

TOWN OF WESTWOOD FINANCE COMMISSION



2010 ANNUAL REPORT WARRANT AND RECOMMENDATIONS FOR THE ANNUAL TOWN MEETING



Town Hall



The Village



First Parish Church



Washington Street

ANNUAL TOWN MEETING MAY 3, 2010 HIGH SCHOOL GYMNASIUM

PLEASE BRING THIS REPORT TO TOWN MEETING FOR REFERENCE.

THE ISSUES.....
2010 ANNUAL TOWN MEETING
SUMMARY OF WARRANT ARTICLES

Article No.	Article Description	Page No.	Finance Commission Vote
1.	Supplemental appropriations FY10	21	Favor
2.	Supplemental appropriations FY10	21	Favor
3.	Unpaid prior year's bills	22	See Article
4.	FY11 Town salary and expense budgets (Appendix "D" – Page 71)	22	Favor
5.	Appropriation (\$417,000) – Municipal capital improvements	23	Favor
6.	Appropriation (\$406,000) – School capital improvements	24	Favor
7.	Appropriation (\$245,000) – Sewer capital improvements	24	Favor
8.	Road improvement	25	Favor
9.	Participate in Infrastructure Improvement Investment (I-Cubed) funding program for the first phase of Westwood Station infrastructure improvements	26	See Article
10.	Amend Zoning Bylaw – Mixed Use Overlay District (MUOD) – Related to Area Master Plan	27	See Article
11.	Amend Zoning Bylaw – Mixed Use Overlay District (MUOD) – Planning Board and Administrative Authority	29	See Article
12.	Westwood Station miscellaneous	29	See Article
13.	Westwood Station miscellaneous	30	See Article
14.	Accept MGL Chapter 53 Section 9a which would separate the last day that nomination papers can be pulled for the local Town election from the date that they are to be submitted for certification	30	Favor
15.	Modify the Town Bylaws, primarily to update the Bylaws to current standards	31	Favor
16.	Amend General Bylaw - Change the dog licensing period to a calendar year beginning in January, 2011	33	Favor



Please Note

At the time of printing this booklet, all necessary article information was not available on warrant article Nos. 9 – 13. The Finance Commission will vote their recommendation(s) on these articles at their public hearing on April 26, 2010. The public hearing will be held at 7:30 P.M. in the High School Little Theatre.

In addition, the Planning Board has requested the Finance Commission reconsider its vote on a reduced article No. 19. The Finance Commission will consider this request at the April 26 public hearing.

On April 29, the Finance Commission's recommendations and comments on these articles will be posted on the Town's web site at: www.townhall.westwood.ma.us and will be available at Town Hall.

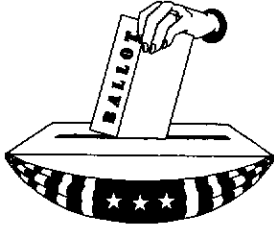
This information will also be provided at Town Meeting on May 3.

**THE ISSUES.....CONTINUED
2010 ANNUAL TOWN MEETING
SUMMARY OF WARRANT ARTICLES**

Article No.	Article Description	Page No.	Finance Commission Vote
17.	Accept Massachusetts General Laws, Chapter 60A, Section 1, as amended by St. 2008, c182, section 16 and section 117; the motor vehicle excise imposed by this chapter shall not apply to a motor vehicle owned and registered by a resident who is in active and full-time military service	33	Favor
18.	Petition article - Amend Home Rule Petition adopted as Article 1 of the Special Town Meeting held on October 21, 2008 which would allow for an alcohol license to be given to a food store that exists as a legal commercial use regardless of the underlying zoning	33	Favor
19.	Amend Zoning Bylaw - Removal of the entirety of Section 8.3 [Flexible Development], Section 8.4 [Fifty Percent Density Bonus], and Section 8.5 [Major Residential Development] and replacement with a new Open Space Residential Development (OSRD) section	34	See Article
20.	Amend Zoning Bylaw - Amendments to Section 6.1 [Off-street Parking] to revise parking lot landscape requirements	47	Favor
21.	Amend Zoning Bylaw - Amendments to Section 6.1 [Off-Street Parking] to revise minimum parking requirements	51	Favor
22.	Amend Zoning Bylaw - Various housekeeping amendments to correct errors, inconsistencies and oversights within the Zoning Bylaw	53	Favor
23.	Amend Zoning Bylaw - Adoption of revised Official Zoning Map, including corrections of identified errors and clear district designation of town-owned parcels	53	Favor
24.	Amend Zoning Bylaw - Amendments to Section 2.0 [Definitions], Section 4.1 [Principal Uses], Section 4.3 [Accessory Uses], and Section 6.1 [Off-street Parking] to designate separate categories for restaurants, fast order food establishments, coffee shops, ice cream parlors and retail take-out counters	54	Favor

Warrant Begins on Page 20.

The Town of Westwood accommodates the needs of all physically challenged or disabled people by reasonable means in accordance with the Americans with Disabilities Act. Please contact the Finance Commission office at (781)320-1029 to make your request known.



Westwood's Town Election
Tuesday, April 27, 2010
Polls Open From 7:00 A.M. to 8:00 P.M.

Precinct One - Senior Center
Precinct Two - William E. Sheehan School
Precinct Three - Paul R. Hanlon School
Precinct Four - Downey School

Vote on the following persons and on the following question:

ONE ASSESSOR FOR THREE YEARS
TWO LIBRARY TRUSTEES FOR THREE YEARS
ONE MODERATOR FOR ONE YEAR
TWO PLANNING BOARD MEMBERS FOR THREE YEARS
ONE PLANNING BOARD MEMBER FOR ONE YEAR (to fill a vacancy)
TWO SCHOOL COMMITTEE MEMBERS FOR THREE YEARS
ONE SELECTMAN FOR THREE YEARS
ONE SEWER COMMISSIONER FOR THREE YEARS
ONE HOUSING AUTHORITY MEMBER FOR FIVE YEARS
ONE TOWN CLERK FOR THREE YEARS

QUESTION:

Shall the Town of Westwood be allowed to exempt from the provisions of Proposition two and one-half, so-called, the amounts required to pay the principal of and interest on the \$9,300,000 bond issued in order to construct and equip a new Westwood Public Library, and for the payment of all other costs necessary and incidental thereto?

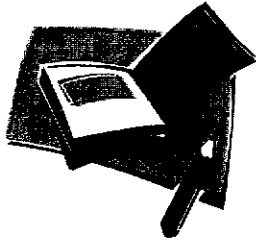


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The Official Town Seal

Did You Know?

At Town Meeting June 30, 1899 it was voted to procure a Town Seal. A local artist suggested the Town Pound be the central feature, and this the Town adopted. The First official use of this Seal was on the 1902 Town Report.

The huge oak tree which stood in the middle of the Town Pound and is the central portion of the seal design was destroyed in the 1938 hurricane.

Finance Commission Membership

Terms Expiring in 2010

Maria Costantini
Peter Frodigh
John Grogan
Lynne Liebrock
Kevin McManus

Terms Expiring in 2011

Charles Bean
Craig Foscaldo
Russell Lavoie
Mary Masi-Phelps
Raymond Sleight

Terms Expiring in 2012

George Hertz
Marianne LeBlanc
Michael O'Hara
Robert Uek
Richard Wade

Sheila E. Nee, Administrator

Appointments to the Finance Commission are made by the Town Moderator.



WESTWOOD FINANCE COMMISSION
A MESSAGE TO RESIDENTS
FROM CHAIRMAN MARY MASI-PHELPS

Dear Resident,

For the second consecutive year, Westwood has gone through a challenging budget process reflective of the economic times. Revenue sources have been adversely affected by State budget cuts and reductions in certain Federal reimbursements, leading to reductions in several categories of revenue that augment local property taxes. It is the opinion of the Finance Commission that the Town of Westwood has presented a fiscally responsible budget that generally keeps intact the basic services provided by the Town and schools, but is at a “tipping point.” Without additional revenues after the coming year, measurable and noticeable cuts will be necessary in town and school services.

In light of these challenges, it is the opinion of the Finance Commission that the Town of Westwood continues to be effectively and efficiently managed. Were it not for the Town’s prudent financial management practices, Westwood would be far worse off as we head into fiscal year 2011. After careful review and discussion, the Finance Commission unanimously approved and recommended the municipal and school budgets presented here.

While careful financial management practices have enabled the Town to craft a balanced budget for the coming year without major cuts in services, this will not be possible for Fiscal Year 2012 without an increase in revenue. Also, there exist longer term issues that have been deferred but must eventually be addressed by the Town, including under-funded capital budgets, insufficient stabilization funds, and post-employment benefit liability.

Why town and school services are being eroded

Westwood’s principal source of revenue is property taxes, which are limited to a 2 ½% increase per year. In FY11, this increase from property taxes has been offset by a \$615,000 decline in Westwood Station payments and a 6.2% increase in “fixed costs” (health insurance, benefits and pensions cost for Town employees). Therefore, the Selectmen have specified a 0% budget increase for all departments, or what is sometimes referred to as “level funding” of the operating budgets.

As in FY10, the Selectmen have recommended that there be no cost of living increase for municipal or school employees in FY11. Even under a scenario of 0% cost of living increases, however, salary step increases (based on years of service and increased qualification factors) are contractually mandated. Thus, other cuts are required in order to achieve an overall 0% budget increase. In other words, a level-funded budget is not the same as a “level services” budget, and this may prevent some departments from offering the same services as last year. The Education and Municipal Subcommittee Reports on the following pages provide information on how different departments have achieved a 0% budget increase and what sort of erosion in service residents may begin to notice this year.

The Town has long been seeking to provide financial stability through measures to increase commercial property revenue growth. While this effort includes the redevelopment of the University Avenue Business Park, the economic climate and lack of credit from financial institutions have contributed to ongoing delays in the construction of Westwood Station. Although recent developments noted below

give us hope that construction may commence later this year, the Town cannot yet rely on revenue from the project. Accordingly, the Finance Commission anticipates that the budgeting process next year will be extremely difficult and it will be virtually impossible to sustain services in another year without growth in revenues. As a result, it is likely that an operational override will be considered and eventually proposed to voters. Voters should be aware that difficult choices will need to be made if there is no growth in revenues.

Westwood Station and “I-Cubed”

The Finance Commission has monitored and studied the Westwood Station project for several years as the Town has considered various zoning amendments and other proposals to facilitate redevelopment of the University Avenue Business Park. Since the earliest days of the project, we have known that the developer intended to seek assistance with the funding and planning for important infrastructure adjacent to the project, most notably the abutting highways and access roads. In January 2010, the developer received notification of the Commonwealth’s intention to fund key elements of the infrastructure necessary to the project. One of several requirements for this \$55 million commitment is for the developer to apply to the Commonwealth to issue \$6.0 million of bonds under the so-called “I-Cubed” financing program described in the letter of the Board of Selectmen on page 26 of this report.

At the time of printing this booklet, the Selectmen have reserved space in the Annual Town Meeting Warrant for the Town to consider an I-Cubed proposal as well as other Westwood Station issues that require Town Meeting approval. The Finance Commission has studied the I-Cubed legislation and intends to review any I-Cubed proposal and accompanying risk to the Town in the context of the larger Westwood Station project and the totality of the Town's financial needs. We look forward to engaging in public discussion of these issues at our Finance Commission Public Hearing on April 26 and again at Town Meeting on May 3, 2010. As always, we appreciate the input and feedback of residents as we consider this complex issue.

In conclusion, the Finance Commission would like to acknowledge the dedicated staff in Westwood’s municipal and school departments. We are lucky to have them. We appreciate Pam Dukeman, Finance Director, Mike Jaillet, Town Administrator, John Antonucci, Superintendent of Schools, Tom McCusker, Town Counsel, Dottie Powers, Town Clerk, and the many department heads and staff who are always available to us and willing to answer our many questions. We thank the Town Moderator, Anthony Antonellis, for his support and encouragement. We acknowledge the ongoing work of the Government Study Task Force to evaluate and evolve the Westwood Town Charter. I would like to extend a special thanks to FinCom members for their support and many hours of work through the year. We are all grateful to Sheila Nee, FinCom Administrator, for her unfailing professionalism and dedication to the FinCom and to the residents of Westwood.

Sincerely,
Mary Masi-Phelps, Chairman

About the Finance Commission

The Westwood Finance Commission (“FinCom”) is a fifteen member volunteer board appointed by the Town Moderator and charged with conducting a thorough review of all of the Town’s finances, including school and municipal government budgets, outstanding debt and any proposed future borrowings. In addition, the FinCom reviews and publishes an opinion on each of the warrant articles presented to Town Meeting. The FinCom’s findings relevant to the upcoming May 3 Annual Town Meeting are included in this report.

Introductory Note

By a unanimous vote of those present, the Finance Commission supports the Board of Selectmen’s recommended School Department operating budget of \$32,488,686 for FY11. This amount maintains the School Department operating budget at the same level as FY10 (0% increase).

The Education Subcommittee has studied the Superintendent’s proposed budget, reviewed comparable spending data from peer towns, and met with the Superintendent and School Committee representatives. We make the following report with the understanding that the School Committee has yet to hold budget deliberations or vote on the Superintendent’s budget. The Finance Commission will monitor this situation and if warranted may make further recommendations at Town Meeting.

School Spending Overview

The Superintendent’s proposed fiscal year 2011 (FY11) Operational Budget Request is \$32,488,686. In addition to the Total Operational Budget Request to be funded by the Town, approximately \$3.36M or 9% of school operating expenses (Total Operational Spending in the table below) is funded by budget offsets including grants, fees, and state and federal reimbursements. These outside funding sources offset expenses and thereby lower the budget amount to be funded by local taxes. Put another way, without these sources of funding, the budget request would need to be \$35.8M rather than \$32.5M. Offsets are discussed in more detail in the sections on Special Education and User Fees.

	FY10	FY11	\$ Increase	% Increase
Salary Request	\$25,554,645	\$26,037,631	\$482,986	1.93%
Non-Salary Request	\$6,934,041	\$6,451,055	-\$482,986	-6.43%
Total Budget Request	\$32,488,686	\$32,488,686	\$0	0.00%
Offsets	\$3,659,455	\$3,359,813	-\$299,642	-8.13%
Total Operational Spending	\$36,148,141	\$35,848,499	-\$299,642	-0.83%

The proposed budget does not address all needs identified by the School Department, and it incorporates a combination of personnel reductions, increased kindergarten fees, and reductions in supplies, professional development, utilities, and other non-salary areas in order to achieve a 0% increase. Though the FY11 budget request is equal to last year’s request, increases in contractual salary obligations and reductions in budget offsets required cutting other budget categories. The reduction in the Special Education Tuition account of over \$300,000 helped significantly in limiting the amount of cuts necessary. Categories “cut” in the budget include the reduction of 5.65 full time equivalents across all schools, the increase of the kindergarten fee from \$1,200 to \$1,800, and the reduction of district wide special education costs specifically the NECC Partnership Program and Special Education Transportation.

EDUCATION SUBCOMMITTEE REPORT (CONTINUED)

The following charts summarize the budget gaps and how they will be filled:

Budget Drivers	Increase over FY'10
1. Salary increases for existing employees (contractual obligations)	\$ 658,896
3. Reduction to Special Education Tuition Accounts	\$ (334,737)
2. Reduction to non-local revenue (budget offsets)	\$ 419,642
4. Miscellaneous non-salary increases	\$ 12,900
Subtotal: Level Services Budget	\$ 756,701

Major "Cut" Category	Total Budget Cut
C1: Reduction of Personnel: 5.65 FTE	329,850
C2: Supplies, Equipment, Materials (PK-12)	70,998
C3: District-Wide Special Education	187,853
C4: Curriculum/Professional Development	21,500
C5: Utilities: Telephone Services	26,500
C6: Increase Full-Day Kindergarten Fee to \$1,800 from \$1,200	120,000
Total	756,701

The budget does not provide specific contingencies for unexpected increases in critical budget areas such as special education costs; however, it includes a number of non-salary expenses such as technology equipment (in addition to technology equipment included in the School Department's Capital Budget) that could potentially be postponed or foregone to sustain services if cuts were necessary.

In addition to the School Operating Budget, the following school-related expenses are incorporated elsewhere in the Town's budget articles:

- School Capital Budget
- School employee benefits (Town Fixed Cost Budget)
- Energy reserve (offset specified in separate Town Fixed Cost Budget line item)
- Blue Hill Regional assessment (separate budget line item)
- Crossing guards (separate budget line item)
- School field maintenance (included in DPW Budget)

Salaries

Salaries make up 80% of the operating budget, and salary increases are the schools' single biggest cost driver. The Superintendent's proposed budget includes no cost of living (COLA) increases for

EDUCATION SUBCOMMITTEE REPORT (CONTINUED)

FY11. This is the second year in a row that no cost of living has been offered to the staff. The increase to the Salary Request is due only to contractual obligations.

	FY10	Proposed FY11	\$ Increase Over FY10	% Increase Over FY10
Salary Request	\$25,554,645	\$26,037,630	\$482,985	1.89%

In FY10 a one-year teachers' contract was negotiated, and at the time of this report, the School Department is engaging again in collective bargaining talks.

In specifying a 0% budget increase for all Town departments, the Board of Selectmen has recommended that there be no cost of living increase for Municipal or School employees. Even under a scenario of 0% cost of living increases, salary step increases are contractually mandated and would necessitate additional non-salary cuts in order to achieve an overall 0% budget increase.

Special Education (SPED)

Special Education (SPED) represents approximately 23% of the operating budget request. An additional \$1.7M, or 22% of all SPED costs, are funded through outside funding sources, including approximately \$840,000 from the Massachusetts Circuit Breaker funding mechanism, \$740,000 in federal grant money, and \$100,000 in Medicaid reimbursements for eligible services.

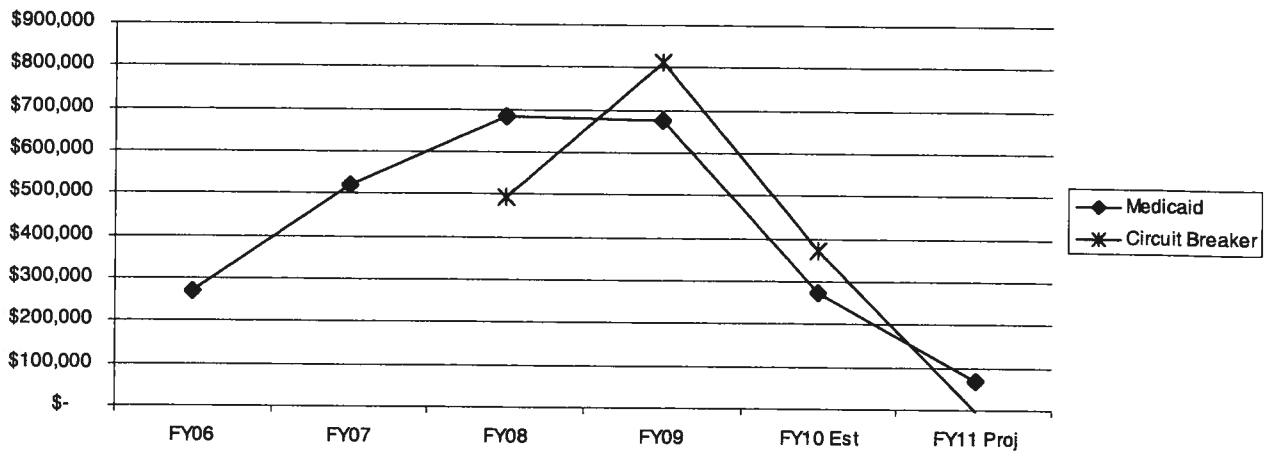
	FY10	FY11	\$ Change Over FY10	% Change Over FY10
Out of district Tuition	\$1,458,699	\$1,208,699	-\$250,000	-17.14%
SPED Transportation	\$670,810	\$634,031	-\$36,779	-5.48%
Other SPED	\$5,699,575	\$5,773,414	\$73,839	1.30%
Total SPED Budget	\$7,829,084	\$7,616,144	-\$212,940	-2.72%
SPED Offsets	\$2,170,603	\$1,681,927	-\$488,676	-22.51%
Total SPED Spending	\$9,999,687	\$9,298,071	-\$701,616	-7.02%

Spending for SPED includes out-of-district tuition and transportation, as well salaries and other costs for providing Special Education services to students who are integrated into the local school system. Under Massachusetts State Law, towns must bear the cost of providing the educational needs for all students identified as requiring special education. The budget request reflects currently known needs, and any changes in SPED student population could have a significant impact.

We commend the School Department's ongoing efforts to manage SPED costs while providing a high level of service to students, by making more services available within the system, instituting early intervention, screening and monitoring programs, finding efficiencies in transportation and other services, and diligently pursuing grants and federal reimbursements for expenses.

As we look beyond FY11, we are extremely concerned about the viability of certain of these reimbursements (offsets) for funding. Circuit Breaker reimbursements are subject to Massachusetts Legislative funding, which is of concern given the current State budget crisis. Recent changes to Medicaid reimbursement regulations have already dramatically lowered reimbursement levels. The School Department has been maintaining these offsets by tapping into revolving account balances that have accumulated as a result of conservative budgeting in past years but depletion of these balances over the last few years will eliminate the ability to tap into these funds. Because SPED costs are largely determined by documented student needs in accordance with state and federal mandates, any reduction in these offsets will need to be made up through other revenue sources or reductions in other parts of the budget.

Circuit Breaker, Medicaid Account Balances

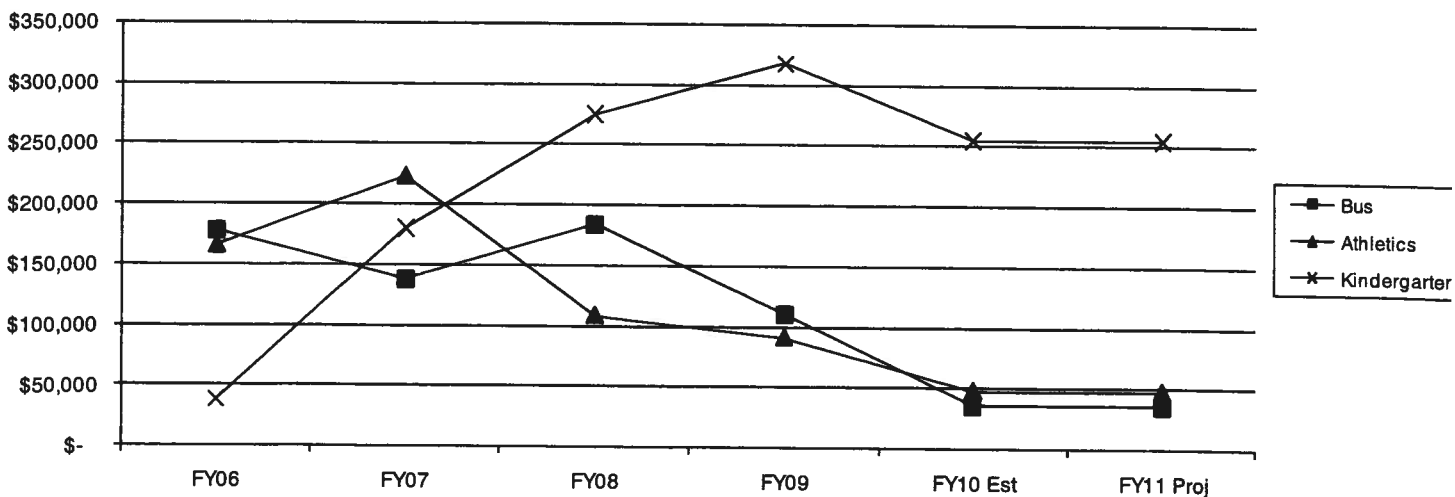


User Fees

The School Department collects user fees for transportation, athletics, and full day Kindergarten. Although the FY08 budget significantly reduced fees (and eliminated some smaller fees), school families still pay approximately \$900,000 in fees, and we remain concerned about the societal consequences of relying on significant fees in a public school system. Fees have increasingly supplemented the school budgets in many school systems across Massachusetts. However, a public school system should offer equal opportunities and services for all students. As fees become material to family income, especially during the current economic crisis, some students may choose not to participate in activities for economic reasons.

For FY11, the School Department is recommending raising the fee for full-day kindergarten from \$1,200 per student to \$1,800. The additional fees will generate \$120,000. Analysis performed by the School Department of neighboring towns revealed that Westwood's fee was far below the market rate. Details of this analysis can be found in the Superintendent's Executive Summary. We continue our concern about the budgetary uncertainty that results from reliance on projected participation in optional programs. The usage of revolving account balances to offset the costs of athletics and bus transportation is no longer feasible going forward due to the limited balances in these accounts. Because of this, the School Department can only spend what they bring in for these accounts.

Fee-Based Revolving Account Balances



Impact of State Aid

Historically, Westwood has received a relatively low level of operational state aid compared to similar communities (see Appendix A). Beginning in FY08, Westwood benefited from a change in the formula used to calculate the amount of aid given to school districts. Given the current state fiscal crisis, FY11 Chapter 70 aid remains uncertain, and although the Governor has placed a high priority on funding Chapter 70 aid, the Finance Commission cautions that we must be prepared for possible reductions if there is further deterioration in tax revenue at the State level.

Class Size

Class sizes are determined by three factors: teaching models, space availability, and teaching positions.

With Westwood's five small neighborhood schools (250-375 students per school), K-5 model and the cyclical nature of enrollment changes, it can be difficult to balance class sizes across all of the elementary schools. Due to limitations of budget as well as available classrooms, class size cannot always be addressed directly with additional teaching positions. We commend the School Department for its efforts to mitigate high class sizes by utilizing literacy paraprofessionals where appropriate and implementing a multi-grade K-1 classroom at the Downey School.

The Finance Commission recognizes that having five small elementary schools presents an extra challenge when compared to peer towns with fewer, larger schools for similar levels of enrollment (400-600 students per school). We also note that some peer towns have achieved more even class sizes by adopting alternatives to the K-5 model and/or implementing multi-grade classrooms in various elementary grades.

In addition to the class size challenges in grades K-5, a shifting of enrollment pressures from the elementary level to the middle school (and eventually high school) is increasing class size pressures in the higher grades. Enrollment is projected to remain high at the middle and high schools for eight to 10 years. We continue to urge that the School Committee study resource allocation as well as the pros and cons of other educational models as potential ways to maintain acceptable and balanced class sizes within budgetary constraints.

