	91,670	0	0	\$502,790	
DPW Equipment 12/12	184,000	56,580	55,200	54,280	53,360	51,980	51,060	49,680	48,760	47,380	0	0	\$248,860	
DPW Drainage 12/12	90,000	30,450	29,700	29,200	28,700	27,950	27,450	26,700	21,200	20,600	0	0	\$123,900	
DPW Equipment 12/12	600,000	184,500	180,000	177,000	174,000	169,500	166,500	162,000	159,000	154,500	0	0	\$811,500	
DPW Roads 5/14	180,000	0	36,075	35,475	34,875	34,275	33,675	33,075	32,475	31,875	31,275	30,675	\$227,325	
DPW Drainage 5/14	360,000	0	72,150	70,950	69,750	68,550	67,350	66,150	64,950	63,750	62,550	61,350	\$454,650	
DPW Equipment 5/14	300,000	0	60,125	59,125	58,125	57,125	56,125	55,125	54,125	53,125	52,125	51,125	\$378,875	
Fire Station Design 8/15	765,000	0	0	16,841	75,119	72,994	70,869	68,744	66,619	64,494	62,369	60,244	603,394	\$1,069,725
Fire Station Construction 8/15	7,785,000	0	0	171,378	764,444	742,819	721,194	699,569	677,944	656,319	634,694	613,069	6,140,419	\$10,886,025
Street Lights Replacement 8/15	400,000	0	0	12,500	73,750	71,250	68,750	66,250	63,750	61,250	58,750	56,250	105,000	\$551,250
Cemetery Expansion 8/15	270,000	0	0	11,250	110,250	105,750	101,250	96,750	92,250	0	0	0	\$396,000	
Bond 8/16	15,140,000	0	0	0	1,026,338	1,262,475	1,232,475	1,202,475	1,172,475	1,142,475	1,112,475	1,082,475	13,879,350	\$22,086,675
	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
Total General Fund Debt	44,710,000	4,976,338	4,701,459	4,740,634	6,447,815	6,366,140	6,137,978	5,934,278	5,735,478	5,444,848	4,807,318	2,783,175	25,487,606	62,696,819
Total Non - Exempt Debt	29,620,000													
Non - Exempt Debt Payments	1,566,821	1,410,684	1,562,959	3,371,340	3,412,090	3,281,115	3,189,665	3,097,865	2,915,435	2,375,405	2,174,025	21,715,294	\$42,160,894	
Change in non- Exempt Debt	17,357	(156,138)	152,275	1,808,381	40,750	(130,975)	(91,450)	(91,800)	(182,430)	(540,030)	(201,380)			
Total Exempt Debt	15,090,000													
Total Exempt Debt Payments	3,409,516	3,290,775	3,177,675	3,076,475	2,954,050	2,856,863	2,744,613	2,637,613	2,529,413	2,431,913	609,150	3,772,313	\$20,535,925	
Change in Gross Exempt Debt	(111,556)	(118,741)	(113,100)	(101,200)	(122,425)	(97,188)	(112,250)	(107,000)	(108,200)	(97,500)	(1,822,763)			
State Reimbursement Being Received - for School Projects - all project audits completed														
High School Project - FY06 - FY23	1,401,276	1,401,276	1,401,276	1,401,276	1,401,276	1,401,276	1,401,276	1,401,276	1,401,276	1,401,276	0	0	\$8,407,656	
High School Bond Premium	22,750	20,281	17,812	15,738	13,084	10,912	8,690	6,468	4,197	2,098	0	0	\$45,449	
Library Bond Premium	20,378	19,170	17,963	16,755	16,000	15,170	13,661	12,453	11,246	10,340	9,359	33,586	\$121,815	
Total State/Bond Premium Annual payments	1,444,404	1,440,727	1,437,051	1,433,769	1,430,360	1,427,358	1,423,627	1,420,197	1,416,719	1,413,714	9,359	33,586	\$8,574,920	
Net annual Exempt Debt Change in annual Exempt Debt	1,965,112	1,850,048	1,740,624	1,642,706	1,523,690	1,429,505	1,320,986	1,217,416	1,112,694	1,018,199	599,791	3,738,727	11,961,005	
	(108,122)	(115,064)	(109,424)	(97,918)	96	(119,016)	(94,186)	(108,519)	(103,570)	(104,722)	(94,495)	(418,408)		