Capital Investment

The School Department's FY11 capital budget request is \$406,000. This compares with \$406,000 in FY10:

	FY10	FY11	\$ Increase Over FY10	% Increase Over FY10
Technology	\$199,600	\$308,000	\$108,400	54.3%
FF&E	\$0	\$0	\$0	0.0%
HVAC	\$18,000	\$18,000	\$0	0.0%
Copiers	\$80,000	\$80,000	\$0	0.0%
Vehicles	\$30,000	\$0	-\$30,000	-100.0%
Hanon Modulars	\$78,400	\$0	-\$78,400	-100.0%
Total Offsets	\$406,000	\$406,000	\$0	0.0%

We commend the School Department's commitment to technology for FY11. Technology usage over the last few years has transformed the way our students are taught and learn.

The copier budget request provides for the copying of instructional materials as a cost-effective alternative to certain textbooks and work books.

EDUCATION SUBCOMMITTEE REPORT (CONTINUED)

Budget Warning Flags and Sustainability of Services

We are hopeful that our economic environment will improve, however, limited growth in local tax revenue, delays in anticipated revenue from Westwood Station, and annual increases in salaries and other costs continue to contribute to a structural deficit. Coupled with the prospect of possible State aid cuts and dwindling sources of outside revenue such as Medicaid reimbursements, this structural deficit could necessitate significant budget cuts for FY12. We strongly urge the School Committee to begin now to study the potential shortfalls and discuss possible courses of action to preserve service levels beyond FY11.

Peer Group Comparison

We believe that it is important to gauge how efficiently and wisely our school dollars are spent. One measure is how our schools compare to our peers. We continue this year to use several metrics from the Massachusetts Department of Elementary and Secondary Education (Mass DOE) to compare our school system to peers and statewide averages. The peer group was chosen based on MCAS scores, geographic proximity and socio-economic similarity to Westwood.

The table below shows how Westwood compares to peers over a 6-year period for several key metrics. Westwood is neither first nor last in any of the metrics studied.

6-Year Average	Cum CPI	Enrollment	Per Pupil \$	Ch. 70 Aid	Ch.70/Pupl
MEDFIELD (K-1/2-3/4-5)	1 195.4	3,065	1 \$9,254	2 \$4,870,260	\$1,589
WINCHESTER (K-5)	5 193.4	3,925	2 \$10,716	5 \$3,645,063	\$929
NEEDHAM (K-5)	4 193.7	5,024	3 \$11,226	3 \$4,422,316	\$880
WELLESLEY (K-5)	2 194.1	4,615	4 \$11,664	4 \$3,973,523	\$861
WAYLAND (K-5)	3 193.8	2,916	5 \$11,903	6 \$2,685,330	\$921
WESTWOOD (K-5)	6 193.2	2,973	6 \$12,101	7 \$2,605,005	\$876
LEXINGTON (K-5)	7 192.6	6,423	7 \$12,584	1 \$5,837,746	\$909
BEDFORD (K-2/3-5)	8 187.2	2,381	8 \$13,452	8 \$2,308,436	\$969

Westwood ranks in the middle of the group in MCAS scores studied. Cumulative MCAS CPI shown above is the combined Math and English Language Arts Grade 10 Composite Performance Index, calculated from a 100-point scale used by the Mass DOE to measure district performance and year to year progress on the MCAS tests. The 6-year average reflects the performance across 6 different groups of 10th grade students.

Westwood's per-pupil spending is 6th (3rd highest) in the group. The period studied reflects spending both before and after the Proposition 2 ½ override passed in 2007. When comparing among towns, it is important to note that per-pupil spending reflects a complex set of factors. For example, Medfield and Wayland each have 5 school buildings (3 relatively large elementary schools), whereas Westwood has 7 school buildings (5 relatively small elementary schools) for a similarly sized student population. This introduces inefficiencies in Westwood's spending model that are not easily addressed by yearly budget choices.

Westwood is 7th in Chapter 70 aid received per pupil, with a per pupil amount less than 2/3 that of the highest town in the peer group. The change in Chapter 70 allocation introduced in FY08 has begun to reduce this imbalance, and may provide ongoing relief for Westwood, subject to funding in future state budgets. Note that Ch 70 Aid has no bearing on per pupil expenditures, but is provided to indicate the relative burden of school costs that is alleviated by State aid among the eight peer towns.

Summary and Conclusion

The Finance Commission supports the Board of Selectmen's recommended School Department operating budget of \$32,488,686 for FY11 (0% increase over FY10).

The public school system is a critical component of the Westwood community. The citizens of Westwood have historically invested considerably in their schools and have been rewarded with one of the top school systems in the Commonwealth. This year more than ever, the budget must represent careful choices made to continue Westwood's tradition of excellence by preserving core educational services within the budgetary constraints imposed by Proposition 2 ½ and historically challenging economic conditions. To maintain this tradition of excellence in a sustainable way under on-going constraints, it is more important than ever for the town, schools, and residents to begin a dialogue on what Westwood wants and expects, and how to best fund these needs on an annual basis.

On behalf of the Finance Commission, the Education Subcommittee would like to express our gratitude to Superintendent John Antonucci, Director of Business & Finance Heath Petracca, Finance Director Pam Dukeman, Finance Commission Administrator Sheila Nee, and the members of the School Committee for their cooperation, assistance and availability during the budget review process. We recognize that all department heads and town leaders are working aggressively to address Westwood's ongoing financial challenges. We urge the citizens of our town to be actively involved in this process so that they may collectively determine Westwood's priorities.

EDUCATION SUBCOMMITTEE REPORT (CONTINUED)

APPENDIX A – Peer Trend Analysis

	District	MCAS Gr4	MCAS Gr10	Comb CPI	Enrollment	Per Pupil \$	% Students	Teacher Pupil Ratio	Ch. 70 Aid
1	MEDFIELD (K-1/2-3/4-5)	93/85.4	97.7/96.6	194.3	3,030	\$6,751.00	24.41%	13.4:1	\$3,701,551
2	WAYLAND (K-5)	92.7/87.5	94.1/94	188.1	2,985	\$6,761.00	22.63%	14.7:1	\$2,290,575
3	LEXINGTON (K-5)	93.5/89.2	95.4/92.1	187.5	7,079	\$8,797.00	23.11%	12.5:1	\$4,895,754
3	NEEDHAM (K-5)	92.8/88.7	95.9/94.5	190.4	4,716	\$9,004.00	16.19%	12.9:1	\$3,603,998
5	WESTWOOD (K-5)	93.9/88.2	97/94	191.0	2,766	\$9,747.00	19.60%	12.6:1	\$2,108,502
6	WELLESLEY (K-5)	95.2/89.9	95.2/95.2	190.4	4,229	\$9,802.00	15.91%	13.1:1	\$2,949,947
7	WINCHESTER (K-5)	96.8/94.9	96.3/92.9	189.2	3,608	\$9,944.00	17.03%	13.5:1	2,953,621
8	BEDFORD (K-2/3-5)	93.2/88.3	92.1/90.5	182.6	2,279	\$10,748.00	18.11%	11.9:1	\$1,935,588
1	WELLESLEY (K-5)	91/89	97/96.4	193.4	4,446	\$8,081.77	16.77%	13.1:1	\$2,949,947
2	NEEDHAM (K-5)	89.2/87.1	96.1/96.1	192.2	4,939	\$9,884.37	17.02%	11.6:1	\$3,603,998
3	MEDFIELD (K-1/2-3/4-5)	91.5/84.8	97.3/95.3	192.6	3,111	\$10,787.70	25.09%	12.4:1	\$4,034,179
4	WAYLAND (K-5)	87/82.9	96.5/94.4	190.9	2,987	\$11,242.67	22.87%	14.0:1	\$2,290,575
5	LEXINGTON (K-5)	93.5/91.2	96.1/96.2	192.3	6,277	\$11,592.14	20.64%	12.2:1	\$4,895,754
6	WINCHESTER (K-5)	93/90.8	97.2/95.5	192.7	3,752	\$11,599.16	17.73%	15.0:1	2,953,621
7	WESTWOOD (K-5)	94.9/91	95.6/92.4	188.0	2,906	\$11,929.48	20.73%	12.2:1	\$2,108,502
8	BEDFORD (K-2/3-5)	92/91.1	92.2/92.5	184.7	2,365	\$12,661.94	18.89%	12.0:1	\$1,935,588
1	MEDFIELD (K-1/2-3/4-5)	92.9/82.4	97.9/98.2	196.1	3,083	\$8,596.68	25.07%	14.5:1	\$4,716,703
2	WINCHESTER (K-5)	94.4/83	97.4/95.6	193.0	3,912	\$10,138.70	18.55%	14.1:1	3,131,321
3	NEEDHAM (K-5)	92.3/87.5	97.1/96.9	194.0	5,000	\$11,291.28	17.63%	14.1:1	\$3,838,948
4	WELLESLEY (K-5)	90.6/84.1	97.1/95.5	192.6	4,619	\$11,493.53	17.12%	13.6:1	\$3,170,547
5	WESTWOOD (K-5)	92.2/80	98.7/95.2	193.9	2,960	\$11,885.36	21.40%	12.3:1	\$2,250,702
6	WAYLAND (K-5)	88.7/81.8	98.8/98.5	197.3	2,979	\$12,136.76	22.97%	13.9:1	\$2,433,825
7	LEXINGTON (K-5)	91.3/88.5	96.7/95.2	191.9	6,374	\$12,600.15	21.08%	12.1:1	\$5,197,254
8	BEDFORD (K-2/3-5)	87/83.2	92.8/91.5	184.3	2,391	\$13,494.70	18.56%	11.8:1	\$2,053,688
1	MEDFIELD (K-1/2-3/4-5)	93.0/85.1	97.6/97.6	195.2	3,085	\$9,471.78	25.15%	14.1:1	\$5,113,751
2	WINCHESTER (K-5)	96.9/91.3	98.1/97.7	195.8	4,016	\$10,885.59	19.00%	14.7:1	\$3,582,999
3	NEEDHAM (K-5)	91.3/86.7	97.9/96.6	194.5	5,063	\$12,069.78	17.91%	14.2:1	\$4,366,273
4	WESTWOOD (K-5)	93.4/89.8	97.9/97.1	195.0	3,054	\$12,435.94	21.80%	13.7:1	\$2,588,559
5	WELLESLEY (K-5)	94.0/87.3	98.2/97.1	195.3	4,682	\$12,775.67	17.35%	13.2:1	\$3,765,942
6	WAYLAND (K-5)	88.4/83.9	97.4/98.0	195.4	2,905	\$13,213.51	22.32%	13.7:1	\$2,706,784
7	LEXINGTON (K-5)	93.7/91.2	96.8/96.2	193.0	6,313	\$13,574.28	20.81%	12.5:1	\$5,848,476
8	BEDFORD (K-2/3-5)	91.7/88.3	93.9/94.9	188.8	2,371	\$14,539.00	18.04%	11.7:1	\$2,302,613
1	MEDFIELD (K-1/2-3/4-5)	91.1/84.3	98.7/98.6	197.3	3,061	\$9,957.00	24.96%	15.1:1	\$5,718,333
2	WINCHESTER (K-5)	95.3/85.6	97.8/96.4	194.2	4,064	\$10,865.00	19.23%	14.2:1	\$4,143,417
3	NEEDHAM (K-5)	86.8/86.5	98.7/97.5	196.2	5,115	\$12,552.00	18.10%	14.5:1	\$5,124,207
4	WESTWOOD (K-5)	93.1/82.1	98.0/97.3	195.3	3,049	\$13,305.00	23.42%	13.4:1	\$3,096,779
5	WELLESLEY (K-5)	93.1/91.8	98.4/97.4	195.8	4,848	\$13,916.00	34.60%	13.9:1	\$4,616,898
6	WAYLAND (K-5)	88.2/89	97.8/98.2	196.0	2,905	\$14,033.00	9.58%	13.4:1	\$3,068,068
7	LEXINGTON (K-5)	90.6/93.0	98.1/96.8	194.9	6,313	\$14,469.00	23.39%	12.4:1	\$6,740,205
8	BEDFORD (K-2/3-5)	88.6/87.9	96.2/94.5	190.7	2,453	\$14,634.13	18.66%	12.2:1	\$2,658,496
1	MEDFIELD (K-1/2-3/4-5)	87.7/83.5	99.1/97.5	196.6	3,020	\$9,957.00	24.62%	15.3:1	\$5,937,045
2	WINCHESTER (K-5)	95.7/93.5	98.0/97.2	195.2	4,198	\$10,865.00	19.86%	14.8:1	\$5,105,397
3	NEEDHAM (K-5)	89.3/87.4	98.0/97.1	195.1	5,311	\$12,552.00	18.79%	15.2:1	\$5,996,469
4	WESTWOOD (K-5)	94.7/92.1	98.2/97.6	195.8	3,100	\$13,305.00	23.82%	13.8:1	\$3,476,983
5	WELLESLEY (K-5)	93.1/87.5	98.7/98.1	196.8	4,868	\$13,916.00	34.75%	13.3:1	\$6,387,858
6	WAYLAND (K-5)	90.1/87.1	97.6/97.6	195.2	2,738	\$14,033.00	9.03%	14.0:1	\$3,322,155
7	LEXINGTON (K-5)	93.2/91.7	98.5/97.6	196.1	6,182	\$14,469.00	22.91%	11.8:1	\$7,449,035
8	BEDFORD (K-2/3-5)	87.9/86.8	96.9/95.0	191.9	2,429	\$14,634.00	18.48%	12.3:1	\$2,964,642

MUNICIPAL SUBCOMMITTEE REPORT

Overview

The Town of Westwood's municipal budget for fiscal year 2011 ("FY11") includes the budgets for Police, Fire, Public Works, Library & Recreation, Human Services and General Government. The Municipal Subcommittee of the Finance Commission reviews and analyzes these budgets as well as meets with the department heads in order to provide an opinion regarding the appropriateness of the budgets and the services provided.

As a result of that analysis, the Finance Commission, by unanimous vote of those present, recommends approval of the FY11 Municipal budget.

The decline in the national economy and the resulting effect on state budgets has been well chronicled. While many state and local budgets have had significant reductions, the Westwood budget has survived relatively unscathed. This is because our principal source of revenue is property taxes, which are limited to a 2 ½% increase per year. However, the revenue increase from property taxes has been offset by a \$615,000 decline in the Westwood Station payment and a 6.2% increase in health insurance, benefits and pensions cost for Town employees. The net result is that the FY11 municipal budget has been level funded (i.e., 0% increase) as compared with FY10. The challenge of meeting a "zero budget" is that union contracts provide for two types of raises: first, a cost-of-living allowance, and second, a step raise (which provides for a raise for newer employees as a way to reach parity with longer tenured employees). For the second year in a row, there will be no cost of living allowances, however there will be step raises. The police and fire departments reduced overtime as a way to offset the cost of step raises. (In these departments overtime is used to cover emergency staffing and absences from sick time and vacations.) These cuts will manifest themselves in longer response time by the police and fire departments. While these cuts may not be noticed by the majority of Westwood's citizens, if they persist beyond FY11, the cuts will result in noticeable reductions in vital services.

We commend the department heads for their efforts to maintain essential services with limited resources. However, the Municipal Subcommittee believes that without future increases in funding in both municipal operating and capital budgets, the cuts resulting from level funding will present an unacceptable risk to public safety and erosion of essential public services.

After 18 years of service to the Town of Westwood, Tim Walsh, the director of Public Works, retired on February 28th. Tim was deeply committed to the Town and masterfully conducted the operations of the DPW. His skill in extracting every penny from his operating budget was never more critical than during these recent and difficult budget years. We wish Tim well and thank him for his truly remarkable service to the Town.

The Municipal Budget

The FY11 municipal budget is \$14,546,821 which represents a \$0 increase over FY10. The breakdown of spending by department is:

<u>Function</u>	<u>Amount</u>	<u>% of Mun Budget</u>
Public Safety (Fire & Police)	\$5,778,735	40%
Public Works	\$4,191,404	29%
General Government	\$2,587,233	18%
Library, Recreation & All Others	\$1,989,449	13%

Overtime

Overtime is an important component in both the operations and budgets of the police, fire and public works departments. In addition to providing for absences relating to vacations and sick leave, overtime is used to provide additional staffing in emergency situations. Because of budget limitations, each fire station is staffed with a single crew. When that crew responds to an emergency, the station is empty and unable to respond to any other call unless a second crew is called in. Therefore, when a situation will require a fire/EMS crew to be away from the station for an extended period of time, then a back up crew is called in (on overtime) to provide coverage. If the fire department does not have an adequate overtime budget, the second crew will not be called in, leaving the fire department unable to respond in a timely manner to another call. Within the police department, serious automobile accidents and other emergency situations which require additional staffing are funded through overtime. Overtime in the DPW is used to cover situations occurring outside of normal working hours. Emergency calls for such situations as a tree blocking a road and sewer backups are funded through overtime.

Fire Department

The Fire Department (“FD”) provides comprehensive fire protection and prevention measures as well as paramedic and ambulance services. The services are provided 24 hours per day, 7 days a week to safeguard the Town and its residents. The FD operates out of two locations, which allows the FD to respond quickly to calls across a large geographic area. Unlike towns of comparable population, Westwood has a disproportionate amount of major roadways (Rt. 95, Rt. 1 and Rt. 109). As a result Westwood has a high number of traffic accidents which require a FD response.

The long term effect of constrained budgets is that staffing is below national standards. Low staffing levels can lead to increased response times if firefighters need to be called in from home prior to deployment.

To meet its budget targets, the FD reduced overtime \$23,657 in FY11 to a total of \$253,706. This follows a \$23,957 reduction in overtime in FY10. Since FY09, overtime has been reduced by \$47,614.

Police Department

The Police Department (“PD”) provides essential public safety services to the community meant to preserve the peace, enforce the laws and protect the public. The Department delivers these services through 16 major programs, of which the Uniform Patrol is the central component (and most visible aspect) of its operations. Currently the PD has 28 sworn-officers and 8 civilian employees.

To meet its budget targets, the PD reduced overtime \$18,768 in FY11 to a total of \$175,956. This follows a \$26,900 reduction in overtime in FY 10. Since FY09, overtime has been reduced by \$45,668.

Department of Public Works

The Department of Public Works (“DPW”) is responsible for:

- Management of public infrastructure including; roads, buildings, fields, street lights, cemetery, and sewer system.
- Solid waste collection, disposal and recycling.
- Municipal vehicle repair and maintenance.
- Snow and ice removal.

The DPW requires a significant amount of heavy equipment to maintain the public infrastructure (e.g., dump trucks, snow plows, front end loaders). However, funds have been diverted from capital budgets to help relieve the strain on operating budgets. The result of depleting the capital account has been an aging fleet which is requiring higher maintenance costs. Eventually, this equipment will need to be replaced at substantial cost to the town.

A \$19,000 reduction in street lighting expense and a \$50,000 reduction in solid waste expense were instrumental in helping the DPW meet its budget requirements while maintaining services.

Library

Westwood's library, through two locations, provides a wide variety of educational and recreational programs. These programs include the lending of books, magazines, newspapers and audio-visual materials, providing extensive reference and children's services as well as many community and cultural activities. The library also provides meeting space for organizations within the Town of Westwood. In FY09, the Library loaned 288,241 items, which was a 8.5% increase over the prior year.

In addition the Library is part of the Minuteman Library Network. Membership in the network, which is predicated on maintaining certain financial and operating standards, provides many services, one of the most important being the inter-library loan program which allows Westwood patrons to request and borrow materials from other libraries in the network.

On March 8th, the Library received approval at the Special Town Meeting to borrow \$9.3 million to construct a new library. If approved by a majority of voters at the April 27th town election, construction should begin in late 2010.

General Government

Spending in this area impacts all aspects of operations in Westwood. This area includes the Board of Selectmen and all of the Town boards and commissions. Activities include financial and legal stewardship as well as management and oversight of information technology, housing and development, staffing, licensing, elections and economic development.

How Does Westwood Compare to Similar Towns?

The chart included in the appendix to this report shows how Westwood compares to similar towns on various measures of municipal spending. Generally, Westwood ranks in the middle of the peer group on spending in the major categories as a percentage of the total budget.

Comparative Trends																	
Peer Group Spending																	
Town	FY	Town Population	Spending Total	Spending Education	% of total	Spending Public Safety	% of total	Spending Public Works	% of total	Spending Culture & Svcs	% of total	Spending Debt Service	% of total	Spending General Govt	% of total	Spending Fixed Costs	% of total
BEDFORD	FY01	12,595	\$42,005,910	\$18,715,424	44.6%	\$3,882,143	9.2%	\$4,888,348	11.6%	\$1,758,594	4.2%	\$3,977,924	9.5%	\$5,832,810	13.9%	\$2,950,667	7.0%
	FY02	12,595	46,988,559	20,910,281	44.5%	4,313,257	9.2%	5,240,651	11.2%	1,956,568	4.2%	4,408,294	9.4%	6,787,234	14.4%	3,372,274	7.2%
	FY03	12,647	49,252,908	22,323,675	45.3%	4,535,696	9.2%	6,288,440	12.8%	1,982,791	4.0%	4,624,280	9.4%	5,729,991	11.6%	3,768,035	7.7%
	FY04	12,583	52,067,255	23,492,519	45.1%	4,790,639	9.2%	5,835,442	11.2%	2,025,045	3.9%	6,018,563	11.6%	5,158,150	9.9%	4,746,897	9.1%
	FY05	12,519	54,561,670	25,373,224	46.5%	4,737,776	8.7%	5,835,606	10.7%	2,023,185	3.7%	5,940,581	10.9%	5,092,448	9.3%	5,558,850	10.2%
	FY06	12,462	57,285,238	25,811,000	45.1%	5,147,628	9.0%	6,799,469	11.9%	2,091,455	3.7%	6,203,571	10.8%	5,311,403	9.3%	5,920,712	10.3%
	FY07	12,884	60,489,651	27,350,349	45.2%	5,242,641	8.7%	6,381,315	10.5%	2,243,239	3.7%	7,009,650	11.6%	5,672,609	9.4%	6,589,848	10.9%
	FY08	13,146	64,287,583	28,720,867	44.7%	5,405,563	8.4%	7,267,206	11.3%	2,285,558	3.6%	7,337,702	11.4%	6,109,431	9.5%	7,161,256	11.1%
	FY09	13,545															
Avg. Annual % Increase			6.3%	6.3%		4.8%		5.6%		3.8%		9.1%		0.7%		13.5%	
LEXINGTON	FY01	30,355	\$79,796,092	\$49,823,340	62.4%	\$8,177,805	10.2%	\$5,969,597	7.5%	\$2,733,233	3.4%	\$4,878,455	6.1%	\$5,252,872	6.6%	\$2,960,790	3.7%
	FY02	30,355	92,951,276	58,954,338	63.4%	8,437,655	9.1%	5,714,463	6.1%	2,987,234	3.2%	5,490,150	5.9%	8,428,100	9.1%	2,939,336	3.2%
	FY03	30,663	98,478,621	62,709,090	63.7%	8,923,232	9.1%	6,855,432	7.0%	3,149,738	3.2%	4,520,919	4.6%	9,373,985	9.5%	2,946,225	3.0%
	FY04	30,631	98,568,399	63,709,815	64.6%	7,900,309	8.0%	5,449,883	5.5%	2,768,141	2.8%	8,315,678	8.4%	8,511,460	8.6%	1,913,113	1.9%
	FY05	30,419	108,108,575	67,157,374	62.1%	8,990,490	8.3%	6,133,683	5.7%	2,969,568	2.7%	10,796,150	10.0%	8,788,725	8.1%	3,272,585	3.0%
	FY06	30,266	112,158,837	71,732,234	64.0%	9,364,572	8.3%	6,399,656	5.7%	3,076,009	2.7%	8,460,610	7.5%	9,540,419	8.5%	3,585,337	3.2%
	FY07	30,231	101,525,295	63,436,428	62.5%	9,663,226	9.5%	6,320,487	6.2%	3,440,678	3.4%	9,183,414	9.0%	5,103,736	5.0%	4,377,326	4.3%
	FY08	30,332	106,350,094	66,779,597	62.8%	10,351,721	9.7%	7,353,701	6.9%	3,460,494	3.3%	8,207,917	7.7%	5,759,864	5.4%	4,436,000	4.2%
	FY09	30,272	113,957,207	64,500,794	56.6%	10,566,330	9.3%	8,145,496	7.1%	3,397,587	3.0%	9,459,023	8.3%	13,365,773	11.7%	4,522,204	4.0%
Avg. Annual % Increase			6%	3.3%		3.3%		4.0%		2.8%		8.6%		12.4%		5.4%	
MEDFIELD	FY01	12,273	\$28,716,785	\$15,978,062	55.6%	\$2,493,963	8.7%	\$2,197,696	7.7%	\$904,930	3.2%	\$3,512,179	12.2%	\$1,884,111	6.6%	\$1,745,844	6.1%
	FY02	12,273	31,212,549	17,247,699	55.3%	2,394,899	7.7%	1,947,162	6.2%	892,056	2.9%	4,582,696	14.7%	2,105,627	6.7%	2,042,410	6.5%
	FY03	12,447	34,101,022	18,690,512	54.8%	2,501,283	7.3%	2,119,084	6.2%	975,125	2.9%	5,995,061	17.6%	1,683,520	4.9%	2,136,437	6.3%
	FY04	12,414	36,276,740	19,118,399	52.7%	2,483,159	6.8%	2,185,909	6.0%	945,293	2.6%	7,489,132	20.6%	1,618,119	4.5%	2,436,729	6.7%
	FY05	12,397	38,991,059	20,609,375	52.9%	2,755,663	7.1%	2,442,939	6.3%	997,485	2.6%	7,396,357	19.0%	1,805,733	4.6%	2,983,507	7.7%
	FY06	12,343	40,225,087	21,850,527	54.3%	2,835,645	7.0%	2,429,318	6.0%	1,071,563	2.7%	6,734,548	16.7%	1,823,019	4.5%	3,480,467	8.7%
	FY07	12,297	40,077,072	23,772,229	59.3%	2,835,306	7.1%	2,407,889	6.0%	1,159,195	2.9%	6,445,073	16.1%	1,912,516	4.8%	1,544,864	3.9%
	FY08	12,266	41,707,685	24,667,504	59.1%	2,930,153	7.0%	2,604,101	6.2%	1,243,459	3.0%	6,681,840	16.0%	1,946,557	4.7%	1,636,071	3.9%
	FY09	12,275	43,482,502	25,731,933	59.2%	3,209,644		2,689,063	6.2%	1,333,514		6,530,781	15.0%	1,930,832	4.4%	2,056,735	4.7%
Avg. Annual % Increase			5.3%	6.1%		3.2%		2.6%		5.0%		8.1%		0.3%		2.1%	
NEEDHAM	FY01	28,911	\$65,357,321	\$28,776,266	44.0%	\$8,737,790	13.4%	\$3,177,306	4.9%	\$2,932,993	4.5%	\$5,352,552	8.2%	\$7,942,578	12.2%	\$8,025,443	12.3%
	FY02	28,911	67,307,369	29,788,120	44.3%	9,121,786	13.6%	3,063,650	4.6%	2,881,586	4.3%	5,369,290	8.0%	8,012,554	11.9%	9,050,383	13.4%
	FY03	29,197	70,334,350	31,933,021	45.4%	9,311,086	13.2%	3,448,393	4.9%	2,987,037	4.2%	4,046,458	5.8%	8,733,748	12.4%	9,874,607	14.0%
	FY04	29,137	76,562,322	33,026,822	43.1%	9,330,599	12.2%	3,476,777	4.5%	2,977,153	3.9%	4,343,543	5.7%	12,754,202	16.7%	10,653,226	13.9%
	FY05	29,022	77,976,316	38,137,060	48.9%	10,098,581	13.0%	4,178,380	5.4%	2,277,590	2.9%	5,199,621	6.7%	5,030,806	6.5%	13,054,278	16.7%
	FY06	28,418	85,468,192	41,681,507	48.8%	10,577,286	12.4%	3,690,869	4.3%	2,335,994	2.7%	7,277,648	8.5%	6,501,694	7.6%	13,403,194	15.7%
	FY07	28,368	87,725,334	43,666,108	49.8%	10,907,042	12.4%	3,629,437	4.1%	2,500,518	2.9%	7,165,726	8.2%	5,734,975	6.5%	14,121,528	16.1%
	FY08	28,263	92,351,823	45,374,026	49.1%	11,432,075	12.4%	4,404,013	4.8%	2,610,883	2.8%	7,272,655	7.9%	6,199,479	6.7%	15,058,692	16.3%
	FY09	28,560	98,526,072	47,723,747	48.4%	11,742,119	11.9%	4,872,726	4.9%	2,743,447	2.8%	8,355,323	8.5%	7,023,679	7.1%	16,065,031	16.3%
Avg. Annual % Increase			5.3%			3.8%		5.5%		-0.8%		5.7%		-1.5%		9.1%	