Sewer Total Principal and Interest Payments

Outstanding as of June 30, 2018	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total
Principal and Interest payments for current Sewer Debt Outstanding										
										Total FY19-24
Balance										
Sewer - Abatement Trust 11/98	204,300	146,383	147,042	145,735	151,207	0	0	0	0	\$151,207
MWRA no interest loans - 2012	0	42,460	42,460	0	0	0	0	0	0	\$0
MWRA no interest loans - 2016	140,400	0	46,800	46,800	46,800	46,800	0	0	0	\$140,400
Sewer - \$1.5 m bond 5/14	930,000	188,588	185,388	182,188	173,988	170,888	167,788	164,688	161,588	158,488
Total Sewer Debt	1,274,700	377,431	421,690	374,723	371,995	217,688	214,588	164,688	161,588	158,488
All debt funded by sewer user fees										
The MWRA trust debt is supplemented by subsidies by the Massachusetts Water Pollution Trust (MWPAT).										
The principal and interest shown is Town portion only.										

Other Post Employment Benefit Costs (OPEB)

What is it?

Employees of state and local governments may be compensated in a variety of forms in exchange for their services. In addition to a salary, many employees earn benefits over their years of service that will not be received until after their employment with the government ends through retirement or other reason for separation. The most common type of these post employment benefits is a pension. As the name suggests, other post employment benefits (OPEB) are post employment benefits other than pension. OPEB generally takes the form of health insurance and dental, vision, prescription, or other health care benefits provided to eligible retirees, including in some cases their beneficiaries.

OPEB is a part of the compensation that employees earn each year, even though these benefits are not received until after employment has ended. Therefore, as benefits accrue, they are a cost of providing public services today, and should be a part of the municipality's accounting statements.

However, most governments report their cash outlays for OPEB in the year of actual distribution, rather than in the year benefits are earned. These two amounts may be vastly different and represent the unfunded liability.

GASB 45 now requires municipalities to disclose the unfunded liability as part of their financial statements. Municipalities are required to update an actuarial analysis of the liability every other year. There is currently no requirement to fund the liability.

OPEB Liability – Most Recent Study – 6/30/15

Westwood is required to update the valuation of the liability every other year. The most recent valuation was completed in early 2016 for the period ending 6/30/15.

	6/30/13	6/30/15
Unfunded Actuarial Liability	\$55.9M	\$35.6M

As shown, the unfunded liability significantly decreased from \$55.9M to \$35.6M. This is due to the actions taken by the Town over the last few years including:

- Transition to the State GIC health insurance.
- Elimination of Medi B payment.
- Investment of trust funds with State Prit program.
- Using health care savings to provide for \$1.35M in annual appropriation within the budget:
 - \$700K from transition to GIC in FY16.
 - \$400K from change in health plans in FY13.

The \$35M liability is comprised as follows:

Schools	\$19.45M
Public Safety	\$10.8M
DPW/Gen Government/Other	\$5.35M
Total	\$35.6M

Other Post Employment Benefit Costs (OPEB)

The OPEB liability needs to be addressed on both the revenue and expense sides. It is only through a combination of efforts on both sides that the Town will be able to address this long term liability.

Funding

- The effort to fund started in FY11, with a \$20K budget item. The \$20K was funded by the exact amount another fixed cost line item, social security, was decreasing. In the FY12 budget, we continued, within the fixed costs budget, to fund the OPEB obligation with \$26K allocation.
- In FY13, we continued the funding within the fixed cost allocation at \$38K. In addition, in FY13 significant savings from changes to the health care benefits provided for a \$435K annual contribution to the OPEB liability.
- In FY14, funding continued with a \$68K appropriation from savings in the fixed costs budget and the annual health care savings costs of \$435K.
- In FY15, a \$550K annual appropriation built into the budget continued the funding program.
- The FY16 appropriation of \$650K was supplemented at the Fall 2015 Town Meeting with the savings from the GIC conversion, calculated at \$700K, bringing the new annual appropriation to \$1.35M.
- The \$1.35M appropriation will be increased incrementally by approximately \$25K - \$40K per year.
- The FY18 appropriation was \$1.39M and the planned appropriation for FY19 is \$1,415,000