Comparative Trends																	
Peer Group Spending																	
Town	FY	Town Population	Spending Total	Spending Education	% of total	Spending Public Safety	% of total	Spending Public Works	% of total	Spending Culture & Svcs	% of total	Spending Debt Service	% of total	Spending General Govt	% of total	Spending Fixed Costs	% of total
WAYLAND	FY01	13,100	\$39,094,076	\$21,037,780	53.8%	\$4,050,571	10.4%	\$1,658,188	4.2%	\$2,525,569	6.5%	\$3,844,213	9.8%	\$2,262,271	5.8%	\$3,715,484	9.5%
	FY02	13,100	42,189,484	22,779,597	54.0%	4,007,500	9.5%	1,665,396	3.9%	2,569,646	6.1%	3,952,675	9.4%	2,923,206	6.9%	4,291,464	10.2%
	FY03	13,239	44,022,205	23,985,791	54.5%	4,430,071	10.1%	1,916,896	4.4%	2,861,753	6.5%	3,942,878	9.0%	2,422,838	5.5%	4,461,978	10.1%
	FY04	13,190	47,162,920	25,496,841	54.1%	4,894,548	10.4%	1,705,662	3.6%	3,079,491	6.5%	3,833,235	8.1%	2,401,875	5.1%	5,751,268	12.2%
	FY05	13,063	49,030,202	26,393,902	53.8%	4,577,252	9.3%	2,244,140	4.6%	3,133,784	6.4%	3,752,424	7.7%	2,530,947	5.2%	6,397,753	13.0%
	FY06	13,002	50,490,411	27,307,728	54.1%	4,615,151	9.1%	1,882,689	3.7%	3,016,459	6.0%	3,677,178	7.3%	2,821,965	5.6%	7,169,241	14.2%
	FY07	12,970	52,666,691	28,222,472	53.6%	5,094,231	9.7%	2,093,176	4.0%	2,579,869	4.9%	3,677,010	7.0%	2,735,746	5.2%	8,264,187	15.7%
	FY08	13,017	55,195,321	29,307,676	53.1%	5,102,717	9.2%	2,241,149	4.1%	2,607,050	4.7%	3,805,967	6.9%	2,926,050	5.3%	9,204,712	16.7%
	FY09	12,996	58,211,376	30,678,038	52.7%	5,221,149	9.0%	2,054,681	3.5%	2,744,038	4.7%	3,945,432	6.8%	3,034,921	5.2%	10,083,117	17.3%
Avg. Annual % Increase			5.1%	4.8%			2.7%		1.0%		0.3%		3.7%		13.3%		
WELLESLEY	FY01	26,213	\$61,761,203	\$33,045,298	53.5%	\$7,590,271	12.3%	\$4,543,406	7.4%	\$4,468,742	7.2%	\$2,896,089	4.7%	\$4,063,265	6.6%	\$5,154,132	8.3%
	FY02	26,613	66,477,750	35,192,090	52.9%	7,981,434	12.0%	4,240,880	6.4%	4,440,618	6.7%	4,194,683	6.3%	3,978,417	6.0%	6,449,628	9.7%
	FY03	26,671	71,773,859	37,893,079	52.8%	8,229,460	11.5%	4,727,862	6.6%	4,566,457	6.4%	4,201,510	5.9%	4,296,221	6.0%	7,859,270	11.0%
	FY04	26,578	75,124,196	38,447,695	51.2%	8,524,845	11.3%	6,983,966	9.3%	3,804,536	5.1%	4,371,932	5.8%	4,424,340	5.9%	8,566,882	11.4%
	FY05	26,515	80,188,332	40,839,836	50.9%	8,592,106	10.7%	7,013,628	8.7%	4,105,526	5.1%	5,428,940	6.8%	4,825,438	6.0%	9,382,858	11.7%
	FY06	26,978	84,418,664	43,407,023	51.4%	8,908,407	10.6%	5,921,716	7.0%	4,141,259	4.9%	6,458,444	7.7%	4,493,848	5.3%	11,087,967	13.1%
	FY07	26,987	91,830,907	46,763,939	50.9%	9,291,185	10.1%	5,802,864	6.3%	4,373,223	4.8%	8,510,042	9.3%	3,541,547	3.9%	12,548,366	13.7%
	FY08	26,985	94,348,576	48,102,609	51.0%	9,425,166	10.0%	6,618,656	7.0%	3,549,690	3.8%	8,068,646	8.6%	4,569,448	4.8%	14,014,361	14.9%
	FY09	27,244															
Avg. Annual % Increase			6.2%	5.5%	3.1%	5.5%	-3.2%	15.8%	1.7%	15.4%							
WESTWOOD	FY01	14,117	\$38,168,713	\$21,161,223	55.4%	\$4,203,573	11.0%	\$3,148,486	8.2%	\$1,333,563	3.5%	\$2,441,266	6.4%	\$2,693,760	7.1%	\$3,186,842	8.3%
	FY02	14,117	40,677,951	23,024,420	56.6%	4,570,748	11.2%	3,102,186	7.6%	1,464,381	3.6%	2,027,269	5.0%	3,129,664	7.7%	3,359,283	8.3%
	FY03	14,181	44,763,756	24,705,349	55.2%	4,711,272	10.5%	3,553,405	7.9%	1,531,814	3.4%	3,194,457	7.1%	3,122,946	7.0%	3,944,513	8.8%
	FY04	14,113	48,524,447	24,160,071	49.8%	4,776,268	9.8%	3,299,209	6.8%	1,526,791	3.1%	7,286,431	15.0%	3,069,090	6.3%	4,406,587	9.1%
	FY05	14,020	51,660,785	26,487,349	51.3%	4,926,869	9.5%	3,753,829	7.3%	1,624,736	3.1%	6,722,778	13.0%	3,321,747	6.4%	4,823,477	9.3%
	FY06	13,900	51,364,346	26,023,789	50.7%	4,893,758	9.5%	3,627,645	7.1%	1,599,820	3.1%	6,305,217	12.3%	3,424,621	6.7%	5,489,496	10.7%
	FY07	13,832	53,702,399	27,240,779	50.7%	5,400,296	10.1%	3,565,261	6.6%	1,717,064	3.2%	6,153,350	11.5%	3,622,174	6.7%	6,003,475	11.2%
	FY08	14,010	58,215,726	30,530,258	52.4%	5,688,151	9.8%	3,905,999	6.7%	1,800,627	3.1%	6,124,070	10.5%	3,657,381	6.3%	6,509,240	11.2%
	FY09	14,189	61,437,496	32,470,811	52.9%	5,881,397	9.6%	4,015,236	6.5%	1,897,984	3.1%	6,325,846	10.3%	4,028,759	6.6%	6,817,463	11.1%
Avg. Annual % Increase			6.1%	5.5%	4.3%	3.1%	4.5%	12.6%	5.2%	10.0%							
WINCHESTER	FY01	20,810	\$53,645,678	\$22,270,169	41.5%	\$6,083,917	11.3%	\$5,118,417	9.5%	\$1,627,870	3.0%	\$3,352,328	6.2%	\$8,484,508	15.8%	\$6,708,469	12.5%
	FY02	20,810	58,280,643	24,209,277	41.5%	6,000,343	10.3%	5,331,517	9.1%	1,711,267	2.9%	4,411,308	7.6%	9,154,328	15.7%	7,462,603	12.8%
	FY03	21,093	57,119,502	23,845,968	41.7%	6,119,867	10.7%	4,258,482	7.5%	1,661,909	2.9%	5,501,237	9.6%	8,079,497	14.1%	7,652,542	13.4%
	FY04	21,182	57,953,341	25,122,212	43.3%	6,349,859	11.0%	3,460,752	6.0%	1,658,111	2.9%	4,007,127	6.9%	8,818,813	15.2%	8,536,467	14.7%
	FY05	21,167	59,867,861	25,429,528	42.5%	6,892,433	11.5%	3,918,584	6.5%	1,677,748	2.8%	3,980,796	6.6%	8,733,287	14.6%	9,235,485	15.4%
	FY06	21,181	60,182,308	25,751,194	42.8%	7,269,504	12.1%	4,905,499	8.2%	1,753,335	2.9%	5,333,518	8.9%	5,330,214	8.9%	9,839,047	16.3%
	FY07	21,092	67,200,047	28,424,829	42.3%	7,329,518	10.9%	5,122,084	7.6%	1,851,582	2.8%	6,487,527	9.7%	7,147,903	10.6%	10,836,604	16.1%
	FY08	21,137	69,561,552	29,715,307	42.7%	7,194,891	10.3%	5,686,718	8.2%	1,673,818	2.4%	5,952,687	8.6%	8,296,643	11.9%	11,041,488	15.9%
	FY09	21,090	73,481,965	31,457,588	42.8%	7,902,520	10.8%	7,998,458	10.9%	1,681,358	2.3%	6,633,250	9.0%	7,024,398	9.6%	10,784,393	14.7%
Avg. Annual % Increase			3.0%	4.4%	3.3%	5.7%	0.4%	8.9%	-2.3%	6.1%							
Data Source: MA Dept. of Revenue																	
General Govt include Intergovernmental and other exp.																	
Culture & Svcs: includes Culture & Recreation and Human Services.																	

How Does Westwood Compare with Other Communities?

In determining the list of communities with which to compare Westwood, three factors were considered: location, population, and per capita equalized valuation (EQV).

Location - Communities within a 30 mile radius of Westwood were considered.

Population - Towns with a population significantly smaller than Westwood probably do not have similar service demands; one larger in population will have increased service delivery demands.

Per Capita Equalized Valuation (EQV) - This factor measures the relative "wealth" of a community by dividing property valuations by population. Per capita valuation is directly related to the amount of revenue that a community can raise via the property tax. It offers some comparison of a community's "ability to pay."

Source: MA Department of Revenue

Municipality	Miles from Westwood	2004 Estimated U.S. Census	2004 EQV Per Capita	2000 Income Per Capita
Canton	8	21,505	\$164,732	\$33,510
Concord	24	16,919	\$285,814	\$51,477
Holliston	14	13,919	\$133,628	\$32,116
Medfield	6	12,397	\$169,463	\$42,891
Sharon	9	17,847	\$147,209	\$41,323
Sudbury	21	17,164	\$218,708	\$53,285
Wayland	17	13,063	\$231,391	\$52,717
Weston	15	11,595	\$401,644	\$79,640
Westwood		14,020	243,613	41,553

Fiscal Year 2009				
Municipality	Residential Tax Rate	Commercial Tax Rate	Tax Levy	Taxes As % of Total Revenue
Canton	9.98	19.68	\$50,759,822	65.76
Concord	11.90	11.90	\$62,648,642	78.03
Holliston	15.46	15.46	\$32,014,905	61.97
Medfield	13.85	13.85	\$31,881,066	60.16
Sharon	17.72	17.72	\$49,091,464	68.71
Sudbury	15.29	19.30	\$63,263,123	77.65
Wayland	16.37	16.37	\$51,751,542	78.08
Weston	11.02	11.02	\$56,998,334	72.58
Westwood	12.01	22.25	\$50,373,089	58.99

Municipality	Fiscal Year 2009			Fiscal Year 2008	December, 2008
	Average Single Family Tax Bill	State Hi-Lo Rank	Free Cash	Stabilization Fund	Moody's Bond Rating
Canton	\$4,894	90	\$2,014,294	\$2,636,393	Aa2
Concord	\$10,708	6	\$7,371,061	\$488,353	Aaa
Holliston	\$6,157	43	\$582,828	\$385,281	A1
Medfield	\$8,057	21	\$1,393,769	\$2,531,861	Aa2
Sharon	\$7,833	23	\$3,053,062	\$117,823	Aa3
Sudbury	\$10,123	8	\$15,235	\$1,796,148	Aa1
Wayland	\$10,603	7	\$6,185,780	\$949,915	Aaa
Weston	\$15,293	1	\$3,153,673	\$16,974	Aaa
Westwood	\$7,928	20	\$1,274,374	\$1,037,354	Aa1



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 Commission is the first motion under an article and is considered the main motion.
- The motion of the Finance 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 his 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 he may order a vote by secret written ballot.

**Summary of 2010 Annual Town Meeting
Financial Articles**

Article No.	Article Description	Amount	Description
1	FY10 Supplemental Operating Budget	\$179,304	Article will only transfer funds from one FY10 budget account to another. No increase in cost to residents.
2	FY10 Supplemental Operating Budget	\$223,500	Article will utilize additional FY10 available funds. No increase in cost to residents.
3	Unpaid Bills of Prior Years	None at this time.	If necessary, article will transfer funds from one budget account to another; no increase in cost.
4	Operating Budgets	\$66,064,906	The FY2011 maximum tax levy within Proposition 2 ½ will result in a 2.7% increase or \$191 to the average home.
5	Municipal Capital	\$417,000	
6	School Capital	\$406,000	
7	Sewer Capital	\$245,000	
	Total FY2011 Appropriation Requests Within Proposition 2 ½	\$67,132,906	



TOWN MEETING WARRANT

Norfolk ss:

To either of the Constables of the Town of Westwood in said County, GREETING.

In the name of the Commonwealth of Massachusetts you are hereby directed to notify the inhabitants of said Town who are qualified to vote in elections to vote at:

Precinct One - Senior Center
Precinct Two - William E. Sheehan School
Precinct Three - Paul R. Hanlon School
Precinct Four - Downey School

on the last Tuesday in April, it being the twenty-seventh day of said month, A.D. 2010, from 7 a.m. to 8 p.m. for the following purpose:

To bring their vote for the following persons and on the following question to wit:

ONE ASSESSOR FOR THREE YEARS
TWO LIBRARY TRUSTEES FOR THREE YEARS
ONE MODERATOR FOR ONE YEAR
TWO PLANNING BOARD MEMBERS FOR THREE YEARS
ONE PLANNING BOARD MEMBER FOR ONE YEAR (to fill a vacancy)
TWO SCHOOL COMMITTEE MEMBERS FOR THREE YEARS
ONE SELECTMAN FOR THREE YEARS
ONE SEWER COMMISSIONER FOR THREE YEARS
ONE HOUSING AUTHORITY MEMBER FOR FIVE YEARS
ONE TOWN CLERK FOR THREE YEARS

QUESTION:

Shall the Town of Westwood be allowed to exempt from the provisions of Proposition two and one-half, so-called, the amounts required to pay the principal of and interest on the \$9,300,000 bond issued in order to construct and equip a new Westwood Public Library, and for the payment of all other costs necessary and incidental thereto?

and you are hereby further directed to notify the inhabitants of said Town of Westwood qualified to vote in elections and Town affairs to meet in the Westwood Senior High School, Nahatan Street, in said Westwood, on Monday, May 3, 2010 at 7:30 in the evening, there and then to act on the following articles:

ARTICLE 1

To see if the Town will vote to appropriate by transfer from available funds the sum of One Hundred Seventy-Nine Thousand Three Hundred Four Dollars (\$179,304) to supplement the following fiscal year 2010 appropriations, or take any other action thereon:

Transfer			
From Account	Amount	To Account	Amount
Reserve Fund	\$99,304	Blue Hills Regional School Assessment	\$12,304
Planning Board Salary	\$30,000	Police Salary	\$120,000
Comprehensive Insurance	\$50,000	Veterans' Benefits	\$25,000
		COA Salary	\$2,000
		COA Building Maintenance	\$13,000
		Library Salary	\$7,000
Total	\$179,304	Total	\$179,304

(Board of Selectmen)

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

Articles 1 and 2

These articles make adjustments in various budgets that may have an increase in expenditures and require a supplemental budget. The funds are generally transferred from budgets that have an unanticipated surplus and from the reserve account.

ARTICLE 2

To see if the Town will vote to appropriate by transfer from available funds the sum of Two Hundred Twenty-Three Thousand Five Hundred Dollars (\$223,500) to supplement the following fiscal year 2010 appropriations, or take any other action thereon:

Transfer			
From Account	Amount	To Account	Amount
Ambulance Receipts	\$41,500	Ambulance Services	\$41,500
Free Cash	\$100,000	Snow and Ice	\$100,000
Free Cash	\$75,000	DPW Salary – Overtime Snow and Ice	\$75,000
Ambulance Receipts	\$7,000	Collectors Expense	\$7,000
Total	\$223,500	Total	\$223,500

(Board of Selectmen)

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

ARTICLE 3

To see if the Town will vote to appropriate and/or transfer from available funds the sum of to pay the following unpaid bill of a prior fiscal year, or take any other action thereon:

Unpaid Bill	Amount	From Account
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(Board of Selectmen)

At the time of printing this report, there were no unpaid bills. If necessary, a Finance Commission recommendation will be made at Town Meeting.

ARTICLE 4

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, 2010, through June 30, 2011, as set forth in Appendix D of the Finance Commission's Report to the 2010 Annual Town Meeting, or take any other action thereon.

(Board of Selectmen)

The Finance Commission, by unanimous vote of those present, recommends that the Town vote to raise and appropriate and/or transfer from available funds for the operation of the Town and public school system for the fiscal year July 1, 2010 through June 30, 2011 as set forth in Appendix D of this report.

***Town Budget
Appendix D – See Page 71***

Please refer to the Finance Commission's Education (page 4) and Municipal (page 12) Subcommittee reports for a full discussion of the Town's FY11 budget.

This article, traditionally known as the Omnibus Article, compiles all Town budgets and groups them into logically related areas for presentation. Each of the areas represents the work of municipal government or school budget function groups and Finance Commission subcommittees.

During the Moderator's reading of Appendix D, voters wishing to question a particular budget line may call out "hold" when the Moderator indicates the line number of interest. Following a complete reading of the Appendix, the Moderator will start over and read only those lines for which "holds" were called. Discussion may then take place by budget line. The Omnibus Budget Article also contains four additional appendices:

Appendix A - The classification and compensation plan for Town employees, as presented by the Personnel Board. This is printed for information only.

Appendix B - The classification and compensation plan for School employees, as voted by the School Committee. This is printed for information only.

Appendix C - The classification and compensation plan for elected officials as recommended by the Finance Commission. The Moderator will call for a vote on each of these positions.

Appendix D - As noted, the operating budget for all Town departments as recommended by the Finance Commission.

Appendix E - The School Department Budget Summary.

ARTICLE 5

To see if the Town will vote to raise and appropriate and/or transfer from available funds the sum of Four Hundred Seventeen Thousand Dollars (\$417,000) for the purchase, lease or lease/purchase of the following capital equipment and improvements:

<u>Equipment/Project</u>	<u>Requesting Department</u>	<u>Cost</u>	<u>Funding Source</u>
Repairs to Town Hall Cupola/Gutters	Selectmen	\$31,500	Free Cash
Medical Van	COA	\$35,000	Free Cash
End User Technology	IS	\$25,000	Free Cash
Police Vehicles	Police	\$120,314	\$61,500 Taxation/ \$58,814 Free Cash
Fire Engine Overhaul	Fire	\$30,000	Free Cash
Communication Radio Console (With Grant)	Police	\$25,000	Free Cash
Municipal Building Maintenance	Selectmen	\$55,186	Free Cash
One Ton Dump & Plow	DPW	\$60,000	Free Cash
Nahatan Street Retaining Wall	DPW	\$35,000	Free Cash

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 Commission, by unanimous vote of those present, recommends that the Town so vote.

Articles 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 and school departments. The requests represent level funding at the FY08 levels. Although not the entire solution to the capital needs of the community, they represent an important component of an overall capital plan.

The Town's assets, including school and municipal buildings, roadways and sewer, vehicles and equipment are valued at over \$140 million. The Town should properly maintain these assets and not defer maintenance which delays problems for future generations. It is unfortunate that economic conditions again will cause us to underfund in this area.

The Finance Commission supports routinely reinvesting in the community's capital assets, rather than delaying problems that result in a larger infusion of financial resources to correct.

ARTICLE 6

To see if the Town will vote to raise and appropriate and/or transfer from available funds the sum of Four Hundred Six Thousand Dollars (\$406,000) for the purchase, lease or lease/purchase of the following capital equipment and improvements:

<u>Equipment/Project</u>	<u>Requesting Department</u>	<u>Cost</u>	<u>Funding Source</u>
Technology	School	\$308,000	\$61,500 Taxation/ \$246,500 Free Cash
HVAC	School	\$18,000	Free Cash
Copiers	School	\$80,000	Free Cash

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 Commission, by unanimous vote of those present, recommends that the Town so vote.

ARTICLE 7

To see if the Town will vote to raise and appropriate and/or transfer from available funds the sum of Two Hundred Forty-Five Thousand Dollars (\$245,000) for the purchase, lease or lease/purchase of the following capital equipment and improvements:

<u>Equipment/Project</u>	<u>Requesting Department</u>	<u>Cost</u>	<u>Funding Source</u>
Service Truck	Sewer	\$45,000	Sewer User Fees
Pipe Lining	Sewer	\$200,000	\$16,604 Sewer Retained Earnings/ \$183,396 Sewer User Fees

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 Commission, by unanimous vote of those present, recommends that the Town so vote.

The service truck is needed to replace an old vehicle that constantly needs repairs. The pipe lining is the initial discovery phase of a large project to line the sewer pipes in the existing system in order to extend their useful life.

ARTICLE 8

To see if the Town will vote to authorize the Board of Selectmen to apply for and accept state funds to be received as reimbursement for road improvements and deposit said funds into the Town's road improvement account to be used as reimbursement for 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 the expenditure of any funds allotted or to be allotted by the Commonwealth for the improvement of Chapter 90 and other public 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 program, or take any other action thereon.

(Board of Selectmen)

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

This is a standard article which provides the Board of Selectmen with the authority to allocate State provided road improvement funds to maintain the Town's secondary roadways. The distribution of these funds is determined by a long range Road Improvement Plan adopted over 16 years ago which assesses the current condition of all Town streets on a regular basis and determines the appropriate level of maintenance to extend the life expectancy of our streets.

ARTICLE 9

To see if the Town will vote (i) to approve an Economic Development Proposal (“Proposal”) submitted to the Town by Cabot, Cabot & Forbes (the “Developer”) in accordance with Sections 5 through 12 of Chapter 293 of the Acts of 2006, as amended (“I-Cubed”), consisting of roadway, utility and other public infrastructure improvements related to the construction of Westwood Station Boulevard and modifications to the intersection of Canton Street and University Avenue, as well as any other infrastructure that is related to the Proposal; (ii) to establish a Municipal Liquidity Reserve (as defined in I-Cubed) to hold funds received by the Town from the Developer to secure reimbursement to the Commonwealth of Massachusetts for debt service paid by the Commonwealth on bonds to be issued by the Massachusetts Development Finance Agency to provide funds for the Proposal, and (iii) to authorize the Board of Selectmen to approve and the Board of Selectmen and the Town Treasurer to enter into such agreements with the Developer, the Commonwealth and the Massachusetts Development Finance Agency as are necessary to implement the Economic Development Proposal as the Board of Selectmen, following consultation with the Westwood Finance Commission, determine to be in the best interests of the Town, provided that the Town’s obligation for local infrastructure development assistance under such Proposal shall not exceed six million dollars, or take any other action in relation thereto.

(Board of Selectmen)

The Finance Commission recommendation will be made at Town Meeting.

Town of Westwood Commonwealth of Massachusetts Board of Selectmen

The Commonwealth has adopted a program known as I-Cubed (Infrastructure Improvement Investment) which is to be used to fund public infrastructure improvements for qualified proposed developments with a bond serviced by the new state income, sales and room taxes generated by the development. The purpose of the I-Cubed program is to bring development to fruition in order to add jobs and tax revenue within the Commonwealth.

The Secretary and CEO of the Massachusetts Department of Transportation Jeffrey B. Mullan and Secretary of the Executive Office of Housing and Economic Development Gregory Bialecki have on behalf of the Commonwealth committed to provide \$55 million to fund the infrastructure improvements for the Westwood Station project. Specifically, the funds will be used to construct the ramps at I-95 and Blue Hill Drive, Westwood Station Boulevard, improvements to the intersection of University Avenue and Canton Street, a new slip ramp from I-95 northbound onto Dedham Street and widen Dedham Street from University Avenue to the slip ramps on I-95, which included three bridges.

Of the \$55 million, \$6 million is intended to be funded by the I-Cubed program, and to be used with other funds within the \$55 million to fund construction of Westwood Station Boulevard.

An important element of I-Cubed funded projects relates to local approval. In communities like Westwood, a 2/3 approval of Town Meeting is required for an Economic Development Proposal under the I-Cubed program. The Finance Commission will hold a public hearing at 7:30 PM on April 26 in the Little Theater at the High School so the Board can present specific detail on this program and to allow for local input. In addition to the public hearing, a public information session will be held on April 20 at 7:30 PM at the High School and information will be posted on line on the Town's Web Page www.townhall.westwood.ma.us prior to the hearing.

The Finance Commission encourages all who are interested in learning more about this important development and infrastructure funding program to attend the April 20 information session and/or the April 26 Finance Commission Public Hearing and the May 3 Annual Town Meeting.

ARTICLE 10

To see if the Town will vote to approve certain amendments to Section 9.6 [Mixed Use Overlay District ("MUOD")] of the Zoning Bylaw of the Town of Westwood, to (i) modify certain provisions relating to phasing of development projects and to establish separation of obligations between land owners and phases within an Area Master Plan and within each phase of an Area Master Plan, (ii) create provisions that authorize that an Area Master Plan Lot be comprised of multiple lots but treated as a single lot for zoning compliance purposes, (iii) provide for compliance with open public amenity area and pervious surface requirements outside of the Area Master Plan, or within the Area Master Plan, by restrictions, easements, covenants or other means and to reduce minimum acreage requirement for Area Master Plans, (iv) modify location, quantity and certain other requirements for off-street parking and certain access requirements, (v) allow establishments selling fast order food in MUOD 1, and (vi) amend provisions regarding off-premises signs; all of the foregoing may include additions/changes to Section 9.6, including, without limitation, changes to Sections 9.6.3 (applicability), 9.6.5.6 (fast order food), 9.6.7.4 (impervious surfaces), 9.6.9.1 (parking), 9.6.9.2 (Water Resource Protection District), 9.6.9.3 (open public amenity areas), 9.6.9.5 (signs), 9.6.10.5 (phases), 9.6.11 (first phase), 9.6.13 (Conditions) (and, as applicable, as the same relate to, without limitation, Sections 5.2 (pervious surface), 6.1 (parking), 6.2 (signs), 7.3 (Environmental Impact and Design Review) and/or 9.3 (Water Resource Protection Overlay District)); or take any other action relative thereto.

Planning Board/Board of Selectmen

The Finance Commission recommendation will be made at Town Meeting.

**Town of Westwood
Commonwealth of Massachusetts
Board of Selectmen**

One of the conditions of the state's agreement to provide \$55 million worth of infrastructure improvements is that construction of at least 400,000 square feet of development at Westwood Station commences in the fall of 2010. In order to proceed, the developer will need to amend and revise its approved first phase of the project The Mixed Use Overlay District Zoning, which had been drafted during different economic times, did not envision the financing requirements that exist today. After review, it was determined that the following changes would need to be made to

the MUOD zoning requirements in order to facilitate financing of the initial phase of construction. In addition, the Developer seeks to include Fast Order Food Establishments, currently allowed in MUOD 2 and 3, in the MUOD 1.

1. **Phase Protection**

Since the project will no longer be built out in two large phases, construction financing entities will require clearer separation of responsibility for zoning compliance. Specifically, there is a need to clarify that any violation of any phase/owner will not expose other phases/owners to any penalties and that each phase, once approved by the Planning Board, must be assured that it may proceed to construction and occupancy regardless of the status of any other phase.

2. **Area Master Plan Lot**

In order to facilitate separate financing for the different components of the project, separate ownership entities may be used within the project and/or certain key retailers may require separate ownership on the land in which their store(s) is located. Certain provisions of the MUOD Bylaw relating to shared driveways, shared parking and signage are not consistent with this approach. Therefore, the Bylaw would need to be modified to allow any phase of the Area Master Plan or the Area Master Plan in its entirety, to be designated as an Area Master Plan Lot, which will be considered a single conforming lot whether or not it is in single or multiple ownership.

3. **Multiple Area Master Plans**

It may be necessary to allocate the MUOD into two or more Area Master Plans in order to finance smaller entities. Therefore, in order to accommodate this approach, the MUOD would need to be modified to allow smaller Area Master Plan acreage (35 acres instead of 50 acres) and authorize that certain lot coverage, open space and impervious surface requirements apply on an area-wide basis, rather than a lot-by-lot basis. There is also a need for more flexibility on sign locations within the project.

4. **Parking**

The parking requirements contemplated by the proposed initial phase require modifications to the MUOD which would allow for non-structured parking to be installed between the streets and the buildings, provided applicable open space and impervious requirements are satisfied and minimum off-street parking requirements, once approved by the Planning Board, are considered final.

5. **Allow Fast Food in MUOD 1**

The first phase of the development project is being modified in such a way that in addition to the Wegmans and the Target stores, a series of smaller stores including restaurants are being proposed. Of the possible four restaurants which will vary in the markets they are approaching, are likely to include a restaurant like Panara Bread, which could be classified as a Fast Order Food Establishment under our defined uses. Since this use is allowed in MUOD Districts 2 and 3, the developer is asking that it also be allowed in MUOD 1 where most of the proposed first phase is located.

A detailed article with the detailed language of the proposed changes to the Zoning Bylaw is currently being prepared. This bylaw will be the subject of a public hearing being held before the Planning Board and Finance Commission on April 26th and will be mailed to each resident in the notification of the April 26th public hearing as well as posted on the website by both the Finance

Commission and Planning Board. This article will also be presented at a public information session to be held on April 20 at 7:30 PM at the High School.

ARTICLE 11

To see if the Town will vote to approve certain amendments to Section 9.6 [Mixed Use Overlay District (“MUOD”)] of the Zoning Bylaw of the Town of Westwood, to (i) allow for Planning Board modifications to the application of provisions of the MUOD and/or underlying zoning, and (ii) modify provisions relating to administrative review of project changes within an MUOD, or take any other action relative thereto.

Planning Board/Board of Selectmen

The Finance Commission recommendation will be made at Town Meeting.

**Town of Westwood
Commonwealth of Massachusetts
Board of Selectmen**

As indicated in the prior article, careful review of the existing MUOD Zoning Bylaw contrasted with what needs to be accomplished to amend the permit for the first phase of construction indicates that certain modifications are necessary in order to meet the requirements for build out of the new first phase of development under current economic conditions. In the finalization of the application and public review, it is expected that there could be additional minor modifications that might be necessary in order for the project to proceed to a ground breaking and construction in the fall of 2010. Therefore, this article would seek to provide such authority to make such minor modifications to the Planning Board. This article applies solely in the MUOD.

A detailed article with the detailed language of the proposed changes to the Zoning Bylaw is currently being prepared. This bylaw will be the subject of a public hearing to be held before the Planning Board and Finance Commission on April 26th. Details will be mailed to each resident in the notification of the April 26th public hearing as well as posted on the website by both the Finance Commission and Planning Board. This article will also be presented at a public information session to be held on April 20 at 7:30 PM at the High School.

ARTICLE 12

An article that may be required to advance economic development of Westwood Station, including, but not limited to, amendments to the Zoning Bylaws to or additional takings for right-of-ways or other project-related infrastructure.

(Board of Selectmen)

The Finance Commission recommendation will be made at Town Meeting.

**Town of Westwood
Commonwealth of Massachusetts
Board of Selectmen**

Articles 12 & 13

As has been indicated, the Town is endeavoring to achieve all of the milestones established by the Commonwealth related to the commitment to fund and build the necessary infrastructure improvements for the Westwood Station development. Although the Board of Selectmen is believes that that it has been presented with all of the issues that need to come before this year's Annual Town Meeting in order for this project to proceed to construction of the first phase in the fall of 2010, it has decided to continue to reserve two (2) articles that could be utilized to address any issues that arise between now and the continued public hearing before the Finance Commission on April 26th. The Board is committed to make every effort to publicize any such article as soon as possible and to, at minimum, place the language of these articles on the Town's website and provide for distribution at the public hearing.

ARTICLE 13

A second article that may be required to advance economic development of Westwood Station, including, but not limited to, amendments to the Zoning By-law or additional takings for right-of-ways or other project-related infrastructure.

(Board of Selectmen)

The Finance Commission recommendation will be made at Town Meeting.

ARTICLE 14

To see if the Town will vote to accept the provisions of Section 9A of Chapter 53 of the Massachusetts General Laws.

(Town Clerk)

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

Presently, a candidate can obtain Nomination papers for the local town election up to and including the last day to return signed Nomination papers to the registrar of voters (which is the Town Clerk's Office) for certification. Accepting this provision of the Massachusetts General Laws would put a deadline on obtaining Nomination papers and separate that from the date that they are to be submitted to the Registrar of voters for certification. Separating the dates will make the Town Clerk's office run more smoothly and ensure that staff have ample time to speak to candidates and advise them of all the requirements of running for Town Office. Adopting this statute is recommended by the State Elections division for more continuity in the Election process.

ARTICLE 15

To see if the Town will vote to adopt the following amendments to the General Bylaws:

1. All references to the Massachusetts General Laws will be standardized to the following format: MGL c.____, §____. All references to “by-law” are amended to read “bylaw.” All references to “Chairman” are amended to read “Chairperson.”
2. Section 6-2 is amended by deleting G.L. c. 6, §73 and inserting MGL c.19A.
3. Section 30-12 is amended by deleting “The Selectman” and inserting “The Selectmen.”
4. Section 30-14 is amended by deleting “Purchasing Agent” and inserting “Chief Procurement Officer.”
5. Section 30-15 is amended by deleting the word “where” after auditing or consulting work and after “engineering and construction projects.”
6. Section 30-18 is amended by deleting “Collector of Taxes” and inserting therein “Tax Collector.”
7. Section 30-19A is amended by deleting “section one of chapter two hundred and sixty eight” and inserting “MGL 268A.”
8. Section 47-4A is amended to add the words “shall prevail” at the end of the following sentence, “All departments shall therefore cooperate to the fullest extent with the Information Technology Department personnel, including the Town Administrator and the Director of Information Technology; provided, however , the Department’s duties as provided by any federal, state, or local law, bylaw, rule, or regulation shall prevail.”
9. Section 80-3 is amended by deleting “collector of taxes” and inserting “Tax Collector.”
10. Section 80-19A the wording “The Building Official, classified as Building Commissioner, shall be appointed” is amended to read “The Building Commissioner shall be appointed.” All references to “Building Official” in §§80-19 and 80-22A are amended to “Building Commissioner.”
11. Section 80-20B is amended by deleting therefrom “Board of Fire Prevention, Massachusetts Department of Public Utilities” and inserting “Board of Fire Prevention Regulations, Massachusetts Department of Fire Services.”
12. Section 80-21B is amended by deleting “Board of Massachusetts Department of Public Utilities established under MGL c. 25, §12H and inserting “Board of State Examiners of Plumbers and Gas Fitters.”
13. Section 80-22B is amended by deleting “Massachusetts Board of Examiners of Plumbers” and inserting “Board of State Examiners of Plumbers and Gas Fitters.”
14. Section 80-25B is amended by deleting the words “MGL c.42” and inserting the words “MGL c. 41.”
15. Section 90-5A is amended by inserting after the words “Executive Secretary,” the words “(Chief Administrative Officer).”
16. Section 175-1 and 175-4 are amended by deleting the “words used in the plural number” and inserting “words used in the singular number, “and by deleting the words, “Article 3” and inserting “§175-3.”
17. Section 175-2A is amended by deleting “or” at the end of the last sentence.
18. 175-4 definition of “Master Box Owner” is amended by inserting the word “and” after the word “commercial.”

19. Section 184-2, 184-3, and 184-6, are amended by deleting the words “any of the reasons” and inserting the words “any of the provisions.”
20. Sections 184-3, 184-4B, and 184-5, are amended by deleting the words “penalty fee” and inserting the words “penalty”, or “penalties.”
21. Section 184-4D is amended by deleting the words “MGL c.49A” and inserting the words “MGL c.140, §151.”
22. Section 184-10B is amended by adding the words at the end of the first sentence, “established by the town clerk” in accordance with the provisions of MGL c.40, §22f, and by deleting §19B, (1),(2),(3),(4).”
23. Section 184-10D is amended by deleting the words “Section 140” and “Section 161” and inserting the words “MGL c.140, §160, and MGL c.140, §161,” respectively.
24. Article 14 of the General Bylaws is amended by deleting it in its entirety.
25. Section 292-1D is amended by deleting the words “MGL c. 136, §5” and inserting the words “MGL c. 136, §7.”
26. Section 292-3 is amended by deleting the words “not less than” and inserting the words “not more than.”
27. Section 338-2E is amended by adding at the end of the section the words, “shall be exempt from the requirements of this bylaw.”
28. Section 338-15A is amended by deleting the words, “convicted of a crime, or offense or bylaw” and inserting the words, “convicted of a crime, or offense or violation of any bylaw.”
29. Section 350-2 is amended by deleting the first paragraph in its entirety and inserting, “Unless a different definition is indicated in other sections of this bylaw, the following definitions and provisions shall apply throughout this bylaw.”
30. Section 355-18 is amended by deleting the words “said license” and inserting the words “said permit.”
31. Section 355-19 is amended deleting the word “licensee” and inserting the word “permittee.”
32. Section 355-24 is amended by deleting the word “licensee” and inserting the word “permittee” and deleting the word “license” and inserting the word “permit.”
33. Section 355-30B is amended by deleting the words, “this bylaw” and inserting the words “this section.”
34. Section 380-10 is amended to add, after “\$50,” “shall be imposed.”

(Town Clerk)

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

This “housekeeping” article corrects and clarifies certain language, omissions, inconsistencies, and incorrect references to Massachusetts General Laws in the Town Bylaws. This article, coupled with the renumbering article approved at the March 8 Special Town Meeting, completes a codification process that will allow the Town to publish the Bylaws online and make them more accessible to the community in a searchable, easy to use, expandable format designed to accommodate future legislation in a more timely fashion.

ARTICLE 16

To see if the Town will vote to amend Chapter 184 of the General bylaws (Dog Control and Leash Law) by deleting Section 10B.(4) in its entirety and inserting in its place the following:

“Effective January 1, 2011, the term of any license issued by the Town Clerk shall be for the period of January 1st to December 31st. The Town may charge a late fee of twenty-five (\$25.00) dollars to be paid by the owners who license said dog or dogs after January 31st.

(Town Clerk)

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

By establishing dog licensing terms based on a calendar year, this article creates a timeline that can be easily understood and remembered by residents. It also coincides with the annual town census delivered to all households at the end of December, which now provides a section for licensing dogs through the mail. This change is expected to increase compliance and reduce administrative overhead for the Town Clerk’s office and Animal Control.

ARTICLE 17

To see if the Town will vote to accept the provisions of paragraph 9 of Section 1 of MGL. c.60A.

(Board of Assessors)

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

This article, if adopted, would allow military personnel on active duty to exempt one motor vehicle excise tax in a calendar year. In order to qualify, the person must be on active duty and stationed overseas for at least 45 days during the calendar year. The Finance Commission recommends acceptance of this article, which we anticipate will have minimal impact on tax revenue to the Town, as a way of recognizing the contributions and sacrifice made by residents serving in the military.

ARTICLE 18

The proposed Article would amend the Home Rule Petition adopted as Article 1 of the Special Town Meeting held on October 21, 2008 by deleting the words “located in a commercially zoned district” form (sic.) the second from the last line of Section 1 of said Article and substituting therefor the following words: “be lawfully operating as a commercial business”. The proposed change is in the nature of a technical amendment which will permit existing lawful non-

conforming business uses to apply for beverage licenses in accordance with the requirements imposed under Article 1 or take any other action related thereto.

(Edward J. Richardson, 67 Webster Street)

The Finance Commission, by a vote of 9 in favor and 3 opposed, recommends that the Town so vote.

This article seeks to amend the Home Rule Petition approved at the Special Town Meeting in October of 2008, requesting three additional licenses for wine and malt to be sold for off premise consumption at food stores. The original petition specified among its conditions that the establishment must be on land zoned for commercial use. Lamberts operates as a grandfathered non-conforming use within a residentially zoned district, and is thereby precluded from obtaining one of the three licenses once the Home Rule Petition is approved by the State. A few members expressed concern about expanding the scope of the petition approved at the October 2008 Special Town Meeting. However, the majority of the Finance Commission felt this was an unintentional oversight in the crafting of the home rule petition language that should be addressed. Lamberts is petitioning the Town to change the requirement to make the licenses available for legally operating commercial establishments that fulfill the other requirements as originally specified.

This would involve a technical change to the Home Rule Petition, which the Finance Commission understands can be incorporated into the home rule petition before it receives final approval in the State Legislature. This change will enable Lamberts to apply for one of the licenses.

The Economic Development Advisory Board supports the petitioner's request, and recommends this approach instead of a zoning change. The Town plans to review zoning along Route 1 from Southwest Park to Everett Street in the near future. It is not clear at this time which zoning district is most appropriate for this parcel.

ARTICLE 19

To see if the Town will vote to approve certain amendments related to Special Residential Development, including the following:

- 1) Remove Section 8.3 [Flexible Development], Section 8.4 [Fifty Percent Density Bonus], and Section 8.5 [Major Residential Development] in their entirety, and insert a new Section 8.3 [Open Space Residential Development] to read as follows, and renumber sections as appropriate:

8.3 OPEN SPACE RESIDENTIAL DEVELOPMENT (OSRD)

- 8.3.1 **Purposes.** The purposes of open space-residential development (OSRD) are as follows:

To conserve natural, hydrological and wetlands resources, wildlife habitat, scenic corridors and views, agriculture, horticulture and forestry operations, cultural resources and other natural and man-made features of value to the community;

To lessen the amount of disturbance to soils, topography and vegetation on the site, and to provide roads and infrastructure in more efficient and less intrusive ways than with conventional subdivisions;

To provide the opportunity for more flexibility and imagination in the design of residential developments;

To assure that the 4-step Design Process informs the design of every OSRD site, by identifying the resources and amenities to be protected, prior to laying out buildings, roadways and lots;

To offer greater housing choice by allowing enhanced mixes of housing type, compatible with community character.

8.3.2 Applicability. An OSRD shall be allowed by-right in the following districts: SRB, SRC, and SRE.

8.3.2.1 Area and Subdivision Requirements. Tract or development tract shall mean the boundaries and area of the original parcel of land proposed for the OSRD, prior to further division.

The tract of land for an OSRD shall consist of one parcel or two or more contiguous parcels, with a minimum area of 80,000 square feet. The Planning Board may make a finding that two or more parcels separated by a road or other infrastructural element are effectively contiguous if this is consistent with the purposes of this section.

Every OSRD shall be a subdivision under M.G.L. c. 41, § 81k through gg, or a division of land pursuant to M.G.L. c. 41, § 81P.

8.3.2.2 Environmental Impact and Design Review Requirements. No building permit shall be issued for an OSRD unless the Planning Board has granted an Environmental Impact and Design Review (EIDR) approval pursuant to Section 7.3 of this bylaw, as well as a Definitive Subdivision Plan approval under the Westwood Rules and Regulations Governing the Subdivision of Land.

8.3.3 Allowed Uses and Facilities.

8.3.3.1 The following uses are allowed in an OSRD:

Detached single-family dwellings;

Two-family dwellings, including zero-lot line structures.

8.3.3.2 The following facilities and amenities are allowed in an OSRD:

Common open space areas for active or passive recreation, preservation of habitat and natural resources, maintenance of scenic amenities, buffering between uses, both within the site and from abutting properties, connecting

greenways to abutting protected open space, lawn and landscaped areas within the site, pedestrian and bicycle trails, and similar features;

Recreational amenities primarily for residents of the OSRD, including but not limited to: a community center, swimming pool, beach, tennis court, or children's playground;

Accessory uses necessary to the operation and maintenance of the development, including but not limited to detached structures for parking, sheds for equipment and tool storage, structures housing heating/ventilating and air conditioning, pumping stations or similar facilities, and energy generating facilities allowed by this bylaw.

8.3.4 Density and Dimensional Requirements.

8.3.4.1 **Base Density from Underlying District.** The base number of dwelling units allowed in an OSRD shall be determined by the minimum lot size in the underlying district, SRB, SRC, and SRE, except as provided in Section 8.3.4.4 herein in regard to allowed density bonuses.

8.3.4.2 **Yield Calculation.** The base number of dwelling units to which an OSRD is entitled shall be determined by the Planning Board following the submission of a Yield Calculation, as set forth below. The Yield Calculation shall be submitted as part of the EIDR application, but may be submitted on a preliminary basis to the Planning Board, as part of an informal pre-application meeting, as provided for in Section 8.3.5.1 herein.

The Yield Calculation is determined by the following steps:

Subtract from the total original area of the development tract 40% of all wetlands.

Reduce that result by 10%, as an infrastructure factor.

Divide that result by the minimum lot size required in the underlying district.

For results less than 2, eliminate any fractional part, and for results greater than 2, round up to the next whole number for fractions of .5 or greater, and down for fractions less than .5.

The result shall then be adjusted by the addition of the following number of units, to attain general parity with that of a conventional subdivision:

<u>Yield</u>	<u>Added Units</u>
1 to 3 units	0
4 to 8 units	1
9 to 13 units	2
14 to 18 units	3
Over 18 units	4

This result is the base number of dwelling units allowed, provided that all other conditions required in Section 8.3 are met.

8.3.4.3 OSRD Dimensional Requirements. The minimum individual lot area and frontage requirements in SRB, SRC, and SRE, as delineated in Section 5.2, Table of Dimensional Requirements, shall not apply in an OSRD, provided that all lots have minimum frontage on a street or interior drive of seventy-five (75) feet, and have a minimum lot area of ten thousand (10,000) square feet. The Planning Board may further reduce the minimum frontage if house dimensions, location on curved frontage or a street terminus, or other conditions justify doing so, provided the reduction is consistent with the intent of this section. Reduced frontage lots shall be located on streets and interior site drives fronting within the interior of the OSRD tract, unless the Planning Board finds that location on a way exterior to the OSRD is not detrimental to the neighborhood.

More than one dwelling may be allowed on a lot.

A housing or residential cluster shall mean for the purposes of this section any distinct grouping of dwellings within the OSRD that is separated from other such groupings by common open space. The minimum separation between OSRD principal structures within the same residential cluster shall be equal to the building height of the tallest structure within the same cluster. The minimum separation between OSRD structures in separate residential clusters within an OSRD shall be sixty (60) feet.

The minimum setback of any residential structure from the boundary of the development tract shall be 30 feet.

The minimum front setback in OSRD shall be not less than fifty (50) percent of the setback required for the district in which the tract is located. In cases where an OSRD lies in more than one eligible district, if the tract lies 2/3 or more in one district, the front setback for that district shall apply in total. In cases where the OSRD lies less than 2/3 in one district, the frontage shall be the average of the required minimum front setbacks in the two districts.

The minimum side yard for any unit other than zero lot line houses, shall be twenty (20) feet. For zero lot line units, there shall be no minimum side yard requirement along the common boundary line, and twenty (20) feet at the other side yards.

Minimum rear setback for any type of OSRD unit shall be ten (10) feet.

8.3.4.4 Density Increases Allowed by Special Permit. The Planning Board may grant a density bonus beyond the units allowed in the Yield Calculation, in compliance with one or more of the following provisions.

Open Space. For each additional five (5) percent of the tract set aside as common open space above the minimum required below in Section 8.3.6.1, a bonus of ten (10) percent of the Yield Calculation of units may be allowed.

Affordable Housing. For every one (1) dwelling unit restricted in perpetuity as affordable housing, as defined in this bylaw, two (2) additional market rate dwelling units may be allowed.

Moderate Income Housing. For every one (1) dwelling unit restricted in perpetuity as moderate income housing, as defined in this bylaw, one (1) additional market rate dwelling unit may be allowed.

Historic Preservation. For an historically significant building or a major structure, including a barn or other accessory use preserved as part of the OSRD, one (1) additional market rate unit may be allowed. The determination of historical significance shall be made by the Planning Board, which may choose to consult with the Westwood Historical Commission.

A density bonus shall be based on any combination of the bonuses listed above, provided that in no event shall the density bonus for the OSRD exceed, in the aggregate, fifty (50) percent of the dwelling units allowed in the Yield Calculation, and provided that all other conditions required in Section 8.3 are met.

8.3.5 Procedures.

8.3.5.1 **Pre-application Meetings.** All OSRD applicants are encouraged to meet informally with the Planning Board prior to submitting an EIDR application, and to accompany this discussion with a Sketch Plan under the provisions of Section 8.3.5.2. The purposes of a pre-application review are to solicit guidance from the Planning Board at the earliest possible stage in the process, in order to identify site design issues and to establish an approximate number of allowed residential dwelling units, thereby keeping the applicant's costs for landscape design, site engineering and other technical expertise to a minimum. At the request and expense of the applicant, the Planning Board may engage technical experts to review the applicant's informal plans and to facilitate submittal of a formal EIDR application.

8.3.5.2 **Sketch Plan.** A sketch plan shall be submitted as part of the EIDR application, defined as a minimally detailed, schematic drawing of the proposed OSRD that contains sufficient information in regard to existing and proposed conditions to allow the Planning Board to understand the nature and physical impact of the development on the land. Site constraints that figure into the analysis may be delineated from existing secondary sources such as local wetlands maps, Massachusetts Department of Environmental Protection Wetlands Conservancy Program maps, Natural Heritage maps, MA Geographic Information system resources, USDA soils maps, information from deed documentation, and other governmental, institutional and private sources. Applicants are encouraged to submit sketch plans in advance of filing for formal application as the basis of pre-application discussions with the board.

8.3.5.3 **Environmental Impact and Design Review for OSRD.**

- 8.3.5.3.1 **General.** All OSRD applications shall be subject to the EIDR process in Section 7.3 of this bylaw. The Planning Board may waive particular submission requirements for OSRDs if they are determined to be inapplicable or unnecessary for EIDR review purposes, provided that doing so is consistent with the purposes of this section.
- 8.3.5.3.2 **Public Hearing and Decision.** A public hearing shall be conducted by the Planning Board within sixty-five (65) days of submission of the application and plans. Decisions shall be rendered within ninety (90) days of the close of said hearing. Failure to take action within the 90 day period shall be deemed to constitute constructive approval of the EIDR application.
- 8.3.5.3.3 **OSRD 4-step Design Process.** The application shall contain graphic and written material sufficient to demonstrate to the Planning Board that the four-step design process set forth below was performed by a registered landscape architect, or a team which includes a registered landscape architect, in establishing the layout of open space, housing units and clusters, streets, and lots.