Benefits/Expense

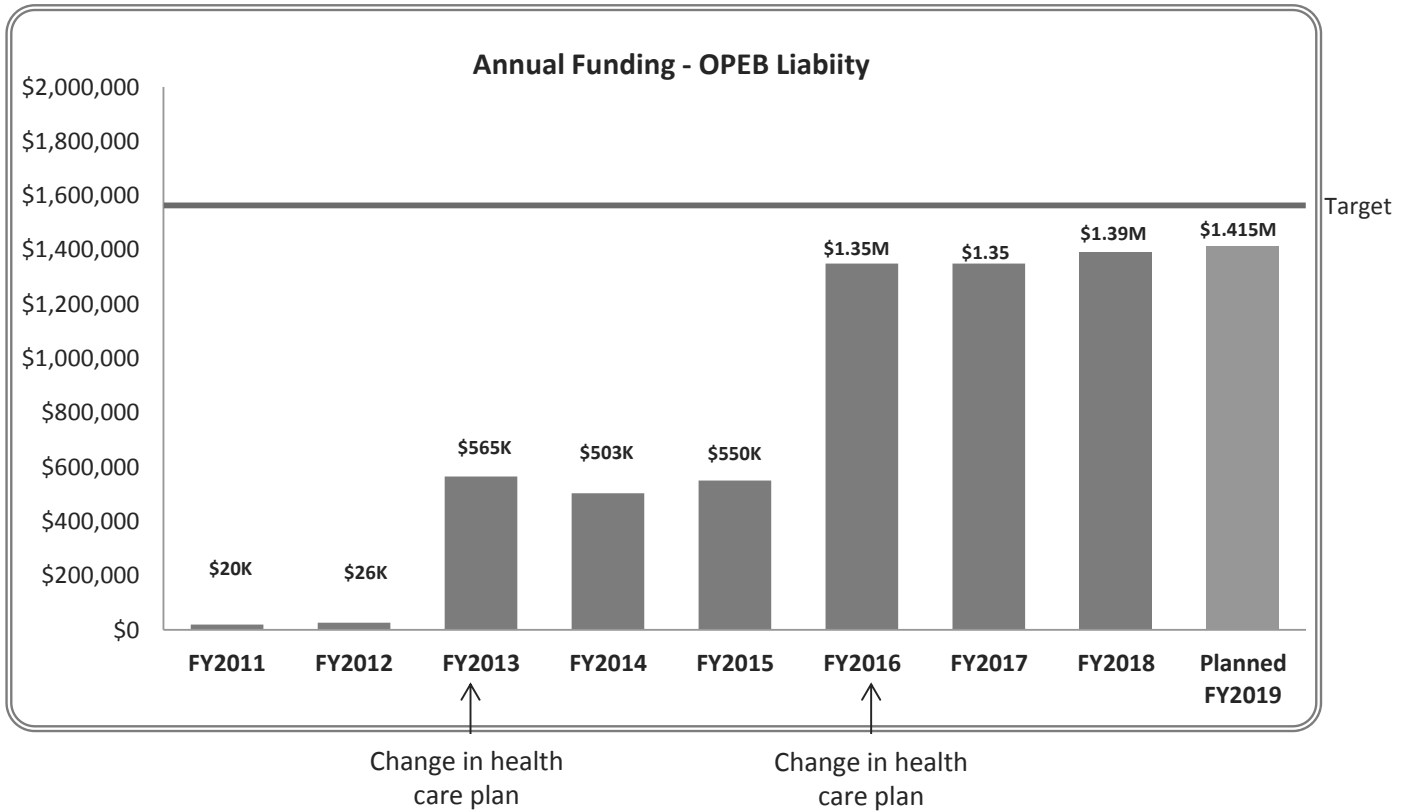
- The liability should also be addressed by making changes on the benefit/expense side.
- In FY14, the Selectmen eliminated the 50% Medicare B premium payment for all new retirees as of 7/1/2014. This action reduced the full liability by 10% or \$5M and reduces the annual funding requirement by \$400K or 25%.
- In FY15, the Board of Selectmen approved the transition of the Town's health insurance to the State Group Insurance Commission (GIC). This transition resulted in significant savings for health insurance costs for both the employees and the Town. The full amount of the annual savings was added at the Fall 2015 Town Meeting to the annual OPEB appropriation.
- The health care cost savings will also help reduce the overall OPEB liability.
- Efforts should continue on the expense side to contain costs and reduce the liability.

Investment of Funds

- In FY15, the Town Treasurer, with approval from the Board of Selectmen, transferred funding in the OPEB Trust to the State PRIM program for OPEB funds, allowing the funds to earn a greater investment return. PRIM currently invests over \$60 billion of State and municipal retiree funds and \$600M of OPEB funds. The investments match the long term nature of these funds.
- The balance in the OPEB trust fund is \$6.7M as of 12/31/17.

OPEB Liability – FY19 Funding

- The Town transitioned its health insurance program to the GIC effective July 1, 2015, and has been able to build the OPEB appropriation into the ongoing annual budget, through savings in health care costs. The appropriation now increases by approximately \$25,000 a year. The FY19 funding will be \$1.415M.



- The current balance in the OPEB trust fund account as of 12/17 is \$6.7M

Pension System

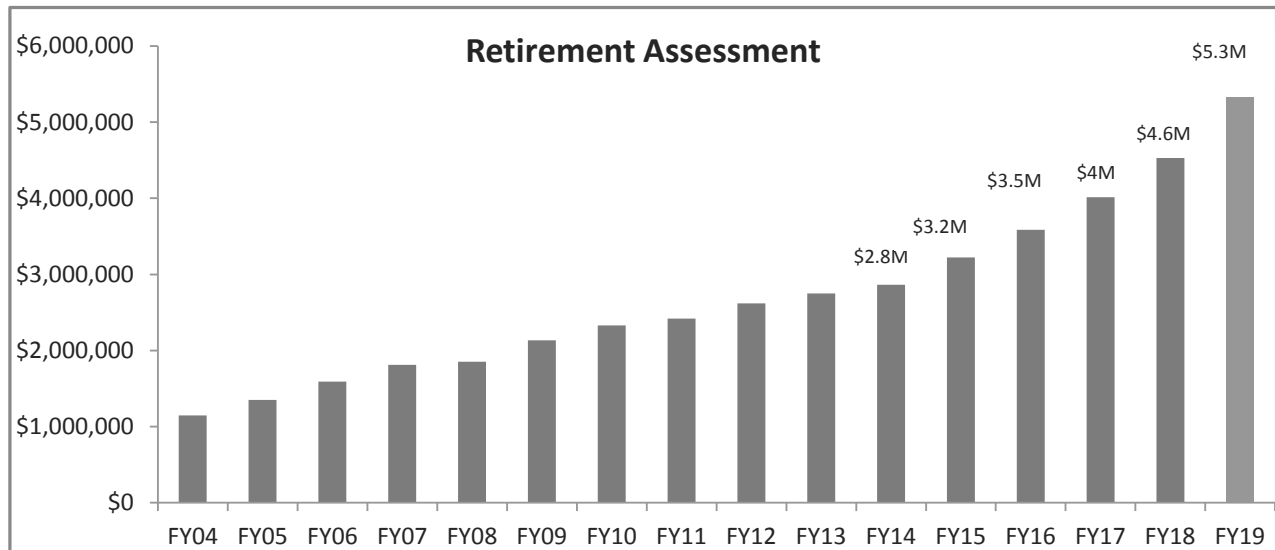
Teachers:

- All MA teachers are part of State Teachers' Retirement System (MTRB).
- Employees required to contribute 5 - 11% of weekly earnings, depending on hire date.
- State, not Westwood, pays an annual assessment (employers' share) for Westwood teachers to MTRB FY17 (\$9.3M), FY16 (\$6.78M), FY15 (\$4.4M).