Step One: Identification of Conservation Areas. The first step in the design process shall be to identify, analyze, and incorporate in the plans the natural, hydrological and wetlands resources, wildlife habitat, scenic corridors and views, agriculture, horticulture and forestry operations, cultural resources and other natural and man-made features of value to the community that exist on the OSRD tract and immediate vicinity. In addition, the OSRD concept design shall be considered in the larger context of neighborhood character, transportation and transit services, district land use patterns, cultural issues and other factors that might affect, or be affected by, the OSRD. The outcome of Step One is both to identify likely open space protection areas, and to identify in a preliminary way the potentially developable parts of the OSRD tract.

Step Two: Location of Housing Sites (Clusters). The second step shall be to locate the approximate siting of residential structures within the potentially developable areas, including the delineation of private yards and shared amenities so as to reflect an integrated community. The number of dwelling units with direct access to the natural and man-made amenities of the OSRD should be maximized.

Step Three: Alignment of Streets and Trails. The third step shall be to align streets in order to provide access to the housing clusters and residential structures. New trails should be laid out to create internal and external connections to existing and/or potential streets, sidewalks, and trails.

Step Four: Drawing of Lots and Easement Lines. The final step shall be to draw in the lot lines depicting the subdivision of the OSRD tract, including all easements and deed restrictions shown on the plan. In the case of condominiums or cooperatives without individual lot ownership, assumed lot lines for illustrative purposes may be depicted on the plans.

8.3.6 Common Open Space Requirements.

8.3.6.1 **Minimum Open Space Requirement.** In the SRC and SRE districts, the OSRD shall protect in perpetuity at least forty (40) percent of the total tract as common open space, or fifty (50) percent where the OSRD must employ shared or individual septic systems or other on-site treatment, because no public sanitary sewer collection system is available. In the SRB district, the OSRD shall protect in perpetuity at least fifty (50) percent of the total tract as common open space. The common open space shall not be further divided or subdivided, and a restriction to such effect shall be noted on the EIDR plans recorded at the Registry of Deeds.

8.3.6.2 **OSRD Open Space Standards.** The landscape shall be preserved in its natural state. When necessary for utilities, roadways and similar purposes which cannot be avoided, or where desirable improvements to the landscape will be made, disturbances shall be minimized, by keeping to a minimum the removal of tree and forest vegetation, the excavation and removal of soil and the major alteration of existing topography. The massing and shape of the open space shall be designed to maximize its functionality for wildlife habitat and conservation, passive recreation, agriculture, horticulture, forestry, and equestrian use. Cultural and historical resources and scenic amenities may also be incorporated into the open space.

The open space shall be contiguous to the maximum extent possible. Connectivity between open space areas within the development tract, and to open space areas external to it, shall be incorporated wherever possible. No open space area shall be less than 50 feet in its smallest dimension. Open space traversed by a roadway may be considered by the Planning Board to be connected. Not more than five (5) percent of the open space areas may be covered by pavement or paved roads and allowable accessory structures.

New or existing trails or walkways shall be constructed or retained, as applicable, for the purpose of providing reasonable access to the open space.

No cluster, at its nearest point, shall lie farther than three-hundred (300) feet from the closest point of the open space, with the exception of minor adjustments allowed by the Planning Board where compliance with this standard is impractical.

Underground utilities, stormwater management facilities, and shared wastewater treatment systems serving the site may be located within the common open space. Surface collection systems such as retention and detention ponds shall not count toward the minimum common open space

requirement. Existing or proposed utility easements shall not be counted as common open space unless allowed by the Planning Board.

8.3.6.3 Ownership, Protection and Maintenance of the Open Space.

8.3.6.3.1 Conveyance. The common open space may be conveyed to any of the following entities:

- 1) The Town of Westwood or its Conservation Commission.
- 2) A non-profit organization whose primary purpose is to conserve and maintain open space.
- 3) A corporation or trust owned jointly or in common by the owners residing in the OSRD. When the open space is conveyed to said corporation or trust, maintenance of the open space shall be guaranteed in perpetuity. The corporation or trust shall provide for mandatory assessments of each lot and unit for maintenance purposes. Each individual deed, and the deed or trust or articles of incorporation, shall include provisions to affect these requirements. Documents creating such homeowners association, trust or corporation shall be submitted to the Planning Board for approval, and shall thereafter be recorded.

8.3.6.3.2 Conservation Restrictions. When common open space is not conveyed to the Town or to its Conservation Commission, a conservation restriction or agricultural or forest preservation restriction enforceable by the Westwood Conservation Commission or other board under M.G.L. c. 184, § 31, is required, in compliance with the standards of the Massachusetts Executive Office of Energy and Environmental Affairs, Division of Conservation Services, or Department of Agricultural Resources, or their successor agencies. Said restriction shall be recorded in the manner provided by statute. The Board of Selectmen is hereby authorized to accept such restrictions if the Conservation Commission declines to do so. The common open space shall be perpetually kept in an open state, shall be preserved exclusively for the purposes set forth in this section, and shall be maintained in a manner which will ensure its suitability for its intended purposes.

8.3.6.3.3 Conservation Covenants. Any common open space that does not qualify for inclusion in a conservation restriction or agricultural preservation restriction, or that is rejected from inclusion in these programs by the Commonwealth of Massachusetts, shall be subject to a restrictive covenant, which shall be approved by the Planning Board and Board of Selectmen, and which shall be duly recorded at the Registry of Deeds and subject to the Extension of Period provisions in

Sections 27 and 28 of M.G.L. Chapter 184. The Town of Westwood shall retain the right to enforce such covenants.

8.3.6.3.4 **Special Maintenance Provisions.** The Town shall be granted an easement over the common open space in all cases, to ensure its perpetual maintenance as open space consistent with the purposes of this section. Such easement shall provide that in the event the corporation, trust, or other owner fails to maintain the open space in good functional condition, the Town may, after notice to the owners and a public hearing, enter the common open space to provide reasonable maintenance, in order to prevent or abate a nuisance. The cost of such maintenance shall be assessed against the properties within the development and/or to the owner of the common open space. The Town may file a lien against the lot or lots to ensure payment of such maintenance.

8.3.7 **General Design Standards.** The following minimum design standards shall apply to any OSRD site plan and shall guide the design of the site as an OSRD:

8.3.7.1 **Landscape Preservation.** Insofar as practicable, an OSRD shall preserve the landscape in its natural state by minimizing tree and vegetative cover removal and alterations to the pre-development natural topography. Mature trees of six (6) inch caliper or greater, measured four feet above average grade level, shall in particular be retained to the maximum practical extent. The location and orientation of housing sites or clusters shall be such as to maintain maximum natural topography. The design-with-the-land approach shall be employed in all site planning, wherein retention of natural topographic and vegetative features, views and natural drainage courses shall be treated as fixed determinants of housing cluster locations or interior drive layouts, rather than altering the site to accommodate a fixed development plan.

8.3.7.2 **Roadway Design.** The design standards for the alignment and width of streets and interior drives in any OSRD shall be those of the “Westwood Rules and Regulations Governing the Subdivision of Land” in Section IV. DESIGN STANDARDS, sub-Section A.2. The standard for construction profiles, details and specifications for streets and interior drives shall be that of Section IX, ROAD CONSTRUCTION SPECIFICATIONS, or their successor sections in later revisions to the Rules and Regulations. Applicants are encouraged, however, to consider alternate designs only for interior drives that might involve variations to those standards and any other requirements, including but not limited to narrower rights of way and paved travel lanes. In such instances, the Planning Board may grant design waivers in the definitive plan subdivision control process, in accordance with prescribed procedures.

8.3.7.2.1 **Roadway Modification Standard.** While the general standard for roadway design shall be that of the Rules and Regulations Governing the Subdivision of Land, applicants choosing to modify those standards in their submission shall comply with the

following general standard: streets and interior drives in an OSRD shall be designed and located in such a manner as to maintain and preserve natural topography, significant landmarks, and trees; to minimize cut and fill; and to preserve and enhance views into and from within the development site, while still being of adequate grade, width and construction.

- 8.3.7.3 **Pedestrian and Bicycle Circulation.** Where appropriate, walkways and/or multi-purpose trails shall be provided within the OSRD to connect dwellings with parking areas, recreation facilities and open space, and adjacent land uses.
- 8.3.7.4 **Visibility of Open Space.** Open space in the OSRD shall be designed to add to the visual amenities of the area by maximizing its visibility for persons passing the site or overlooking it from nearby properties.
- 8.3.7.5 **Architectural Design and Neighborhood Compatibility.** In overall scale, building massing, height, choice of exterior materials, and roofline articulation, structures in an OSRD shall be reasonably compatible with existing structures in surrounding residential areas, when there is a functional or visual relationship to the proposed structures.
- 8.3.7.6 **Cultural Resources.** The removal or disruption of historic or archaeological resources or traditional or significant uses, structures, or architectural elements shall be minimized.
- 8.3.7.7 **Stormwater Management.** To the extent practicable, the use of low impact development and soft drainage techniques shall be employed in the design of an OSRD, subject to compliance with all applicable local and state standards and requirements.
- 8.3.7.8 **Off-street Parking.** All off-street parking in an OSRD shall comply with the requirements of Section 6.0 in this bylaw.
- 8.3.7.9 **Mix of Housing Types.** Any mix of one or more of the two allowed housing types, shall be allowed in an OSRD, up to the maximum number of dwelling units permitted under this section.
- 8.3.8 **Decision.** EIDR approval shall be granted by means of a written site plan review decision, based upon a determination by the Planning Board that the EIDR application meets the criteria below.
 - 8.3.8.1 **Standards.** Applicability of individual standards cited below shall be determined by the Planning Board:
 - 8.3.8.1.1 **Demonstration of proper and complete application of the OSRD 4-step design process.**
 - 8.3.8.1.2 **Consistency at the most general level with all applicable elements of the EIDR standards in Sections 7.3.7.1 through 7.3.7.21.**

8.3.8.1.3 Responsiveness to each applicable element of the General Design Standards in this section.

8.3.8.1.4 Compliance with the Site Specific Design Standards in this section.

8.3.8.1.5 Establishment of measures sufficient to provide for effective protection and maintenance of the common open space.

8.3.8.2 **Conditions.** The Planning Board may impose reasonable conditions as part of EIDR approval and may require suitable performance guarantees to assure compliance with those conditions.

8.3.8.3 **Definitive Plan and Relation to EIDR.** As part of the OSRD process, the applicant is obligated to comply with M.G.L. Chapter 41, Sections 81k through gg, by means of the submission of a definitive plan where land is being subdivided in the OSRD. Said plan shall comply with all applicable requirements of the Westwood Rules and Regulations Governing the Subdivision of Land. The applicant may request, with Planning Board concurrence, a combined hearing process in which the EIDR and the definitive plan are heard together, with separate decisions being written and recorded at the conclusion of the process. In such instances, the Planning Board shall hold a public hearing and render a decision within the time periods specified in Section 8.3.5.2.2 herein. If the applicant chooses to file the definitive plan after granting of the EIDR approval, then the Board shall hold a hearing and take action within 135 days from the date of submission, in accordance with Section IIIB of the Westwood Rules and Regulations Governing the Subdivision of Land. The definitive plan shall not vary from the EIDR site plan in any significant detail or design aspects.

8.3.9 **Regulations.** The Planning Board may adopt OSRD rules and regulations consistent with this Zoning Bylaw and the laws of the Commonwealth.

2) Amend Section 7.3 [Environmental Impact and Design Review] by replacing the period at the end of Sub-section 7.3.2.2 with a semi-colon, and by adding a new Sub-section 7.3.2.3 to read as follows:

7.3.2.3 construction of an Open Space Residential Development (OSRD), under Section 8.3 of this bylaw.

3) Amend Section 4.1 [Principal Uses], Sub-section 4.1.3 [Residential Uses] by deleting Sub-section 4.1.3.4 [Major Residential Development per Section 8.5] in its entirety, and renumber as appropriate.

4) Amend Section 4.1 [Principal Uses], Sub-section 4.1.3 [Residential Uses] by changing the section reference number for Senior Residential Development from “8.6” to “8.4” in Sub-section 4.1.3.5, so that the amended Sub-section reads as follows:

4.1.3.5 Senior Residential Development per Section 8.4

- 5) Amend Section 4.1 [Principal Uses], Sub-section 4.1.3 [Residential Uses] changing the section reference number for Residential Retirement Community from “8.7” to “8.5” in Sub-section 4.1.3.6, so that the amended Sub-section reads as follows:

4.1.3.5 Residential Retirement Community per Section 8.5

- 6) Amend Section 4.1 [Principal Uses], Sub-section 4.1.3 [Residential Uses] by adding a new Sub-section 4.1.3.8 to read as follows, with “Y” in columns under districts SRB, SRC, and SRE, and with “N” in all other columns:

4.1.3.8 Open Space Residential Development per Section 8.3

- 7) Amend Section 4.2 [Notes for Table of Principal Uses], note 9, by deleting the words “Section 8.5, Major Residential Development (MRD)” and replacing with the words “Section 8.3, Open Space Residential Development (OSRD)”, and by changing the section reference number for Senior Residential Development from “8.6” to “8.4”, so that the amended note reads as follows:

- ⁹ The Planning Board shall be the Special Permit Granting Authority for an Earth Material Movement special permit application in connection with 1) the construction of streets and the installation of municipal services as shown on a subdivision plan; or 2) a plan submitted pursuant to Section 7.2, Major Business Development (MBD), Section 7.3, Environmental Impact Design Review (EIDR), Section 8.3, Open Space Residential Development (OSRD), Section 8.4, Senior Residential Development (SRD), or Section 9.5, Planned Development Area Overlay District (PDAOD).

- 8) Amend Section 5.0 [Dimensional Requirements], Sub-section 5.1 [General] by adding a new paragraph at the end of the section, to read as follows:

In the case of an Open Space Residential Development under Section 8.3 of this bylaw, the dimensional requirements specified therein shall take precedence over those specified in the Table of Dimensional Requirements.

- 9) Amend Section 5.2 [Table of Dimensional Regulations] by adding a new Footnote 13 in the District Column for Section 5.2.2 [SRB], Section 5.2.3 [SRC] and Section 5.2.5 [SRE], and amend Section 5.3 [Notes for Table of Dimensional Regulations] by inserting the text of Footnote 13 at the end of said section to read as follows:

- ¹³ See Section 8.3 Open Space Residential Development, for dimensional requirements for OSRD.

- 10) Amend Section 6.1 [Off-Street Parking], Sub-section 6.1.3 [Residential Uses] by deleting Sub-section 6.1.3.4 [Major Residential Development per Section 8.5] in its entirety, and renumber as appropriate.
- 11) Amend Section 7.1 [Earth Material Movement], Subsection 7.1.1 [Special Permit Required], by deleting the words “Section 8.5, Major Residential Development (MRD)” and replacing with the words “Section 8.3, Open Space Residential Development (OSRD)”, and by

changing the section reference number for Senior Residential Development from “8.6” to “8.4”, so that the amended sub-section reads as follows:

7.1.1 **Special Permit Required.** No soil, loam, sand, gravel, topsoil, borrow, rock, sod peat, humus, clay, stone or other earth material shall be exported, imported and/or regraded on any premises within the Town unless such export, import and/or regrading will constitute an exempt operation as hereinafter provided or is done pursuant to a special permit therefor granted by the Board of Appeals. The Planning Board shall be the Special Permit Granting Authority for the export, import and/or regrading of earth material on any parcel of land in connection with 1) the construction of streets and the installation of municipal services as shown on a subdivision plan; or 2) a plan submitted pursuant to Section 7.2, Major Business Development (MBD), Section 7.3, Environmental Impact and Design Review (EIDR), Section 8.3, Open Space Residential Development (OSRD), Section 8.4, Senior Residential Development (SRD), or Section 9.5, Planned Development Area Overlay District (PDAOD).

12) Amend Section 9.6 [Mixed Use Overlay District], Subsection 9.6.4 [Special Permit Required], by deleting the words “Section 8.5, Major Residential Development (MRD)”, and by changing the section reference number for Senior Residential Development from “8.6” to “8.4”, so that the amended sub-section reads as follows:

9.6.4 **Special Permit Required.** Development under MUOD provisions requires special permit approval of an Area Master Plan by the Planning Board in compliance with the provisions of this Section. Application for any special permits which may otherwise be required pursuant to this Bylaw, except for the special permit required under Section 8.7, Residential Retirement Community and Section 9.3, Water Resource Protection Overlay District, may be consolidated into a MUOD Area Master Plan special permit application. Such consolidated special permit application may be acted upon by the Planning Board in accordance with the requirements of Section 9.6.12 by issuance of an Area Master Plan special permit, regardless of which board is designated as the Special Permit Granting Authority in the applicable sections of this Bylaw. Special permits pursuant to Section 5.5.6, Creation of Ways, Section 6.3.2 Buffer Areas in Nonresidential Districts, Section 6.5, Floor Area Ratio Limitation, Section 7.2, Major Business Development (MBD), and Section 8.4, Senior Residential Development (SRD) shall not be required for development under a MUOD Area Master Plan.

(Planning Board)

The Finance Commission, by a vote of 12 in favor and 2 opposed, recommends that the Town vote Indefinite Postponement.

This Article submitted by the Planning Board would serve to remove sections of the existing bylaws pertaining to Major Residential Development, which have been invalidated by the court, as well as other little-used sections, and to insert a new section pertaining to Open Space

Residential Development (“OSRD”). OSRD is a form of cluster development intended to encourage the conservation of open space and the preservation of natural and cultural resources.

The Finance Commission considered the proposed amendments at two separate public hearings at which the Planning Board made presentations. The substance of the proposed OSRD amendments changed significantly between the time of the first and second hearings, and it was difficult to ascertain what a completed “Open Space Residential Development” might contain. Based on the Planning Board’s presentations, the Finance Commission believes that the proposed amendments in this Article are early in the evolution of a more comprehensive proposal.

One concern raised was whether the OSRD provisions would result in smaller lot sizes, lower price points, and therefore, lower potential profit per unit (thereby less incentive) for developers, and lower property valuation, thereby yielding less tax dollars to the Town. Another concern pertained to the Planning Board’s decision to exclude townhouses from the proposed OSRD amendments, and the potential that adopting the proposed bylaws might deter the development of townhouses or other affordable housing in Westwood. The Planning Board has indicated to the Finance Commission that it is willing to evaluate the issue of zoning for townhouses within the next year.

The Finance Commission encourages the Planning Board to engage in townwide discussions regarding the issue of townhouses and the other comprehensive housing needs of town residents as soon as possible. The Finance Commission believes that a more thorough examination of the needs of town will lead to a more comprehensive zoning law change and better serve Westwood.

Since the Finance Commission voted its recommendation on Article 19, the Planning Board has requested the Finance Commission consider a reduced article in place of Article 19. The Finance Commission will consider this request at their April 26 public hearing. The public hearing will be held at 7:30 P.M. in the High School Little Theatre. We encourage residents to participate at that hearing in order to be fully prepared for the May 3 Annual Town Meeting.

ARTICLE 20

To see if the Town will vote to amend Section 6.1 [Off-Street Parking] by deleting Sections 6.1.16 and 6.1.17 in their entirety, and inserting a new Section 6.1.16 addressing landscape requirements for parking areas with fewer than ten parking spaces, and a new Section 6.1.17 addressing landscape requirements for parking areas with ten or more parking spaces, to read as follows:

- 6.1.16 Parking Areas with Fewer Than Ten Parking Spaces.** Parking lots designed for fewer than ten (10) parking spaces shall provide such landscaping as may be required under Section 6.3 of this Bylaw pertaining to enclosure, screening and buffering requirements.
- 6.1.17 Parking Areas for Ten or More Parking Spaces.** The following requirements shall apply to all new parking areas containing ten (10) or more parking spaces, and to existing parking areas containing ten (10) or more parking spaces which are being subjected to Section 7.3 of this Bylaw pertaining to Environmental Impact and

Design Review. Any additional requirements set forth in Section 6.3 of this Bylaw pertaining to enclosure, screening and buffering requirements shall also apply.

6.1.17.1 Landscape Design Requirements. All parking areas applicable to this section shall conform to the following design requirements:

6.1.17.1.1 Areas Adjacent to Buildings. Landscaped areas at least five (5) feet in depth shall be provided adjacent to buildings on every side of such buildings that has a public access point, and shall contain trees and shrubs.

6.1.17.1.2 Perimeter Planting Areas. Parking lots shall be bordered on all sides, exclusive of driveways, with a minimum five (5) foot wide planting area, within which trees shall be spaced not more than twenty-seven (27) feet on center and no tree shall be planted less than two (2) feet on center from curbing or sidewalks. In all cases, plantings shall be located so as not to obstruct vehicle sight distances, entrances and exits.

6.1.17.2 Additional Requirements for Parking Areas for Forty or More Parking Spaces. The following additional requirements shall apply to all new parking areas containing forty (40) or more parking spaces, and to existing parking areas containing forty (40) or more parking spaces which are being subjected to Section 7.3 of this Bylaw pertaining to Environmental Impact and Design Review.

6.1.17.2.1 Landscaped Islands. Landscaped islands shall be located so as to divide a parking lot into sections not exceeding one hundred forty (140) cars per section, to provide visual relief, shade, and wind interruption within the parking area, and to assure safe patterns of internal circulation. Landscaped islands shall be either divider islands or terminal islands, or a combination thereof. Divider islands are defined as landscaped islands along the length of one or more rows. Terminal islands are defined as landscaped islands within or at the end of one or more rows.

6.1.17.2.1.1 General Standards. Each landscaped island shall have a minimum area of one hundred fifty (150) square feet and shall consist of pervious landscaping. Curbing, at least six (6) inches in height, shall surround each landscaped island as protection from vehicles. No tree shall be planted less than four (4) feet on center from curbing.

6.1.17.2.1.2 Standards for Divider Islands. The following additional design standards shall apply to divider islands:

- a. At least one (1) divider island shall be provided for every four (4) parallel rows of parking.
- b. Trees shall be spaced not more than twenty-seven (27) feet on center.
- c. At least one (1) shrub shall be provided for every five (5) linear feet, or one (1) shrub per thirty-five (35) square feet of ground area, whichever results in a greater number of shrubs.

6.1.17.2.1.3 **Standards for Terminal Islands.** The following additional design standards apply to terminal islands:

- a. Terminal islands shall be used either (1) to separate parking spaces from driveways and other vehicular travel lanes, or (2) to break up large numbers of parking spaces in a single row of spaces.
- b. Terminal islands shall be provided at the ends of rows of parking where such rows are adjacent to driveways or vehicular travel lanes. In addition, terminal islands shall separate groups of parking spaces in a row, such that no continuous line of adjoining spaces contains more than twenty-five (25) parking spaces.
- c. Terminal islands shall contain at least one (1) tree and at least two (2) trees when abutting a double row of parking spaces.
- d. Terminal islands shall contain evergreen shrubs planted three (3) feet or less on center, in order to prevent damage due to pedestrian traffic.

6.1.17.2.1.4 **Impervious Surface.** A landscaped island may be up to thirty-three percent (33%) impervious surface, provided that all such area is used for pedestrian walkways and that such walkways are adequately buffered from the parking areas.

6.1.17.3 **Landscape Materials.** All planted trees shall be of a species tolerant of conditions generally found in a parking lot, and shall have a minimum caliper size of four (4) inches (measured four feet above grade level).

Shrubs shall be a mix of deciduous and evergreen varieties, tolerant of conditions generally found in a parking lot, and shall be at least twenty-four (24) inches in height at time of planting. To the fullest practicable extent, existing trees and vegetation shall be preserved. Snow storage areas shall be planted with shrubs that are tolerant to weight and extended duration of snow cover. Planting shall be done in accordance with proper landscaping practices. Trees, shrubs, grass and ground cover which die or become diseased shall be replaced by the property owner within six (6) months of such death or disease.

6.1.17.4 Site Plan Requirements. All parking areas applicable to this section shall be shown on a site plan which shall be prepared by a professional engineer or landscape architect and shall show the following:

6.1.17.4.1 Boundaries of the new or expanded parking area and all parking spaces, bicycle parking, loading areas, access and egress areas;

6.1.17.4.2 Existing topography, including any proposed grading changes;

6.1.17.4.3 Proposed storm drainage system and calculations of storm drainage runoff to demonstrate compliance with the stormwater management standards as adopted and amended from time to time by the Massachusetts Department of Environmental Protection;

6.1.17.4.4 Utilities, signage, outdoor storage and trash/recycling disposal areas;

6.1.17.4.5 Existing and proposed planting, landscaping and screening; and

6.1.17.4.6 Exterior lighting.

6.1.17.5 Reduction of Landscaping Requirements. The Planning Board may modify or reduce the requirements of Section 6.1.17 where in its judgment, for topographic or engineering reasons, these requirements could not reasonably be met.

(Planning Board)

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

The requirements currently specified in the Westwood Zoning Bylaw for interior and perimeter landscaping of parking areas are somewhat difficult for applicants to understand and apply, often resulting in expensive and time-consuming revision of landscape plans for site plan approval. This article, which has been endorsed by the Economic Development Advisory Board, would implement a more straightforward set of landscape requirements, directly related to the number of vehicles per parking area. It is believed that applicants will find the proposed

landscape requirements to be less cumbersome and easier to apply, while still achieving the desired effect of the current landscape requirements.