Non teaching staff:

Westwood is part of Norfolk County Pension System:

- All non-teacher staff working 20 hours per week are required to join the system.
- Employees required to contribute 5 - 11% of weekly earnings, depending on hire date.
- Town is charged annual assessment, which is appropriated at Town Meeting.
- Norfolk County Pension System overseen by State Public Employee Retirement Commission.
- Pension System is required to be fully funded by 2031.
- The System is currently funded at 60%.
- Westwood is approximately 6% of overall Norfolk system.



- The Town is required to annually appropriate sufficient funds to cover the annual assessment of the Norfolk County Retirement System, which covers the ongoing cost, the unfunded pension liability for all current employees, and current administration costs.
- The annual assessment from Norfolk County includes an appropriation towards the unfunded liability, approximately 70% of the annual assessment is for the unfunded liability.

Long Range Financial Committee (LRFP)

Organization/Role/Responsibilities

- Established by Board of Selectmen in 2003
- Comprised of representatives from the following Boards and Committees:

Board of Selectmen	Tax Collector
School Committee	Town Treasurer
Board of Assessors	Town Administrator
Finance and Warrant Commission	Town Finance Director
Planning Board	School Superintendent
	Two at-large community representatives

Some of the long term issues that the LRFP considers include:

- Five year projections of revenue and expenditures
- Establishment and funding of reserve accounts
- Capital budgeting and planning policy
- Debt management
- Financial Policies
- Senior Tax Relief
- Protection of credit rating
- Health insurance/benefit costs
- Adherence to financial policies
- Impact – residential/commercial tax rates
- OPEB (post employment benefits other than pensions)

Some recent areas of review and revision:

- Financial Policies and current status.
- Review of debt schedules and ability of issuing new debt to replace debt drop off.
- McKinney-Vento School homeless issue and Town wide response.
- Use of University Station revenue.
- Future school facility needs study.
- OPEB – funding source within budgeting funds.
- Meals tax – set up of separate account and use.
- Review of senior tax relief options.
- Major capital projects

Westwood Financial Policies

- Westwood's *Financial Policies* were originally adopted in 2004 and were revised in 2014.
 - The Town of Westwood has an important responsibility to carefully account for public funds, to manage municipal finances wisely, and to plan and provide for the adequate funding of services desired by the public and as required by laws, rules, or regulations, including the provision and maintenance of public facilities and improvements. The Board of Selectmen has set forth the financial objectives and policies in the *Financial Policies* document intended to establish guidelines for the continued financial strength and stability of the Town of Westwood.
- The *Policies* can be viewed in the finance section of the Town's web site at: www.townhall.westwood.ma.us.
- The current status of the *Policies* can be seen on the following pages.

Financial Policies Status Update September 2017

	Target	Actual	Comments	Target Status	Comparison to Previous Year
B. 2. Operating Reserve Fund – shall be .5% of total general fund operating budget, net of debt service. Per new policy.	\$384,282 .5%	FY18 Budget \$400,000	Above target. This target was recently revised. \$400,000 is comfortable budget.	✓	Continued to Meet Target
B. 3. Free Cash – shall maintain at 4% of general fund operating budget, net of debt service.	\$3,074,258 4%	\$5,900,219 7%	Actual is at goal. Full amount <u>before</u> use of any free cash. This allows us to utilize standard free cash amount for FY18 budget and still meet target. FY17 unused \$1.9M which is below target.	X	Continued Improvement
D. 3. Reserve accounts – shall maintain at 8% of general fund operating revenues, net of debt service. Total reserve goals should be maintained at 4% in general fund and 4% in stabilization account.	Stabilization Target 4% \$3,286,515 Total 8% or \$6,573,030	Stabilization \$3,023,811 3.6% Total 10% or \$8,924,036	Stabilization approximately \$262K short of target. Total is over target. This would be <u>before</u> use of free cash. Allows for standard use of free cash, and then remain at target.	✓	Continued Improvement On Track With Target
D.4 Annual OPEB appropriation – the Town will appropriate no less than \$550,000 per year to the OPEB Liability Trust Fund.	\$550,000	FY18 budget \$1,390,000	FY18 budget includes \$1,390,000 May appropriation. Above minimum target and on track with required funding.	✓	Significant Improvement Target to be Revised
E. 4. General fund nonexempt debt service should not exceed 8% of net general fund revenues.	Not exceed 8% Or \$6,573,030	\$3,412,090 4.1%	Target is met. Non exempt debt service is at approximately ½ of maximum target.	✓	Continued Below Target
E. 4. Total General fund exempt and nonexempt debt should not exceed 10-12% of net general fund revenues.	Not exceed 12% Or \$9,859,545	\$6,366,141 7.7%	Target is met. Total debt is well below target.	✓	Continue to Meet Target
F. 5. Investment in capital stock – will maintain 3% of general fund operating budget, net of debt, on ongoing capital maintenance and replacement.	\$2,305,693 3%	\$1,734,000 2.2%	Actual is approximately \$571K short of target. Actual at 80% of target. Base capital has been increased incrementally from \$823K to \$1,734,000.	Not Met	Much Improved
G. 5. Maintain sewer retained earnings – will maintain 10% of sewer fund revenues.	\$506,786 10%	\$2,197,027 43%	Actual is well above target, due to new commercial funds to be used for capital maintenance of system.	✓	Well Above Target