ARTICLE 21

To see if the Town will vote to amend Section 6.1 [Off-street Parking] to revise certain minimum parking requirements as follows:

- 1) Amend Section 6.1.4.1 [Use of land or structures for religious purposes] by adding the words “in principal assembly area” at the end of the section so that the amended section reads as follows:

6.1.4.1 Use of land or structures for religious purposes	One (1) space per each four (4) seats, or where benches are used, one (1) space per eight (8) lineal feet of bench, in principal assembly area
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- 2) Amend Section 6.1.4.5 [Agricultural Use, Exempt] by deleting the words “Not applicable” and replacing with the words “Sufficient parking spaces to accommodate under all normal conditions the vehicles of occupants, employees, members, customers, clients or visitors of the premises, as determined by the Planning Board. Such space shall be deemed inadequate if the off-street parking area is often substantially full and there is frequent parking of such cars in access drives or on streets near the premises in question.” so that the amended section reads as follows:

6.1.4.5 Agricultural Use, Exempt	Sufficient parking spaces to accommodate under all normal conditions the vehicles of occupants, employees, members, customers, clients or visitors of the premises, as determined by the Planning Board. Such space shall be deemed inadequate if the off-street parking area is often substantially full and there is frequent parking of such vehicles in access drives or on streets near the premises in question.
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- 3) Amend Section 6.1.4.7 [Municipal Facilities] by deleting the words “Not applicable” and replacing with the words “Sufficient parking spaces to accommodate under all normal conditions the vehicles of occupants, employees, members, customers, clients or visitors of the premises, as determined by the Planning Board. Such space shall be deemed inadequate if the off-street parking area is often substantially full and there is frequent

parking of such cars in access drives or on streets near the premises in question.” so that the amended section reads as follows:

6.1.4.7 Municipal Facilities	Sufficient parking spaces to accommodate under all normal conditions the vehicles of occupants, employees, members, customers, clients or visitors of the premises, as determined by the Planning Board. Such space shall be deemed inadequate if the off-street parking area is often substantially full and there is frequent parking of such vehicles in access drives or on streets near the premises in question.
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- 4) Amend Section 6.1.5.1 [Agricultural Use, Non-exempt] by deleting the words “Not applicable” and replacing with the words “Sufficient parking spaces to accommodate under all normal conditions the vehicles of occupants, employees, members, customers, clients or visitors of the premises, as determined by the Planning Board. Such space shall be deemed inadequate if the off-street parking area is often substantially full and there is frequent parking of such cars in access drives or on streets near the premises in question.” so that the amended section reads as follows:

6.1.5.1 Agricultural Use, Non-exempt	Sufficient parking spaces to accommodate under all normal conditions the vehicles of occupants, employees, members, customers, clients or visitors of the premises, as determined by the Planning Board. Such space shall be deemed inadequate if the off-street parking area is often substantially full and there is frequent parking of such vehicles in access drives or on streets near the premises in question.
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(Planning Board)

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

The current Zoning Bylaw parking requirements for religious facilities have been found to be excessive, and this article sets out requirements that are more appropriate and reasonable based on normal use of any given facility. The article also specifies requirements for other uses (exempt

and non-exempt agricultural use, municipal facilities) that are currently not specified in the Zoning Bylaw, to reflect the manner in which minimum parking requirements are now determined by the Planning Board for these uses. This article, which has been endorsed by the Economic Development Advisory Board, provides appropriate minimum parking space requirements for each use.

ARTICLE 22

To see if the Town will vote to approve certain housekeeping amendments, including the following:

- 1) Replace the word “cars” with the word “vehicles” wherever such word appears in Section 6.1 [Off-Street Parking Requirements].
- 2) Reorganize and group uses having identical parking requirements in Section 6.1.3 [Off-Street Parking Requirements – Residential Uses] and renumber sections as appropriate.
- 3) Reorganize and group uses having identical parking requirements in Section 6.1.4 [Off-Street Parking Requirements – Exempt and Institutional Uses] and renumber sections as appropriate.
- 4) Reorganize and group uses having identical parking requirements in Section 6.1.5 [Off-Street Parking Requirements – Commercial Uses] and renumber sections as appropriate.
- 5) Reorganize and group uses having identical parking requirements in Section 6.1.6 [Off-Street Parking Requirements – Industrial Uses] and renumber sections as appropriate.
- 6) Reorganize and group uses having identical parking requirements in Section 6.1.7 [Off-Street Parking Requirements – Other Uses] and renumber sections as appropriate.

(Planning Board)

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

The Finance Commission recommends the Town approve this “housekeeping” article which is intended to clarify or correct errors and/or inconsistencies within the Zoning Bylaw.

ARTICLE 23

To see if the Town will vote to adopt a new Official Zoning Map showing district designations of all town-owned properties, and incorporating certain minor corrections to zoning district boundary lines.

(Planning Board)

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

It was recently recognized that the Official Zoning Map does not display individual district designations for town-owned properties. In addition, the Planning Board identified an unintentional error in the mapping of an overlay district line in such a way as to cut across the corner of a residential lot. This article corrects these errors and establishes a new Official Zoning Map.

ARTICLE 24

To see if the Town will vote to approve certain amendments to Section 2.0 [Definitions], Section 4.1 [Principal Uses], Section 4.3 [Accessory Uses], and Section 6.1 [Off-street Parking] including the following:

- 1) Add new Section 2.31 [Coffee Shop] to read as follows, and renumber sections as appropriate:
 - 2.31 Coffee Shop An establishment where the primary activity is the retail sales of coffee, tea, and/or similar products for consumption on or off the premises.
- 2) Add new Section 2.66 [Ice Cream Parlor] to read as follows, and renumber sections as appropriate:
 - 2.66 Ice Cream Parlor An establishment where the primary activity is the retail sales of ice cream, frozen yogurt and/or similar products for consumption on or off the premises.
- 3) Add new Section 2.109 [Retail Take-out Counter] to read as follows, and renumber sections as appropriate:
 - 2.109 Retail Take-out Counter A counter accessory to a retail establishment, engaged in the dispensing of prepared food and/or beverage to persons carrying food and beverage away for consumption elsewhere.
- 4) Amend Section 2.51 [Fast Order Food Establishment] by adding the following sentence to the end of the definition: "The term 'fast order food establishment' shall not include 'coffee shop', 'ice cream parlor' or 'retail take-out counter' as herein separately defined."
- 5) Amend Section 2.105 [Restaurant] by deleting the last sentence of the definition, and replacing with the following: "The term 'restaurant' shall not include 'fast order food establishment', 'coffee shop' or 'ice cream parlor' as herein separately defined."
- 6) Amend Section 4.1 [Principal Uses], Sub-section 4.1.5 [Commercial Uses] by adding a new Sub-section 4.1.5.15 to read as follows, with "Y" in columns under districts LBA,

LBB, HB, I and IO, and with “N” in all other columns, and renumber sections as appropriate:

4.1.5.15 Coffee Shop

- 7) Amend Section 4.1 [Principal Uses], Sub-section 4.1.5 [Commercial Uses] by adding a new Sub-section 4.1.5.16 to read as follows, with “Y” in columns under districts LBA, LBB, HB, I and IO, and with “N” in all other columns, and renumber sections as appropriate:

4.1.5.16 Ice Cream Parlor

- 8) Amend Section 4.3 [Accessory Uses], Sub-section 4.3.4 [Accessory Uses in All Nonresidential Districts] by adding a new Sub-section 4.3.4.3 to read as follows, with “Y” in columns under districts LBA, LBB, HB, I and IO, and with “N” in all other columns:

4.3.4.3 Retail Take-out Counter

- 9) Amend Section 6.1.5.14 [Fast Order Food Establishment] by adding the words “, plus one (1) space per two (2) employees, plus three (3) spaces per take-out station” at the end of the section, so that the amended sub-section reads as follows:

6.1.5.14 Fast Order Food Establishment	One (1) space per each four (4) seats, or where benches are used, one (1) space per eight (8) lineal feet of bench, plus one (1) space per two (2) employees, plus three (3) spaces per take-out station
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- 10) Add new Sections 6.1.5.25 [Coffee Shop] and 6.1.5.26 [Ice Cream Parlor] to read as follows, and renumber sections as appropriate:

6.1.5.25 Coffee Shop 6.1.5.26 Ice Cream Parlor	One (1) space per each four (4) seats, or where benches are used, one (1) space per eight (8) lineal feet of bench, plus one (1) space per two (2) employees, plus three (3) spaces per take-out station
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(Planning Board)

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

The Zoning Bylaw currently prohibits fast order food establishments in all districts except for the Highway Business district, and allows them only by Special Permit from the Zoning Board of

Appeals in that district. This article, which has been endorsed by the Economic Development Advisory Board, would specifically remove the categories of coffee shop and ice cream parlor from the definition of fast order food establishment and permit such uses by right in those districts which currently allow restaurants of 10,000 sq. ft. or less (e.g., High Street and Washington Street business districts). The proposed definitions are similar to those used in the Town of Needham.

The article also includes new minimum parking requirements for coffee shops and ice cream parlors, as well as revisions to existing parking requirements for fast order food establishments. The proposed new parking requirements are based on estimated and observed parking needs for similar uses currently operating in Westwood.

This article also adds a definition for retail take-out counter, intended to permit a retail take-out counter as an accessory use to a principal retail use in those districts where the principal retail use is permitted. An example of a retail take-out counter is a prepared food section in a grocery store.

ADMINISTRATIVE, TECHNICAL AND PROFESSIONAL COMPENSATION PLAN

Grade	Position Title	Fiscal Year		Level 1	Level 2	Level 3	Level 4	Level 4+ to Maximum
4	COA Van Driver	7/1/09 - 6/30/10	Annual	\$ 28,002	\$ 29,122	\$ 30,287	\$ 31,499	\$ 37,586
		7/1/10 - 6/30/11	Annual	\$ 28,002	\$ 29,122	\$ 30,287	\$ 31,499	\$ 37,586
5	<i>no positions assigned</i>	7/1/09 - 6/30/10	Annual	\$ 30,522	\$ 31,743	\$ 33,013	\$ 34,334	\$ 40,969
		7/1/10 - 6/30/11	Annual	\$ 30,522	\$ 31,743	\$ 33,013	\$ 34,334	\$ 40,969
6	COA Outreach Worker Recreation Programmer Town Service Representative	7/1/09 - 6/30/10	Annual	\$ 33,269	\$ 34,600	\$ 35,984	\$ 37,424	\$ 44,656
		7/1/10 - 6/30/11	Annual	\$ 33,269	\$ 34,600	\$ 35,984	\$ 37,424	\$ 44,656
7	Civilian Communications Officer Custodial Supervisor/Animal Control Officer Human Resources Assistant	7/1/09 - 6/30/10	Annual	\$ 36,264	\$ 37,714	\$ 39,223	\$ 40,792	\$ 48,675
		7/1/10 - 6/30/11	Annual	\$ 36,264	\$ 37,714	\$ 39,223	\$ 40,792	\$ 48,675
8	Finance Commission Administrator Solid Waste Coordinator/Facilities Mgr Supervisor of Fitness/Physical Programs	7/1/09 - 6/30/10	Annual	\$ 39,527	\$ 41,108	\$ 42,753	\$ 44,463	\$ 53,056
		7/1/10 - 6/30/11	Annual	\$ 39,527	\$ 41,108	\$ 42,753	\$ 44,463	\$ 53,056
9	COA Program Development Director Sanitarian/Food Inspector Youth Services Counselor	7/1/09 - 6/30/10	Annual	\$ 43,085	\$ 44,808	\$ 46,601	\$ 48,465	\$ 57,831
		7/1/10 - 6/30/11	Annual	\$ 43,085	\$ 44,808	\$ 46,601	\$ 48,465	\$ 57,831
10	Assistant Building Inspector Assistant Recreation Director Conservation Specialist Electrical Inspector Executive Assistant Gas/Plumbing Inspector Public Health Nurse	7/1/09 - 6/30/10	Annual	\$ 46,962	\$ 48,841	\$ 50,795	\$ 52,826	\$ 63,035
		7/1/10 - 6/30/11	Annual	\$ 46,962	\$ 48,841	\$ 50,795	\$ 52,826	\$ 63,035
11	Aquatics Manager Computer Systems Analyst Economic Development Officer Geographic Information Specialist	7/1/09 - 6/30/10	Annual	\$ 51,189	\$ 53,237	\$ 55,366	\$ 57,581	\$ 68,709
		7/1/10 - 6/30/11	Annual	\$ 51,189	\$ 53,237	\$ 55,366	\$ 57,581	\$ 68,709

NOTE: The annual salary levels above are based on full-time employment.

ADMINISTRATIVE, TECHNICAL AND PROFESSIONAL COMPENSATION PLAN *continued*

Grade	Position Title	Fiscal Year		Level 1	Level 2	Level 3	Level 4	Level 4+ to Maximum
12	Assessor Assistant Town Engineer Assistant Town Treasurer Construction Inspector (vacant) Council on Aging Director Director of Youth and Family Services Recreation Director Superintendent of Turf Management (vacant) Town Planner	7/1/09 - 6/30/10	Annual	\$ 55,796	\$ 58,028	\$ 60,349	\$ 62,763	\$ 74,892
		7/1/10 - 6/30/11	Annual	\$ 55,796	\$ 58,028	\$ 60,349	\$ 62,763	\$ 74,892
13	Building Commissioner Health Director Sewer Superintendent Superintendent of Highways/Cemeteries/Trees Town Accountant	7/1/09 - 6/30/10	Annual	\$ 60,818	\$ 63,250	\$ 65,780	\$ 68,412	\$ 81,633
		7/1/10 - 6/30/11	Annual	\$ 60,818	\$ 63,250	\$ 65,780	\$ 68,412	\$ 81,633
14	Deputy Fire Chief Library Director Police Lieutenant Project Manager Town Engineer	7/1/09 - 6/30/10	Annual	\$ 66,291	\$ 68,943	\$ 71,701	\$ 74,569	\$ 88,980
		7/1/10 - 6/30/11	Annual	\$ 66,291	\$ 68,943	\$ 71,701	\$ 74,569	\$ 88,980
15	Director of Information Technology Human Resources Director	7/1/09 - 6/30/10	Annual	\$ 72,258	\$ 75,148	\$ 78,154	\$ 81,280	\$ 96,988
		7/1/10 - 6/30/11	Annual	\$ 72,258	\$ 75,148	\$ 78,154	\$ 81,280	\$ 96,988
16	Director of Public Works Finance Director Fire Chief Police Chief	7/1/09 - 6/30/10	Annual	\$ 78,761	\$ 81,911	\$ 85,188	\$ 88,595	\$ 105,717
		7/1/10 - 6/30/11	Annual	\$ 78,761	\$ 81,911	\$ 85,188	\$ 88,595	\$ 105,717
17	Town Administrator	7/1/09 - 6/30/10	Annual	\$ 85,849	\$ 89,283	\$ 92,855	\$ 96,569	\$ 115,231
		7/1/10 - 6/30/11	Annual	\$ 85,849	\$ 89,283	\$ 92,855	\$ 96,569	\$ 115,231

NOTE: The annual salary levels above are based on full-time employment.

LIBRARY ADMINISTRATIVE, TECHNICAL AND PROFESSIONAL COMPENSATION PLAN								
Grade	Position Title	Fiscal Year		Level 1	Level 2	Level 3	Level 4	Level 4+ to Max.
L-4	Library Custodian	7/1/09 - 6/30/10	Annual	\$28,001.63	\$29,051.70	\$30,141.13	\$31,271.42	\$37,591.37
		7/1/09 - 6/30/10	Hourly	\$15.39	\$15.96	\$16.56	\$17.18	\$20.65
		7/1/10 - 6/30/11	Annual	\$28,001.63	\$29,051.70	\$30,141.13	\$31,271.42	\$37,591.37
		7/1/10 - 6/30/11	Hourly	\$15.39	\$15.96	\$16.56	\$17.18	\$20.65
L-5	Library Assistant Technical Services Assistant	7/1/09 - 6/30/10	Annual	\$30,241.76	\$31,375.83	\$32,552.42	\$33,773.14	\$40,598.68
		7/1/09 - 6/30/10	Hourly	\$16.62	\$17.24	\$17.89	\$18.56	\$22.31
		7/1/10 - 6/30/11	Annual	\$30,241.76	\$31,375.83	\$32,552.42	\$33,773.14	\$40,598.68
		7/1/10 - 6/30/11	Hourly	\$16.62	\$17.24	\$17.89	\$18.56	\$22.31
L-6	Library Bookkeeper	7/1/09 - 6/30/10	Annual	\$32,661.10	\$33,885.90	\$35,156.62	\$36,474.99	\$43,846.58
		7/1/09 - 6/30/10	Hourly	\$17.95	\$18.62	\$19.32	\$20.04	\$24.09
		7/1/10 - 6/30/11	Annual	\$32,661.10	\$33,885.90	\$35,156.62	\$36,474.99	\$43,846.58
		7/1/10 - 6/30/11	Hourly	\$17.95	\$18.62	\$19.32	\$20.04	\$24.09
L-7	Senior Library Custodian	7/1/09 - 6/30/10	Annual	\$35,273.99	\$36,596.76	\$37,969.15	\$39,392.99	\$47,354.30
		7/1/09 - 6/30/10	Hourly	\$19.38	\$20.11	\$20.86	\$21.64	\$26.02
		7/1/10 - 6/30/11	Annual	\$35,273.99	\$36,596.76	\$37,969.15	\$39,392.99	\$47,354.30
		7/1/10 - 6/30/11	Hourly	\$19.38	\$20.11	\$20.86	\$21.64	\$26.02
L-8	Branch Librarian Children's Librarian Circulation Supervisor Reference Librarian	7/1/09 - 6/30/10	Annual	\$38,095.91	\$39,524.51	\$41,006.68	\$42,544.43	\$51,142.65
		7/1/09 - 6/30/10	Hourly	\$20.93	\$21.72	\$22.53	\$23.38	\$28.10
		7/1/10 - 6/30/11	Annual	\$38,095.91	\$39,524.51	\$41,006.68	\$42,544.43	\$51,142.65
		7/1/10 - 6/30/11	Hourly	\$20.93	\$21.72	\$22.53	\$23.38	\$28.10
L-9	<i>no positions assigned</i>	7/1/09 - 6/30/10	Annual	\$41,143.58	\$42,686.47	\$44,287.21	\$45,947.98	\$55,234.06
		7/1/09 - 6/30/10	Hourly	\$22.61	\$23.45	\$24.33	\$25.25	\$30.35
		7/1/10 - 6/30/11	Annual	\$41,143.58	\$42,686.47	\$44,287.21	\$45,947.98	\$55,234.06
		7/1/10 - 6/30/11	Hourly	\$22.61	\$23.45	\$24.33	\$25.25	\$30.35
L-10	Head of Adult Services Head of Children's Services Head of Technical Services	7/1/09 - 6/30/10	Annual	\$44,435.07	\$46,101.39	\$47,830.19	\$49,623.82	\$59,652.78
		7/1/09 - 6/30/10	Hourly	\$24.41	\$25.33	\$26.28	\$27.27	\$32.78
		7/1/10 - 6/30/11	Annual	\$44,435.07	\$46,101.39	\$47,830.19	\$49,623.82	\$59,652.78
		7/1/10 - 6/30/11	Hourly	\$24.41	\$25.33	\$26.28	\$27.27	\$32.78

PART TIME SEASONAL POSITIONS	Date	Hourly range
Substitute Librarian	7/1/09 - 6/30/10	\$17.17 - \$19.48
	7/1/10 - 6/30/11	\$17.17 - \$19.48
Substitute Librarian Assistant	7/1/09 - 6/30/10	\$12.16 - \$14.64
	7/1/10 - 6/30/11	\$12.16 - \$14.64
Temporary Support Staff	7/1/09 - 6/30/10	\$9.00 - \$14.50
	7/1/10 - 6/30/11	\$9.00 - \$14.50

Annual Salary is based on a 35-hour work week.

SEIU CLERICAL EMPLOYEES

Grade	Position Title	Fiscal Year		Level 1	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7	Level 8*
											<i>10+ yrs. Service</i>
2	<i>no positions assigned</i>	7/1/09 - 6/30/10	Hourly	\$15.21	\$15.82	\$16.13	\$16.46	\$16.79	\$17.12	\$17.46	\$17.81
		7/1/10 - 6/30/11	Hourly	\$15.21	\$15.82	\$16.13	\$16.46	\$16.79	\$17.12	\$17.46	\$17.81
3	Department Clerk	7/1/09 - 6/30/10	Hourly	\$16.42	\$17.08	\$17.42	\$17.77	\$18.13	\$18.49	\$18.86	\$19.23
		7/1/10 - 6/30/11	Hourly	\$16.42	\$17.08	\$17.42	\$17.77	\$18.13	\$18.49	\$18.86	\$19.23
4	Principal Clerk	7/1/09 - 6/30/10	Hourly	\$17.74	\$18.45	\$18.82	\$19.19	\$19.58	\$19.97	\$20.37	\$20.78
		7/1/10 - 6/30/11	Hourly	\$17.74	\$18.45	\$18.82	\$19.19	\$19.58	\$19.97	\$20.37	\$20.78
5	Accounting Specialist Office Assistant Staff Accountant	7/1/09 - 6/30/10	Hourly	\$19.34	\$20.11	\$20.52	\$20.93	\$21.34	\$21.77	\$22.21	\$22.65
		7/1/10 - 6/30/11	Hourly	\$19.34	\$20.11	\$20.52	\$20.93	\$21.34	\$21.77	\$22.21	\$22.65
6	Accounting Coordinator Administrative Assistant Benefits Coordinator Conservation Coordinator Payroll Coordinator	7/1/09 - 6/30/10	Hourly	\$21.08	\$21.92	\$22.36	\$22.81	\$23.27	\$23.73	\$24.21	\$24.69
		7/1/10 - 6/30/11	Hourly	\$21.08	\$21.92	\$22.36	\$22.81	\$23.27	\$23.73	\$24.21	\$24.69
7	<i>no positions assigned</i>	7/1/09 - 6/30/10	Hourly	\$22.97	\$23.89	\$24.36	\$24.85	\$25.35	\$25.86	\$26.37	\$26.90
		7/1/10 - 6/30/11	Hourly	\$22.97	\$23.89	\$24.36	\$24.85	\$25.35	\$25.86	\$26.37	\$26.90
8	Assessors Office Coordinator Assistant Town Clerk Assistant Town Collector Purchasing Administrator/ Facilities Site Manager	7/1/09 - 6/30/10	Hourly	\$25.04	\$26.04	\$26.56	\$27.09	\$27.63	\$28.19	\$28.75	\$29.32
		7/1/10 - 6/30/11	Hourly	\$25.04	\$26.04	\$26.56	\$27.09	\$27.63	\$28.19	\$28.75	\$29.32

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

FY10 and FY11 CONTRACTS UNSETTLED AT TIME OF PRINTING

POLICE DEPARTMENT

Grade	Title	Fiscal Year	Starting	Step 1	Step 2	Step 3	Step 4	Step 5	Service Step	
P-3										
	SERGEANT	7/1/09 - 6/30/10		\$59,982.29	\$61,181.94	\$62,405.58			10 yrs+	\$63,653.69
		7/1/10 - 6/30/11		\$59,982.29	\$61,181.94	\$62,405.58			10 yrs+	\$63,653.69
P-4										
	OFFICER	7/1/09 - 6/30/10		\$44,794.50	\$47,187.41	\$50,405.28	\$51,413.38	\$52,441.64	10 yrs+	\$53,490.48
		7/1/10 - 6/30/11		\$44,794.50	\$47,187.41	\$50,405.28	\$51,413.38	\$52,441.64	10 yrs+	\$53,490.48
P-5										
	STUDENT OFFICER*	7/1/09 - 6/30/10	\$42,398.13							
		7/1/10 - 6/30/11	\$42,398.13							

** 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*

FY10 and FY11 CONTRACTS UNSETTLED AT TIME OF PRINTING

FIRE DEPARTMENT

Grade	Title	Fiscal Year	Step 1	Step 2	Step 3	Step 4	Step 5	Service Step	
F-2									
	CAPTAIN NON-EMT	7/1/09 - 6/30/10 7/1/10 - 6/30/11	\$63,896.20 \$63,896.20						10 yrs+ 10 yrs+ \$65,174.12 \$65,174.12
	CAPTAIN EMT - B	7/1/09 - 6/30/10 7/1/10 - 6/30/11	\$68,049.46 \$68,049.46						10 yrs+ 10 yrs+ \$69,410.45 \$69,410.45
	CAPTAIN EMT - P	7/1/09 - 6/30/10 7/1/10 - 6/30/11	\$72,202.71 \$72,202.71						10 yrs+ 10 yrs+ \$73,646.76 \$73,646.76
F-3									
	LIEUTENANT NON-EMT	7/1/09 - 6/30/10 7/1/10 - 6/30/11	\$56,907.56 \$56,907.56						10 yrs+ 10 yrs+ \$58,045.71 \$58,045.71
	LIEUTENANT EMT - B	7/1/09 - 6/30/10 7/1/10 - 6/30/11	\$60,606.55 \$60,606.55						10 yrs+ 10 yrs+ \$61,818.68 \$61,818.68
	LIEUTENANT EMT - P	7/1/09 - 6/30/10 7/1/10 - 6/30/11	\$64,305.54 \$64,305.54						10 yrs+ 10 yrs+ \$65,591.65 \$65,591.65
F-4									
	FIREFIGHTER NON-EMT	7/1/09 - 6/30/10 7/1/10 - 6/30/11	\$41,165.72 \$41,165.72	\$43,492.45 \$43,492.45	\$45,815.75 \$45,815.75	\$48,940.12 \$48,940.12	\$49,918.91 \$49,918.91		10 yrs+ 10 yrs+ \$50,917.29 \$50,917.29
	FIREFIGHTER EMT - B	7/1/09 - 6/30/10 7/1/10 - 6/30/11	\$43,841.49 \$43,841.49	\$46,319.46 \$46,319.46	\$48,793.77 \$48,793.77	\$52,121.22 \$52,121.22	\$53,163.63 \$53,163.63		10 yrs+ 10 yrs+ \$54,226.91 \$54,226.91
	FIREFIGHTER EMT - P	7/1/09 - 6/30/10 7/1/10 - 6/30/11	\$46,517.27 \$46,517.27	\$49,146.47 \$49,146.47	\$51,771.80 \$51,771.80	\$55,302.34 \$55,302.34	\$56,408.37 \$56,408.37		10 yrs+ 10 yrs+ \$57,536.53 \$57,536.53