Financial Policies Status Update September 2017

Other Policies	Comments	Target Status	Comparison to Previous Year
B.1. General Fund – Annual budget should be prepared covering operating expenditures with current operating revenue, not non-recurring revenue sources.	No Free Cash used for operating budget.	✓	Target has been met consistently
D.3. Reserves – Town will strive to make annual appropriation to the Stabilization Fund	\$100,000 appropriation to stabilization reserve at 2017 Annual Town Meeting, funded by free cash. Continued in FY18 budget plan. Current balance in stabilization account is \$3M	✓	Target has been met consistently
D.4. OPEB – Town will strive to move towards fully funding ARC (Annual Required Contribution).	\$1,390,000 appropriated to OPEB reserve at 2017 Annual Town Meeting, within budget funds. This is currently on target with required annual payment. OPEB trust account now has \$6.5M.	✓	Greatly Improved On Target with ARC from Current Valuation
F.2. Capital Planning – Town will develop a multi-year plan for capital improvements.	Produced 5-year Capital Improvement Plan document; will continue to improve document and produce on an annual basis.	✓	Same

Information about your Fiscal Year 2018 Real Estate Tax Bill

This insert is intended to provide you with some information about your enclosed tax bill. The following questions are most commonly asked by residents about their tax bills.

Did overall property value in Westwood change from FY17 to FY18?

Yes. The value of all real estate in Town increased by 1.03%, with residential value increasing .68% and commercial value increasing 3.04%.

Did my individual home value change?

Yes. Approximately 99% of the residential homes in Town had a change in value for FY18. Values are required to be updated annually to reflect market conditions and sales activity. As always, values also change due to home renovation or improvements.

Approximately 60% of homes had a value increase in the range of 0% to 4%, with the median home value increasing to \$604,000. Approximately 20% of homes experienced a decrease in value from 0% to 2%.

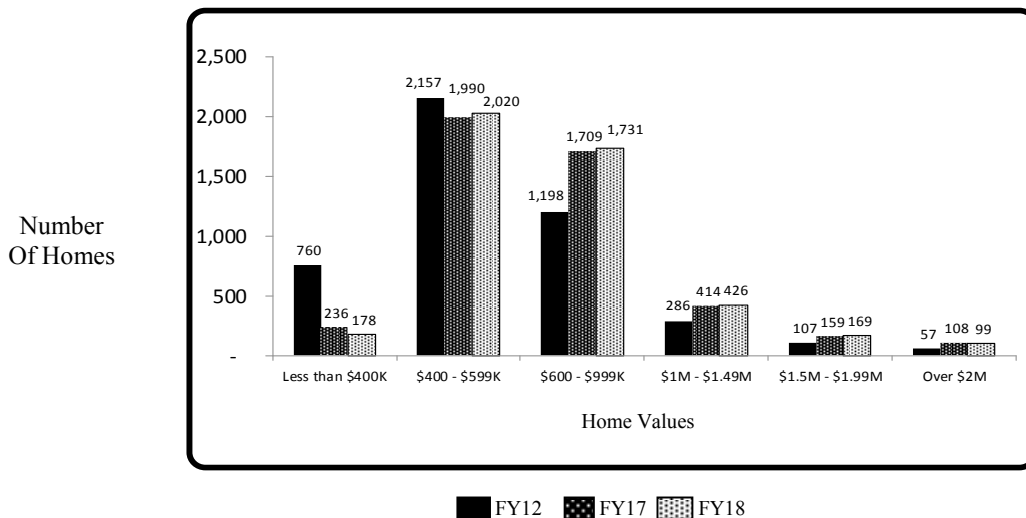
A report listing all home values for FY17 and FY18 can be found on the Town's web site at www.townhall.westwood.ma.us. From the Home page, select "Residents". Click the link for "Tax Rates and Property Assessments". It is important to remember that state tax law dictates that your FY18 tax bill is based on the assessed value of your home as of **January 1, 2017** based on home sales that occurred during calendar year **2016**.