FY10 and FY11 CONTRACTS UNSETTLED AT TIME OF PRINTING

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 Grounds Fields Foreman	7/1/09 - 6/30/10	Weekly	\$943.53	\$962.76	\$982.43	\$1,002.47	\$1,022.52	\$1,042.97	\$1,063.83	10 yrs+	\$1,085.11
		7/1/10 - 6/30/11	Weekly	\$943.53	\$962.76	\$982.43	\$1,002.47	\$1,022.52	\$1,042.97	\$1,063.83	10 yrs+	\$1,085.11
D-5	Cemetery Foreman Foreman Head Mechanic	7/1/09 - 6/30/10	Weekly	\$917.21	\$933.56	\$951.60	\$973.32	\$992.79	\$1,012.65	\$1,032.90	10 yrs+	\$1,053.56
		7/1/10 - 6/30/11	Weekly	\$917.21	\$933.56	\$951.60	\$973.32	\$992.79	\$1,012.65	\$1,032.90	10 yrs+	\$1,053.56
D-4	Sewer Operations Suprvsr	7/1/09 - 6/30/10	Weekly	\$857.61	\$875.12	\$891.14	\$916.04	\$934.36	\$953.05	\$972.11	10 yrs+	\$991.55
		7/1/10 - 6/30/11	Weekly	\$857.61	\$875.12	\$891.14	\$916.04	\$934.36	\$953.05	\$972.11	10 yrs+	\$991.55
D-3	Heavy Equip Op/Mechanic Heavy Equipment Oper Sewer Pump Operator	7/1/09 - 6/30/10	Weekly	\$798.00	\$816.65	\$830.67	\$858.75	\$875.92	\$893.44	\$911.31	10 yrs+	\$929.53
		7/1/10 - 6/30/11	Weekly	\$798.00	\$816.65	\$830.67	\$858.75	\$875.92	\$893.44	\$911.31	10 yrs+	\$929.53
D-2	Operator-Laborer	7/1/09 - 6/30/10	Weekly	\$757.55	\$770.20	\$791.61	\$810.00	\$826.19	\$842.71	\$859.56	10 yrs+	\$876.75
		7/1/10 - 6/30/11	Weekly	\$757.55	\$770.20	\$791.61	\$810.00	\$826.19	\$842.71	\$859.56		\$876.75
D-1	Building Custodian	7/1/09 - 6/30/10	Weekly	\$658.22	\$680.93	\$705.63	\$738.01	\$752.77	\$767.82	\$783.18	10 yrs+	\$798.84
		7/1/10 - 6/30/11	Weekly	\$658.22	\$680.93	\$705.63	\$738.01	\$752.77	\$767.82	\$783.18	10 yrs+	\$798.84

FY10 and FY11 CONTRACTS UNSETTLED AT TIME OF PRINTING

PART-TIME, SEASONAL AND OTHER POSITIONS		
July 1, 2010 - June 30, 2011		
DEPARTMENT / POSITION:	FY2010 SALARY 7/1/09 - 6/30/10	FY2011 SALARY 7/1/10 - 6/30/11
OFFICE OF THE TOWN CLERK		
Registrar of Voters	\$500 per year	\$500 per year
Election Warden	\$200 per day	\$200 per day
Election Clerk	\$180 per day	\$180 per day
Deputy Warden	\$150 per day	\$150 per day
Deputy Election Clerk	\$150 per day	\$150 per day
Deputy Election Inspector	\$150 per day	\$150 per day
INSPECTORS		
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	\$23.34 - \$29.71 per hour	\$23.34 - \$29.71 per hour
PUBLIC SAFETY		
Assistant Animal Control Officer	\$13.46 - \$18.07	\$13.46 - \$18.07
Fire Alarm Maintenance Specialist	\$27.92 per hour	\$27.92 per hour
Fire Apparatus Maintenance Specialist	\$27.92 per hour	\$27.92 per hour
Fire EMS Coordinator	\$1550 per year	\$1550 per year
Fire Training Officer	\$1550 per year	\$1550 per year
Police Matron	\$21.42 per hour	\$21.42 per hour
Traffic Supervisors:*		
Level 1	\$15.85 per hour	\$15.85 per hour
Level 2	\$17.09 per hour	\$17.09 per hour
Level 3	\$18.32 per hour	\$18.32 per hour
*FY11 CONTRACTS UNSETTLED AT TIME OF PRINTING		
RECREATION		
Coach / Specialized Instructor	\$9.57 - \$30.72 per hour	\$9.57 - \$30.72 per hour
Lifeguard	\$8.25 - \$18.44 per hour	\$8.25 - \$18.44 per hour
Recreation Assistant	\$8.25 - \$18.44 per hour	\$8.25 - \$18.44 per hour
Recreation Attendant	\$8.25 - \$15.22 per hour	\$8.25 - \$15.22 per hour
Recreation Instructor	\$8.25 - \$22.15 per hour	\$8.25 - \$22.15 per hour
Recreation Supervisor	\$9.30 - \$30.72 per hour	\$9.30 - \$30.72 per hour
MISCELLANEOUS POSITIONS		
Board / Commission Secretary	\$11.15 - \$22.00 per hour	\$11.15 - \$22.00 per hour
Engineering Intern	\$12.95 - \$16.00 per hour	\$12.95 - \$16.00 per hour
Seasonal Laborer - Highway	\$11.15 - \$12.77 per hour	\$11.15 - \$12.77 per hour
Temporary Support Staff	\$11.15 - \$22.00 per hour	\$11.15 - \$22.00 per hour
Town Counsel	\$83.00 per hour	\$83.00 per hour
Veterans Agent	\$1200 per year	\$1200 per year
Veterans Service Director	\$1800 per year	\$1800 per year

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

ADMINISTRATION

Superintendent	FY '10	\$ 162,089
	FY '09	\$ 162,089
Director of Business and Finance	FY '10	\$ 113,000
	FY '09	\$ 110,000
Director of Curriculum and Instruction	FY '10	\$ 138,954
	FY '09	\$ 135,954

PRINCIPALS

Senior High School	FY '10	\$ 137,155
	FY '09	\$134,466
Middle School	FY '10	\$ 115,719
	FY '09	\$ 114,389
Elementary	FY '10	\$99,758/\$116,243
	FY '09	\$99,758/\$111,729

NURSES

Step		Teachers Scale RN w/ Bachelors	Teachers Scale RN w/ Master's
A	FY '09	\$ 40,849	\$ 42,210
A	FY '10	\$ 41,203	\$ 42,577
B	FY '09	\$ 41,401	\$ 43,382
B	FY '10	\$ 42,851	\$ 44,280
4	FY '09	\$ 43,415	\$ 45,913
4	FY '10	\$ 44,565	\$ 46,051
5	FY '09	\$ 46,057	\$ 48,558
5	FY '10	\$ 46,348	\$ 47,893
6	FY '09	\$ 48,141	\$ 50,636
6	FY '10	\$ 48,202	\$ 49,809
7	FY '09	\$ 50,224	\$ 52,726
7	FY '10	\$ 50,130	\$ 51,801
8	FY '09	\$ 51,890	\$ 54,392
8	FY '10	\$ 52,135	\$ 53,873
9	FY '09	\$ 54,593	\$ 57,098
9	FY '10	\$ 54,220	\$ 56,028
10	FY '09	\$ 56,476	\$ 58,978
10	FY '10	\$ 56,389	\$ 58,270
11	FY '09	\$ 58,558	\$ 61,265
11	FY '10	\$ 58,645	\$ 60,600
12	FY '09	\$ 60,642	\$ 63,565
12	FY '10	\$ 60,991	\$ 63,024
13	FY '09	\$ 61,897	\$ 66,785
13	FY '10	\$ 63,430	\$ 65,545
14	FY '09	\$ 63,146	\$ 70,018
14	FY '10	\$ 65,967	\$ 68,167
15	FY '09	\$ 68,822	\$ 76,273
15	FY '10	\$ 70,113	\$ 77,704

FY11 figures not available. Contracts not settled.

Appendix B.
Salary Schedules for School Employees
(Continued)

Teachers

Year	Step	Bachelor	B+15	Masters	M+15	M+30	M+45	M+60	Doctorate
FY '09	A	40849	41643	42210	43623	45902	47986	50065	56860
FY '10	A	41203	42004	42577	44001	46301	48402	50499	57353
FY '09	B	41401	42592	43382	44614	47117	49196	51282	58074
FY '10	B	42851	43684	44280	45761	48153	50338	52519	59647
FY '09	4	43415	44661	45913	47370	49869	51959	54039	60834
FY '10	4	44565	45432	46051	47591	50079	52352	54620	62033
FY '09	5	46057	47511	48558	50011	52519	54593	56267	63061
FY '10	5	46348	47249	47893	49495	52082	54446	56805	64514
FY '09	6	48141	49598	50636	52100	54593	56683	58767	65560
FY '10	6	48202	49139	49809	51475	54166	56623	59077	67095
FY '09	7	50224	51684	52726	54181	56683	58348	60849	67640
FY '10	7	50130	51104	51801	53534	56332	58888	61440	69779
FY '09	8	51890	53344	54392	55848	58348	60432	62515	69308
FY '10	8	52135	53148	53873	55675	58586	61244	63897	72570
FY '09	9	54593	56057	57098	58767	61061	63352	65228	72021
FY '10	9	54220	55274	56028	57902	60929	63694	66453	75473
FY '09	10	56476	57513	58978	60431	62937	65018	67097	73891
FY '10	10	56389	57485	58270	60218	63366	66241	69111	78492
FY '09	11	58558	59547	61265	62515	65433	67097	69189	75981
FY '10	11	58645	59785	60600	62627	65901	68891	71876	81631
FY '09	12	60642	62515	63565	65018	67934	69567	71689	78482
FY '10	12	60991	62176	63024	65132	68537	71647	74751	84896
FY '09	13	61897	63863	66785	68461	70746	72708	74818	81613
FY '10	13	63430	64663	65545	67738	71278	74513	77741	88292
FY '09	14	63146	65211	70018	71899	73564	75856	77935	84731
FY '10	14	65967	67250	68167	70447	74129	77493	80851	91824
FY '09	15	68822	70737	76273	78399	80106	82457	84586	91534
FY '10	15	70113	72064	77704	79870	81609	84005	86173	93251

FY11 figures not available. Contract not settled.

Appendix B.
Salary Schedule for School Employees
(Continued)

Administrative Assistants

	Step	1	2	3	4	5
Classification 1	FY '10	\$ 802.40	\$ 886.80	\$ 941.20	\$ 976.80	\$1,012.80
	FY '09	\$ 779.20	\$ 861.20	\$ 914.00	\$ 948.40	\$ 983.20
Classification 2	FY '10	\$ 757.60	\$ 835.60	\$ 884.80	\$ 920.80	\$ 956.80
	FY '09	\$ 735.60	\$ 811.20	\$ 858.80	\$ 894.00	\$ 928.80
Classification 3	FY '10	\$ 736.40	\$ 802.40	\$ 849.60	\$ 885.20	\$ 921.20
	FY '09	\$ 714.80	\$ 779.20	\$ 824.80	\$ 859.20	\$ 894.40
Classification 4	FY '10	\$ 696.80	\$ 760.40	\$ 805.20	\$ 840.80	\$ 876.40
	FY '09	\$ 676.40	\$ 738.00	\$ 781.60	\$ 816.40	\$ 851.20
Longevity	FY '10 '09	Five Years		\$12.00/wk		
		Ten Years		\$18.00/wk		
		Fifteen Years		\$20.00/wk		
		Twenty Years		\$22.00/wk		
		Twenty five Years		\$24.00/wk		
		Thirty Years		\$26.00/wk		

SCHOOL CUSTODIANS

	Step	1	2	3	4	5	6
Jr. Building Custodian	FY '09	623.60	657.20	680.80	716.80	750.80	796.40
	FY '10	623.60	657.20	680.80	716.80	750.80	796.40
Head Grounds	FY '09	654.80	692.00	715.20	751.60	786.40	833.20
	FY '10	654.80	692.00	715.20	751.60	786.40	833.20
Sr. Building Custodian or Maintenance	FY '09	681.20	721.20	744.40	780.00	816.80	864.00
	FY '10	681.20	721.20	744.40	780.00	816.80	864.00

Night differential of \$0.55 / hour where applicable

Director of Operations

FY '10	\$ 76,875
FY '09	\$ 75,000

FY11 figures not available. Contracts not settled.

Appendix B.
Salary Schedule for School Employees
(Continued)

CAFETERIA EMPLOYEES

		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
Lead Cook	FY '10	\$ 11.66	\$ 12.61	\$ 13.34	\$ 14.37	\$ 15.28	\$ 15.88
	FY '11	\$ 12.01	\$ 12.98	\$ 13.73	\$ 14.79	\$ 15.73	\$ 16.35
Cooks	FY '10	\$ 11.41	\$ 12.36	\$ 13.09	\$ 14.12	\$ 15.03	\$ 15.63
	FY '11	\$ 11.76	\$ 12.73	\$ 13.48	\$ 14.54	\$ 15.48	\$ 16.10
General Kitchen	FY '10	\$ 10.51	\$ 11.66	\$ 12.36	\$ 13.36	\$ 14.27	\$ 14.90
	FY '11	\$ 10.83	\$ 12.01	\$ 12.73	\$ 13.76	\$ 14.70	\$ 15.35

Seniority	FY '10	FY '11	Ten Years	\$ 1.63 per hour
			Fifteen Years	\$ 2.00 per hour
			Twenty Years	\$ 2.10 per hour

INSTRUCTIONAL ASSISTANTS

	Step 1	Step 2	Step 3	Step 4	Step 5
FY'11	13.81	14.55	15.28	16.12	16.94
FY'10	13.54	14.26	14.95	15.81	16.61

Seniority	FY '11	FY '10	Five years	\$1.10 per hour
			Ten years	\$2.10 per hour
			Fifteen years	\$3.10 per hour
			Twenty years	4.10 per hour

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

CAFETERIA EMPLOYEES

		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
Lead Cook	FY '10	\$ 11.66	\$ 12.61	\$ 13.34	\$ 14.37	\$ 15.28	\$ 15.88
	FY '11	\$ 12.01	\$ 12.98	\$ 13.73	\$ 14.79	\$ 15.73	\$ 16.35
Cooks	FY '10	\$ 11.41	\$ 12.36	\$ 13.09	\$ 14.12	\$ 15.03	\$ 15.63
	FY '11	\$ 11.76	\$ 12.73	\$ 13.48	\$ 14.54	\$ 15.48	\$ 16.10
General Kitchen	FY '10	\$ 10.51	\$ 11.66	\$ 12.36	\$ 13.36	\$ 14.27	\$ 14.90
	FY '11	\$ 10.83	\$ 12.01	\$ 12.73	\$ 13.76	\$ 14.70	\$ 15.35

Seniority	FY '10 FY '11	Ten Years	\$ 1.63 per hour
		Fifteen Years	\$ 2.00 per hour
		Twenty Years	\$ 2.10 per hour

INSTRUCTIONAL ASSISTANTS

	Step 1	Step 2	Step 3	Step 4	Step 5
FY'11	13.81	14.55	15.28	16.12	16.94
FY'10	13.54	14.26	14.95	15.81	16.61

Seniority	FY '11 FY '10	Five years	\$1.10 per hour
		Ten years	\$2.10 per hour
		Fifteen years	\$3.10 per hour
		Twenty years	4.10 per hour

Appendix C

**Salary Schedule for Elected Town Officers
Fiscal Year July 1, 2010 – June 30, 2011**

<i>Position</i>	<i>Fiscal Year 2010 Salary</i>	<i>Fiscal Year 2011 Salary</i>
<i>Town Clerk (Full Time)</i>	\$61,000	\$61,000
<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 FY2011 Departmental Salary/Expense Budgets

Description	Expended FY2009	Current FY2010 Budget	Proposed FY2011 Budget	\$ Change FY11 vs FY10 vs	% Change FY11 vs FY10	Funding Source
Selectmen Department						
1. Salaries	392,876	397,732	400,275	2,543	0.6%	Taxation
2. Expenses	42,399	50,000	47,457	(2,543)	-5.1%	Taxation
	<u>435,276</u>	<u>447,732</u>	<u>447,732</u>	<u>0</u>	<u>0.0%</u>	
Finance Commission						
3. Salaries	33,287	33,389	33,414	25	0.1%	Taxation
4. Expenses	21,901	22,038	22,013	(25)	-0.1%	Taxation
	<u>55,188</u>	<u>55,427</u>	<u>55,427</u>	<u>0</u>	<u>0.0%</u>	
Accounting Department						
5. Salaries	162,636	168,885	169,791	906	0.5%	Taxation
6. Expenses	3,904	4,800	4,800	0	0.0%	Taxation
	<u>166,539</u>	<u>173,685</u>	<u>174,591</u>	<u>906</u>	<u>0.5%</u>	
Audit - School & Municipal Financials						
7. Expenses	46,290	50,000	52,500	2,500	5.0%	Taxation
Assessors Department						
8. Salaries	164,447	165,637	166,685	1,048	0.6%	Taxation
9. Expenses	36,671	21,450	20,400	(1,050)	-4.9%	Taxation
	<u>201,118</u>	<u>187,087</u>	<u>187,085</u>	<u>(2)</u>	<u>0.0%</u>	
Treasurer's Department						
10. Salary	78,524	78,670	78,695	25	0.0%	Taxation
11. Expenses	6,635	15,130	15,105	(25)	-0.2%	Taxation
	<u>85,160</u>	<u>93,800</u>	<u>93,800</u>	<u>0</u>	<u>0.0%</u>	
Collector's Department						
12. Salaries	95,104	99,180	101,040	1,860	1.9%	Taxation
13. Expenses	66,641	66,950	73,850	6,900	10.3%	\$32,500 Amb.Receipts/Taxation
	<u>161,746</u>	<u>166,130</u>	<u>174,890</u>	<u>8,760</u>	<u>5.3%</u>	
Legal Department						
14. Salary	86,610	86,645	86,670	25	0.0%	Taxation
15. Expenses	112,337	123,500	123,475	(25)	0.0%	Taxation
	<u>198,947</u>	<u>210,145</u>	<u>210,145</u>	<u>0</u>	<u>0.0%</u>	
Personnel Board						
16. Salary	113,962	129,319	134,167	4,848	3.7%	Taxation
17. Expenses	17,798	8,395	8,395	0	0.0%	Taxation
	<u>131,761</u>	<u>137,714</u>	<u>142,562</u>	<u>4,848</u>	<u>3.5%</u>	
Information Systems Department						
18. Salaries	203,341	207,597	208,001	404	0.2%	Taxation
19. Expenses	210,000	207,812	217,812	10,000	4.8%	Taxation
	<u>413,341</u>	<u>415,409</u>	<u>425,813</u>	<u>10,404</u>	<u>2.5%</u>	

Appendix D
Proposed FY2011 Departmental Salary/Expense Budgets

Description	Expended FY2009	Current FY2010 Budget	Proposed FY2011 Budget	\$ Change FY11 vs FY10 vs	% Change FY11 vs FY10	Funding Source
Town Clerk Department						
20. Salaries	126,083	131,212	130,939	(273)	-0.2%	Taxation
21. Expenses	40,007	45,000	51,242	6,242	13.9%	Taxation
	166,090	176,212	182,181	5,969	3.4%	
Conservation Commission						
22. Salary	38,384	39,749	39,774	25	0.1%	\$17,000 Conserv. Receipts/
23. Expenses	2,750	5,450	5,425	(25)	-0.5%	Taxation
	41,134	45,199	45,199	0	0.0%	
Planning Board						
24. Salaries	40,816	90,490	90,490	0	0.0%	Taxation
25. Expenses	3,288	3,715	3,715	0	0.0%	Taxation
	44,104	94,205	94,205	0	0.0%	
Zoning Board of Appeals						
26. Salaries	23,114	23,638	24,136	498	2.1%	Taxation
27. Expenses	828	2,865	2,367	(498)	-17.4%	Taxation
	23,942	26,503	26,503	0	0.0%	
Economic Development Task Force						
28. Salaries	31,216	70,581	81,700	11,119	15.8%	Taxation
29. Expenses	200	3,800	1,400	(2,400)	-63.2%	Taxation
	31,416	74,381	83,100	8,719	11.7%	
Outside Professional Services						
30. Expenses	36,106	38,000	38,000	0	0.0%	Taxation
Mass Housing Partnership						
31. Expenses	14,826	15,000	15,000	0	0.0%	Taxation
Housing Authority						
32. Expenses	10,000	10,000	10,000	0	0.0%	Taxation
Communications Systems						
33. Expenses	115,568	121,000	121,000	0	0.0%	Taxation
Training/Professional Development						
34. Expenses	7,379	6,000	7,500	1,500	25.0%	Taxation
Total General Government	2,385,931	2,543,629	2,587,233	43,604	1.7%	

Appendix D
Proposed FY2011 Departmental Salary/Expense Budgets

Description	Expended FY2009	Current FY2010 Budget	Proposed FY2011 Budget	\$ Change FY11 vs FY10 vs	% Change FY11 vs FY10	Funding Source
Police Department						
35. Salaries	2,618,944	2,500,900	2,500,900	0	0.0%	Taxation
36. Expenses	196,111	217,150	217,150	0	0.0%	Taxation
	<u>2,815,055</u>	<u>2,718,050</u>	<u>2,718,050</u>	<u>0</u>	<u>0.0%</u>	
37. Public Safety Funding	136,475	166,944	166,944	0	0.0%	Taxation
Auxiliary Police/Civil Defense						
38. Expenses	0	2,000	2,000	0	0.0%	Taxation
	<u>0</u>	<u>2,000</u>	<u>2,000</u>	<u>0</u>	<u>0.0%</u>	
Animal Control						
39. Salary	41,718	41,927	41,927	0	0.0%	Taxation
40. Expenses	6,078	7,500	7,500	0	0.0%	Taxation
	<u>47,796</u>	<u>49,427</u>	<u>49,427</u>	<u>0</u>	<u>0.0%</u>	
Fire Department						
41. Salaries	2,379,720	2,393,239	2,393,239	0	0.0%	\$304,000 Amb. Receipts/Taxation
42. Expenses	174,846	174,950	174,950	0	0.0%	\$40,000 Amb. Receipts/Taxation
	<u>2,554,567</u>	<u>2,568,189</u>	<u>2,568,189</u>	<u>0</u>	<u>0.0%</u>	
Building Inspection Department						
43. Salaries	236,287	238,923	240,675	1,752	0.7%	Taxation
44. Expenses	24,770	34,950	33,450	(1,500)	-4.3%	Taxation
	<u>261,057</u>	<u>273,873</u>	<u>274,125</u>	<u>252</u>	<u>0.1%</u>	
Total Public Safety	5,814,950	5,778,483	5,778,735	252	0.0%	

Appendix D
Proposed FY2011 Departmental Salary/Expense Budgets

Description	Expended FY2009	Current FY2010 Budget	Proposed FY2011 Budget	\$ Change FY11 vs FY10 vs	% Change FY11 vs FY10	Funding Source
Department of Public Works						
45. Salaries - admin	178,007	181,917	182,795	878	0.5%	Taxation
46. Salaries - operations	1,386,658	1,284,473	1,283,595	(878)	-0.1%	\$10,000 Perp Care/Taxation
47. Expenses	414,327	415,500	415,500	0	0.0%	Taxation
	1,978,992	1,881,890	1,881,890	0	0.0%	
Building Maintenance						
48. Salaries				0		
48. Expenses	579,894	601,470	601,470	0	0.0%	Taxation
		601,470	601,470	0	0.0%	
Municipal & School						
49. Field Maintenance	120,195	112,044	112,044	0	0.0%	Taxation
50. Snow & Ice	618,941	250,000	250,000	0	0.0%	Taxation
51. Street Lighting/ Traffic Light Maint	132,702	140,000	121,000	(19,000)	-13.6%	Taxation
Waste Collection/Disposal						
52. Expenses	1,172,913	1,275,000	1,225,000	(50,000)	-3.9%	Taxation
Total Public Works	4,603,637	4,260,404	4,191,404	(69,000)	-1.6%	
Health Department						
53. Salaries	174,178	174,750	175,356	606	0.3%	Taxation
54. Expenses	9,615	10,200	9,650	(550)	-5.4%	Taxation
	183,793	184,950	185,006	56	0.0%	
55. Outside Health Agencies	11,756	14,316	14,316	0	0.0%	Taxation
56. Disability Commission Expenses	0	500	500	0	0.0%	Taxation
Council On Aging						
57. Salaries	193,836	192,983	197,415	4,432	2.3%	Taxation
58. Expenses	22,941	25,535	25,535	0	0.0%	Taxation
	216,777	218,518	222,950	4,432	2.0%	
Youth and Family Services Commission						
59. Salaries	149,750	154,285	154,285	0	0.0%	Taxation
60. Expenses	15,282	15,282	15,282	0	0.0%	Taxation
	165,032	169,567	169,567	0	0.0%	
Veterans Services Department						
61. Salaries	24,093	25,185	25,623	438	1.7%	Taxation
62. Expenses	73,781	60,800	83,800	23,000	37.8%	Taxation
	97,874	85,985	109,423	23,438	27.3%	
Total Human Services	675,232	673,836	701,762	27,926	4.1%	

Appendix D
Proposed FY2011 Departmental Salary/Expense Budgets

Description	Expended FY2009	Current FY2010 Budget	Proposed FY2011 Budget	\$ Change FY11 vs FY10 vs	% Change FY11 vs FY10	Funding Source
Public Library						
63. Salaries	736,936	742,527	747,839	5,312	0.7%	Taxation
64. Expenses	212,187	208,801	203,489	(5,312)	-2.5%	Taxation
65. Lost Books	924	850	850	0	0.0%	Taxation
	<u>950,047</u>	<u>952,178</u>	<u>952,178</u>	<u>0</u>	<u>0.0%</u>	
Recreation Department						
66. Salaries	234,541	232,725	234,621	1,896	0.8%	Taxation
67. Expenses	36,102	41,550	39,654	(1,896)	-4.6%	Taxation
	<u>270,643</u>	<u>274,275</u>	<u>274,275</u>	<u>0</u>	<u>0.0%</u>	
Memorial/Veteran's Day						
68. Expenses	4,446	6,700	6,700	0	0.0%	Taxation
Total Culture and Recreation	1,225,136	1,233,153	1,233,153	0	0.0%	
Other						
69. Operating Equipment & Projects	135,000	57,316	54,534	(2,782)	-4.9%	Taxation
			20,000			FY11 Items
			7,200			Police - Radio infrastructure
			12,000			Fire - Radio and replacement
			15,334			Fire - Rescue equipment
						Fire - Breathing apparatus
Total Other	135,000	57,316	54,534	(2,782)	-4.9%	
Total Municipal Budget	14,839,885	14,546,821	14,546,821	0	0.0%	

**Appendix D
Proposed FY2011 Departmental Salary/Expense Budgets**

Description	Expended FY2009	Current FY2010 Budget	Proposed FY2011 Budget	\$ Change FY11 vs FY10 vs	% Change FY11 vs FY10	Funding Source
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Fixed Costs Budgets - School and Municipal

Municipal Employee Benefits/Costs

Retirement Assessment	1,494,903	1,630,909	1,692,885	61,976	3.8%	Taxation
Non-Contrib Pension	54,740	56,383	58,076	1,693	3.0%	Taxation
Worker's Compensation	53,267	65,827	65,827	0	0.0%	Taxation
Unemployment Compensation	9,966	12,000	12,000	0	0.0%	Taxation
Health Insurance	1,221,530	1,170,513	1,250,107	79,594	6.8%	Taxation
Life Insurance	3,012	4,200	4,200	0	0.0%	Taxation
Pre-Hire/EAP/Payroll	65,737	74,244	75,331	1,087	1.5%	Taxation
Public Safety Medical/111F ins	56,270	54,064	63,326	9,262	17.1%	Taxation
Medicare Part B Refund	32,246	35,100	53,365	18,265	52.0%	Taxation
Social Security Tax	8,433	23,000	15,000	(8,000)	-34.8%	Taxation
Medicare Payroll Tax	132,319	124,178	142,842	18,664	15.0%	Taxation
OPEB			8,000	8,000	#DIV/0!	Taxation
Municipal Employee Benefits/Costs	3,132,424	3,250,418	3,440,959	182,541	5.9%	

School Employee Benefits/Costs

Retirement Assessments	640,283	698,514	725,058	26,544	3.8%	Taxation
Worker's Compensation	103,459	139,779	139,779	0	0.0%	Taxation
Unemployment Compensation	59,845	75,000	75,000	0	0.0%	Taxation
Health Insurance	2,751,730	3,402,412	3,633,776	231,364	6.8%	Taxation
Life Insurance	6,203	7,550	7,550	0	0.0%	Taxation
EAP/Payroll service	17,541	21,226	22,293	1,067	5.0%	Taxation
Medicare Part B Refund	83,338	90,150	120,672	30,522	33.9%	Taxation
Social Security Tax	13,137	30,000	18,000	(12,000)	-40.0%	Taxation
Medicare Payroll Tax	338,370	363,380	381,549	18,169	5.0%	Taxation
OPEB			12,000	12,000		Taxation
School Employee Benefits/Costs	4,013,904	4,828,011	5,135,677	307,666	6.4%	

70. **Total Benefits/Costs** **7,146,328** **8,078,429** **8,576,636** **498,207** **6.2%**

Insurance/Reserves

Comprehensive And Liability Insurance - School & Municipal

71. Expenses	317,418	402,000	402,000	0	0.0%	Taxation
72. Energy/Utility Reserve Fund*	0	225,000	225,000	0	0.0%	\$110,000 Free Cash/Taxation
73. Special Town Mtg/Charter Review		25,000	25,000	0	0.0%	Taxation
74. Reserve Fund	0	400,000	400,000	0	0.0%	Taxation
Total Ins./Reserve	317,418	1,052,000	1,052,000	0	0.0%	

Total Fixed Costs Budget	7,463,746	9,130,429	9,628,636	498,207	5.5%	
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Reserve Accounts -Actual expenditures are shown in the budgets to which transfers were made.