If you notice any data errors when viewing the on-line Assessors' database, please contact the Assessors' Office. The Board of Assessors is committed to ensuring that each property is fairly and accurately assessed.

What is the range of home values in Westwood?

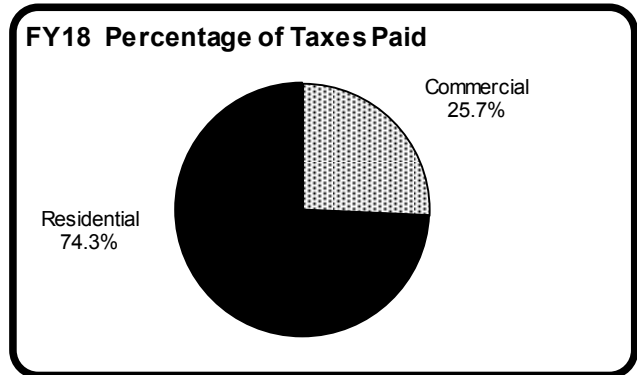
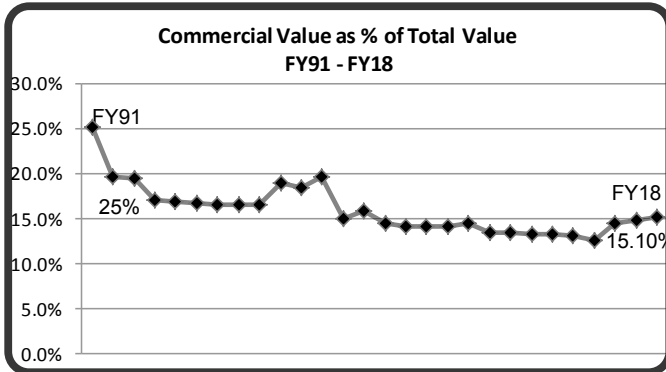
Range of Residential Property Values

Home Values by Category
FY12 – FY18



Did commercial property increase in value for FY18?

Yes. The total commercial property saw an overall increase in value of approximately \$19.1 million or 3%. It is important to remember that state tax law looks at the value of new construction as of June 30, 2017. The majority of new commercial growth in FY18 came from non-University Station expansion, including development along Route 1. Any recent University Station construction that has occurred since June 30, 2017, such as completion of the new hotel and restaurant, will be included in the FY19 valuation.



In FY18, commercial properties are 15% of the Town's total value, but will pay 25.7% of total taxes.

Does the commercial property pay a higher tax rate than residential?

Yes. The Town has a split tax rate, charging commercial property a higher rate than residential. The Board of Selectmen, in consultation with the Board of Assessors, voted to keep the FY18 shift factor, which sets the different rates, at the current 1.70.

In FY18, commercial property, while only representing 15% of the Town's value, will pay 25.7% of the total taxes, a slight increase from 25.2% in FY17.

Does the higher commercial rate help my residential tax bill?

Yes. Without this higher commercial split rate, the average tax bill would increase an additional 14% or \$1,300. This is a significant savings to the average residential tax bill.

What is the change in real estate tax rates for FY18?

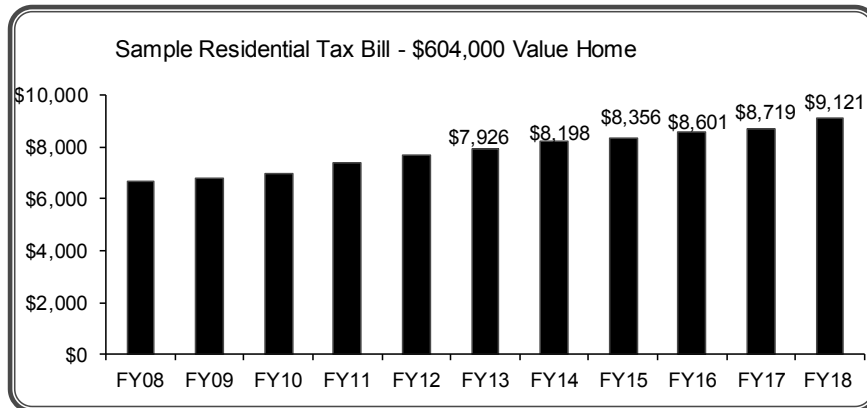
The FY18 tax rates per \$1,000 of valuation are as follows:

Tax Rate	FY17	FY18	Rate Increase FY17 to FY18	% Change in Rate FY17 to FY18
Residential	\$14.57	\$15.09	+\$0.52	+3.6%
Commercial	\$28.20	\$29.30	+\$1.10	+3.9%

What happened to my individual tax bill?

The tax rate on your bill is based upon the value of the residential and commercial property in the Town and the amount of money that was voted to be spent at the May 2017 Town Meeting. It also includes debt currently approved outside of Proposition 2 ½. This tax rate is then multiplied by the value of your house to arrive at your new tax amount.

Proposition 2 ½ places limits on the total amount of taxes that can be raised by a city or town. It does not apply to an individual tax bill. While the total taxes collected by the Town including new growth increased by 4.9%, each individual tax bill is determined by the change in the tax rate and the change in valuation for that particular parcel.



This sample home has a tax increase of \$402, or 4.6% from FY17 to FY18 and has a 1% increase in assessed value from FY17 to FY18.

Sampling of Individual Home Values/Tax Bills

Home Value			Tax Bill		
FY17	FY18	% Change	FY17	FY18	% Change
\$2,553,450	\$2,516,450	-1.4%	\$37,203	\$37,973	2.1%
\$1,200,000	\$1,175,000	-2.1%	\$17,484	\$17,745	1.5%
\$988,950	\$950,850	-3.9%	\$14,409	\$14,348	-0.4%
\$710,350	\$714,900	0.6%	\$10,350	\$10,788	4.2%
\$598,431	\$604,000	0.9%	\$8,719	\$9,121	4.6%
\$523,600	\$522,950	-0.1%	\$7,629	\$7,891	3.4%
\$488,950	\$506,100	3.5%	\$7,124	\$7,637	7.2%

What debt outside Proposition 2 ½ is included in this bill?

There are two components to the total taxes collected by the Town: 1) the general tax levy, and 2) the exempt debt, which is the principal and interest costs for the debt approved outside the limits of Proposition 2 ½.

The FY18 tax levy includes principal and interest payments that the Town will be making for the Proposition 2 ½ debt exclusion projects listed below. All other debt projects approved outside of Proposition 2 ½ have been completed, meaning the bond has been fully repaid and the cost removed from the tax levy.

Project/Bond Issued	Fiscal Year Debt Will Be Completed	FY18 Debt Payments	Net Amount of Debt in FY18 Levy
High School Construction - \$39.2 million	2023	15 th of 20	\$828,240
Library Construction - \$9.3 million	2031	7 th of 20	\$695,450

All other Town debt is being funded within Proposition 2 ½.

Were Steps Taken to Address Residential Tax Relief?

Yes. The Board of Selectmen proposed and Town Meeting approved several measures to continue efforts to try to mitigate the increase in the residential tax bill. These measures include:

- Striving to keep all operating and capital budgets within Proposition 2 ½.
- Not utilizing the entire available tax levy (approximately \$1.1 million) permitted by state law for FY18. This continues a tax relief measure as done in the previous year.
- Appropriating \$500K from free cash to directly reduce the tax rate.
- Maintaining beneficial commercial/residential split tax rate.