* This energy reserve account has been established in order to handle FY10/FY11 utility costs.

This reserve fund budget will be transferred if needed to the respective budgets upon vote by the Board of Selectmen .

Debt Service Budget

Municipal Related						
75. Debt Service	862,545	744,525	716,426	(28,099)	-3.8%	Taxation
School Related						
76. Debt Service	5,498,300	5,382,816	5,183,172	(199,644)	-3.7%	\$2,760,163 sch bld reimb/\$29,662 Bond Premium/Taxation
Total Debt Budget	6,360,845	6,127,341	5,899,598	(227,743)	-3.7%	

FY11 Debt Change

Change in Debt within Prop 2 1/2 (\$93,056)

Change in Debt-outside Prop 2 1/2 (\$134,687)

Total Debt Change **(\$227,743)**

**Appendix D
Proposed FY2011 Departmental Salary/Expense Budgets**

Description	Expended FY2009	Current FY2010 Budget	Proposed FY2011 Budget	\$ Change FY11 vs FY10 vs	% Change FY11 vs FY10	Funding Source
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Westwood Public Schools

Salaries		24,979,061	26,037,631	1,058,570	4.2%	
Expenses		7,509,623	6,451,055	(1,058,568)	-14.1%	
77. School salaries & exps	32,396,076	32,488,684	32,488,686	2	0.0%	Taxation
78. Blue Hills Regional School	173,379	173,379	185,683	12,304	7.1%	Taxation
Crossing Guards						
79. Salaries	89,011	101,667	99,226	(2,441)	-2.4%	Taxation
80. Expenses	3,186	4,900	4,900	0	0.0%	Taxation
	92,197	106,567	104,126	(2,441)	-2.3%	
Total School Budgets	32,661,652	32,768,638	32,778,495	9,865	0.0%	

Sewer Enterprise

81. Salaries	311,623	336,040	336,040	0	0.0%	Sewer Enterprise Funds
82. Expenses	115,039	116,900	116,900	0	0.0%	Sewer Enterprise Funds
83. Pumping Stations	141,309	150,900	150,900	0	0.0%	Sewer Enterprise Funds
84. MWRA Assessment	1,964,562	2,114,039	2,157,463	43,424	2.1%	Sewer Enterprise Funds
85. Mandated Inspections	116,827	120,000	120,000	0	0.0%	Sewer Enterprise Funds
Indirect Costs	290,978	0		0	#DIV/0!	Sewer Enterprise Funds
86. Sewer Debt & Int	438,777	311,873	305,053	(6,820)	-2.2%	Sewer Enterprise Funds
87. System Ext./Repairs	25,000	25,000	25,000	0	0.0%	Sewer Enterprise Funds
Total Sewer Enterprise**	3,404,116	3,174,752	3,211,356	36,604	1.2%	Note: Sewer revenue will be operating budget + \$290,978 for indirect costs - total \$3,502,334.

Total Operating Budget	64,730,244	65,747,973	66,064,906	316,933	0.5%	
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Exhibit 1
FY'10 vs. FY '11 Budget Summary by Major Category

	FY'10 Appropriation	FY'11 Proposed Budget	Increase/ Decrease (\$)	Increase/ Decrease (%)
I. INSTRUCTIONAL				
Salary	\$ 23,245,109	\$ 23,690,487	\$ 445,378	1.92%
Non-Salary	2,283,262	2,095,848	(187,414)	-8.21%
<i>Instructional Sub-total</i>	\$ 25,528,371	\$ 25,786,335	\$ 257,964	1.01%
II. CENTRAL ADMINISTRATION				
Salary	859,758	\$ 861,649	\$ 1,891	0.22%
Non-Salary	260,975	260,975	-	0.00%
<i>Administration Sub-total</i>	\$ 1,120,733	\$ 1,122,624	\$ 1,891	0.17%
III. OPERATIONS				
Salary	1,449,778	\$ 1,485,495	\$ 35,717	2.46%
Non-Salary	2,260,295	2,251,503	(8,792)	-0.39%
<i>Operations Sub-total</i>	\$ 3,710,073	\$ 3,736,997	\$ 26,924	0.73%
Sub-Total Sections I.-III.	\$ 30,359,177	\$ 30,645,956	\$ 286,779	0.94%
IV. SPED TUITION AND TRANSP.				
Out-of-district Tuition	1,458,699	\$ 1,208,699	\$ (250,000)	-17.14%
Sped Transportation	670,810	634,031	(36,779)	-5.48%
<i>Spec. Ed. Tuition and Transp. Sub-total</i>	\$ 2,129,509	\$ 1,842,730	\$ (286,779)	-13.47%
Sub-Total Section IV.	\$ 2,129,509	\$ 1,842,730	\$ (286,779)	-13.47%
TOTAL OPERATING BUDGET	\$ 32,488,686	\$ 32,488,686	\$ (0)	0.00%

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FY2011 Budget Summary

The following financial information was taken from the Town's FY11 Proposed Budget Summary document. While the data should provide a summary of the FY11 budget, please note there is further detailed information on the Town's web site at: www.townhall.westwood.ma.us.

The FY11 budget continues the challenges faced by Westwood and most municipalities in Massachusetts over the last several years. Westwood operates under an annual structural budget deficit. In addition, the troubled national economy of the last two years has further deteriorated our budget, causing decreases to revenue sources such as State aid and investment income and delaying much needed new commercial development. It is difficult to fund our services within these revenue constraints, yet it is a difficult time to ask residents for additional revenue.

Ongoing Structural Deficit

It is difficult to prepare a balanced budget for the community within the constraints of Proposition 2 ½. Westwood's budget experience is similar to that of municipalities across the state. For the last few years, the limited revenue increases available under Proposition 2 ½ are consumed by increases in fixed costs, particularly health insurance and pension assessment costs without a Proposition 2 ½ override. This leaves little or no revenue available for increases to the operating budgets for school and municipal services. As a result, level services cannot be maintained within Proposition 2 ½ and a structural budget deficit is created. Thus, without overrides, it is difficult each year to simply maintain the same services year to year. This structural deficit has made the annual budget process so challenging.

FY11 Additional Budget Pressures

Coupled with the ongoing structural deficit, FY11 finds us faced with the continuation of a poor national economy and unsettled financial markets. This has led to budget concerns at the state level and a significant delay to the Westwood Station project. For FY11 we are projecting decreases in major revenue categories, including state aid, economic driven local receipts such as motor vehicle excise payments and investment income, and elimination of the Westwood Station guaranteed payment. All of these revenue sources are decreasing, making an extremely challenging budget year for the second consecutive year.

Since the fall of 2009, the Selectmen have been monitoring budget conditions and the economic impact on Westwood's and the state's revenue. Based upon review of information, the Selectmen determined that the prudent choice was to level fund the FY11 school and municipal operating budgets at FY10 levels, a \$0 increase to budgets. As this is the second year of \$0 increases, our school and municipal budgets for FY11 need to be at the same amounts as the FY09 levels.

The Selectmen recognize that the targets are not easy to achieve and will not come without service reductions to the community and impact on our employees. However, Westwood is simply not exempt from the tremendous financial impact being experienced throughout the state and nation. In addition, it is a difficult time to ask our residents for more revenue. Our financial condition simply does not warrant any increase to our operating budget level. In addition, the FY11 budget will level fund capital budgets and no appropriations into reserve accounts, a significant setback from the progress made in FY09.

**Town of Westwood
Summary of Budget - FY11**

	FY2008 Approved Per recap	FY2009 Approved Per recap	FY2010 Approved Per recap	FY2011 Projections
BUDGET CATEGORIES				
Appropriations Made by Town Meeting:				
Operations Budget	\$62,590,973	\$65,908,869	\$65,747,972	\$66,064,906
Capital - Municipal	\$417,000	\$757,000	\$417,000	\$417,000
Capital Schools	\$406,000	\$516,000	\$406,000	\$406,000
Capital - Sewer	\$155,000	\$484,000	\$265,000	\$245,000
Stabilization Account Appropriation	\$25,000	\$175,000	\$0	\$0
Other Financial Warrant Articles	\$11,175	\$0	\$210,000	\$0
Prior yr Adjustments voted at Town Meeting	\$139,000	\$269,681	\$266,000	\$223,500
Reserve for Revenue Reduction	\$0	\$0	\$0	\$0
	\$63,744,148	\$68,110,550	\$67,311,972	\$67,356,406
Other Amounts to be Raised (not Voted at Town Meeting)				
State Aid Offsets (Funds which must be restricted)	\$30,678	\$30,830	\$27,313	\$25,628
State and County Charges	\$519,915	\$519,332	\$555,357	\$556,676
Overlay (Reserve for abatements/exemptions)/other-snow	\$1,084,368	\$814,999	\$523,009	\$497,868
	\$1,634,961	\$1,365,161	\$1,105,679	\$1,080,172
	\$65,379,109	\$69,475,711	\$68,417,651	\$68,436,578
Financial Resources				
State Revenue:				
State Aid	\$4,257,310	\$4,732,859	\$4,334,151	\$3,916,450
State School Building Assistance Funding	\$3,089,590	\$3,008,895	\$3,008,895	\$2,760,163
Local Revenue:				
Total Property Taxes	\$48,519,936	\$50,373,089	\$51,832,245	\$53,553,969
Local Receipts	\$3,812,483	\$3,812,483	\$3,182,000	\$2,992,000
Enterprise (Sewer) Funding (for all - capital , articles, etc)	\$4,000,601	\$3,906,125	\$3,730,730	\$3,747,334
Available Funds/ - for misc articles	\$139,000	\$141,681	\$211,000	\$48,500
Available Funds	\$428,540	\$787,579	\$428,631	\$433,162
Westwood Station Guaranteed Revenue	\$0	\$1,750,000	\$615,000	\$0
Free Cash	\$1,131,648	\$963,000	\$1,075,000	\$985,000
	\$65,379,108	\$69,475,711	\$68,417,652	\$68,436,578
	(\$1)	(\$0)	\$1	\$0
Note: - FY08/09 does not include Westwood Station bldg permit articles - FY09 does not include Westwood Station mitigation articles				
Authorization to borrow (Projects approved at Town Meeting -funds are borrowed and debt service included in future budgets) :				
Approved at Special 2007	\$475,000			
Approved at 2008 ATM		\$4,500,000		
Approved at 2009 ATM			\$150,000	

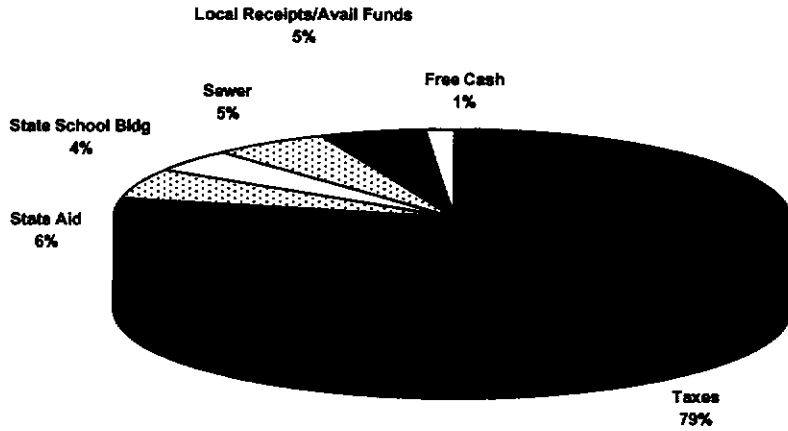
FY11 Proposed Budgets

The following chart summarizes the proposed FY11 budget by category. These budgets reflect the revenue constraints faced by the Town.

FY10 Budget	Category	FY11 Selectmen and Finance Commission Proposed	\$ Change FY11 – FY10
\$32,488,684	School Operating Budget	\$32,488,684	\$0
\$14,546,821	Municipal Operating Budget	\$14,546,821	\$0
\$173,379	Blue Hills Budget	\$185,683	\$12,304
\$106,567	Traffic Supervisors	\$104,126	(\$2,441)
\$9,130,428	Fixed Costs Budget	\$9,628,636	\$498,208
\$6,127,341	Debt Budget	\$5,899,598	(\$227,743)
\$823,000	Base Municipal & School Capital	\$823,000	\$0
\$0	Stabilization Accounts	\$0	\$0
\$3,174,752	Sewer Operating Budget	\$3,211,356	\$36,604
\$265,000	Sewer Capital	\$245,000	(\$20,000)

This is the second year of \$0 increases for the operating budget. The school and municipal budgets for FY11 will be at the same amounts as the FY09 levels.

FY2011 Projected Budget Revenue



FY2011 Projected Budget Revenue

	FY2010 Budget	FY2011 Proj	\$ Increase	% Increase
Taxes	\$51,832,246	\$53,553,969 ✓	\$1,721,723	3.3%
State Aid	\$4,334,151	\$3,916,450 ✓	(\$417,701)	-9.6%
State School Bldg Reimbursement	\$3,008,895	\$2,760,163 ✓	(\$248,732)	-8.3%
Sewer Enterprise	\$3,730,730	\$3,747,334	\$16,604	0.4%
Westwood Station Guaranteed Payment	\$615,000	\$0	(\$615,000)	-100.0%
Local Receipts	\$3,182,000	\$2,992,000 ✓	(\$190,000)	-6.0%
Available Funds	\$639,631	\$481,662 ✓	(\$157,969)	-24.7%
Free Cash	<u>\$1,075,000</u>	<u>\$985,000</u>	<u>(\$90,000)</u>	<u>-8.4%</u>
Total Revenue	\$68,417,653	\$68,436,578	\$18,925	0.0%

Tax revenue to increase by changes per Proposition 2 1/2 and estimated new growth.

State aid estimates - included 10% reduction to FY10 Chapter 70 and Municipal Aid.

A Look at Taxes

Town of Westwood History of Tax Levy

Tax Levy Calculation	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	Projected FY2011
Prior Year Levy Limit	\$36,916,575	\$38,726,265	\$40,281,755	\$41,938,657	\$46,442,531	\$48,296,355	\$50,161,830
Plus 2.5% Increase	\$922,914	\$968,157	\$1,007,044	\$1,048,466	\$1,161,063	\$1,207,409	\$1,254,046
Plus New Growth**	\$886,775	\$587,334	\$649,858	\$678,020	\$692,761	\$658,066	\$300,000
General Overrides	\$0	\$0	\$0	\$2,777,387	\$0	\$0	\$0
Tax Levy Limit	\$38,726,265	\$40,281,755	\$41,938,657	\$46,442,531	\$48,296,355	\$50,161,830	\$51,715,875
Exempt Debt*	\$4,167,788	\$1,948,546	\$2,119,419	\$2,199,779	\$1,196,527	\$1,732,088	\$1,838,094
Levy Capacity	\$43,094,054	\$42,230,301	\$44,158,076	\$48,642,309	\$50,454,882	\$51,883,910	\$53,553,969
Actual Levy Assessed	\$43,092,347	\$42,197,019	\$43,967,446	\$48,519,937	\$50,373,089	\$51,832,246	\$53,553,969

FY11 Tax Change	
2.5/new growth/excess levy	\$1,605,710
Change in exempt debt	\$116,014
Total Taxes	\$1,721,724

*Exempt debt – This is the principal and interest payment required each year for borrowing projects approved outside Proposition 2 ½.

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

	FY05	FY06	FY07	FY08	FY09	FY10	Projected FY11
Average Tax Bill Increase	0.67%	(-3.84%)	3.5%	9.4%	2.3%	2.3%	2.74%
Savings to Average Tax Bill Resulting from Split Tax Rate	\$663	\$673	\$725	\$789	\$838	\$782	
Average Residential Tax Bill Home Value	\$510,202	\$566,324	\$566,324	\$566,324	\$566,324	\$532,345	
*Average Tax Bill	\$6,107	\$5,873	\$6,076	\$6,648	\$6,802	\$6,958	\$7,149

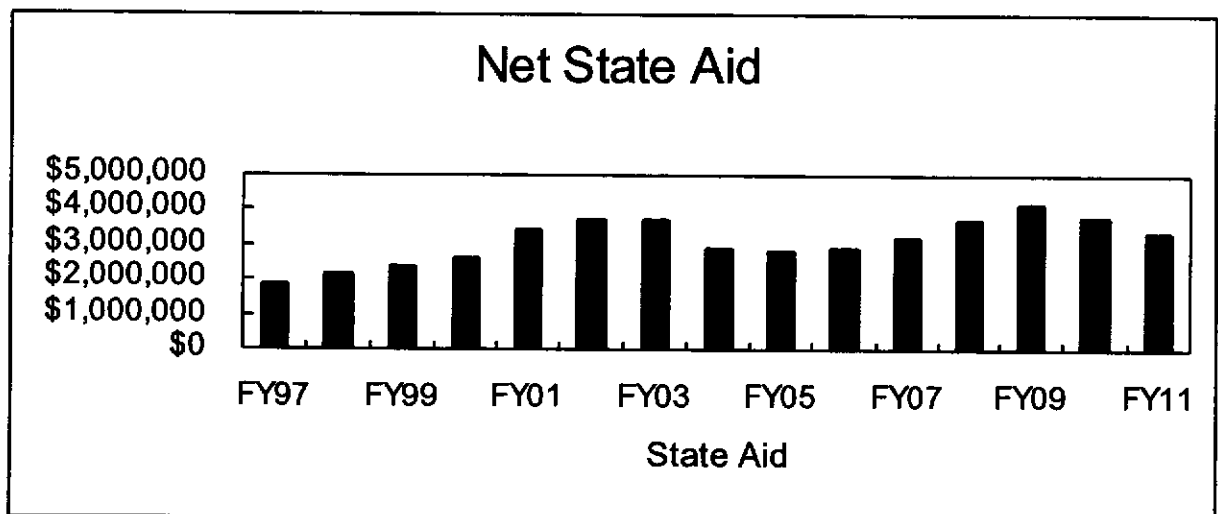
- FY11 increase greater than 2 ½% due to slight change in exempt debt.
- FY10 increase less than 2.5% due to completion of 1998 Middle School bond.
- FY08 increase greater than 2 ½ % due to school override of \$2.7M.
- FY05 increase less than 2 ½% due to receipt of state building funds for Martha Jones and Downey School projects.
- FY06 was a decrease in taxes due to completion of 1994 road improvement bond and receipt of state building funds for the High School project.

FY11 Projected State Aid

					Governor Projected	Used For FY11 Initial Budget
	FY2007	FY2008	FY2009	FY2010	FY2011	
Chapter 70-Education	\$2,588,559	\$3,096,779	\$3,547,941	\$3,476,983	\$3,476,983	\$3,129,284
Chapter 70 Federal Stimulus \$					\$513,030	
Municipal Aid (Old Lottery & Add'l Assistance)	\$857,639	\$871,741	\$871,741	\$642,792	\$642,792	\$578,512
Other	\$241,807	\$258,112	\$282,347	\$187,063	\$183,026	\$183,026
Offsets (Restricted to Metco, Library, School Lunch)	\$29,099	\$30,678	\$30,830	\$27,313	\$25,628	\$25,628
Prior Year Adjustment						
Total Receipts	\$3,717,104	\$4,257,310	\$4,732,859	\$4,334,151	\$4,841,459	\$3,916,450
Charges						
County Tax	158,240	152,576	156,390	156,183	\$160,097	160,097
MBTA Assessment	271,824	279,854	278,767	286,827	\$289,409	289,409
Other	80,359	87,485	84,175	\$112,347	\$107,170	\$107,170
Prior Year Adjustment		0	0	0		
Total Charges	\$510,423	\$519,915	\$519,332	\$555,357	\$556,676	\$556,676
Net State Aid	\$3,206,681	\$3,737,395	\$4,213,527	\$3,778,794	\$4,284,783	\$3,359,774

FY11 Governor's Budget Assumptions:

- Level fund Chapter 70 – Include funding of FY10 federal stimulus \$.
 - Federal Education Stimulus \$ - In FY10, in addition to the Chapter 70 funds shown, the State distributed to Westwood \$513,030 as part of federal education stimulus funds. This funding was in the form of a federal grant and was separate and in addition to the State and Town budget funds. The Governor's budget for FY11 proposes to provide this \$513,030 as part of the State Chapter 70 funding, not utilizing federal stimulus funds.
- Level fund municipal aid.
- Continue to reduce Quinn Bill funding.



State School Building Assistance

In 2004 the state made a major change to the school building program. Since then, Westwood continues to benefit from those changes. Payments are applied directly to the debt service.

The Town is currently receiving State School Building reimbursement on 3 school construction projects. All audits are completed and the remaining annual payments finalized and guaranteed.

School Building Reimbursement			
Project	Payment Years	Total State Reimbursement (59% of Project)	Remaining Annual State Payments
1997 Middle School	FY01-FY2010	\$2,396,493	Completed FY10
Downey School	FY05-FY2012	\$4,983,848	\$620,168/yr
Martha Jones School	FY05-FY2012	\$5,237,717	\$617,180/yr
High School-Annual Payments	FY06-FY2023	\$33,092,311	\$1,522,815/yr

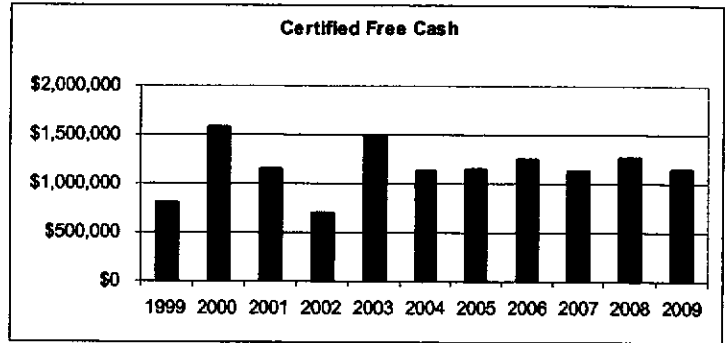
Total State Reimbursement			
FY05	\$1,544,068	FY10	\$3,008,895
FY06	\$3,600,190	FY11	\$2,760,163
FY07	\$3,193,029	FY12	\$2,760,163
FY08	\$3,089,590	FY13	\$1,522,815
FY09	\$3,008,895	FY14-FY23	\$1,522,815 Per year

These annual payments are finalized and guaranteed. They are not subject to the annual state budget process.

In addition to these annual payments, the Town also received a one-time lump sum payment of \$5,474,763 on 9/1/05 for the High School project.

A Look at Free Cash

- Certified Free Cash as of July 1, 2009 is \$1,148,459 which is approximately 2% of the FY09 budget.
- The 5-year average Free Cash has been approximately \$1.2 million.
- Financial policy not to use free cash for operating budget.
- FY10 used \$700,000 of free cash for capital, \$110,000 for energy reserve and \$60,000 for proposed new library article and \$205,000 for snow and ice.
- FY11 projections use \$700,000 for capital, \$110,000 for energy reserve, and \$175,000 for snow and ice.

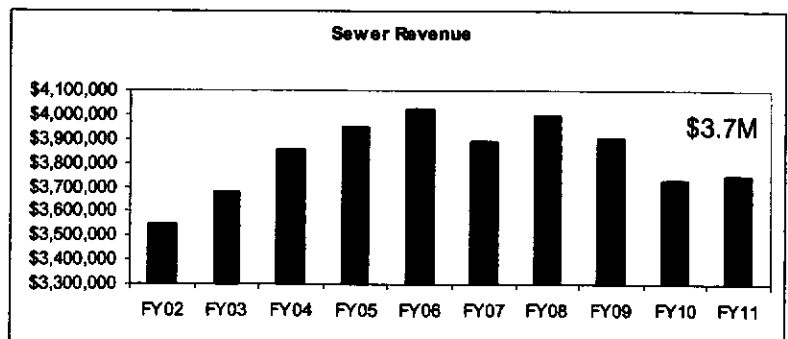


	July 2009	July 2008	July 2007	July 2006	July 2005	July 2004
Certified	\$1,148,459	\$1,274,374	\$1,142,342	\$1,266,415	\$1,154,408	\$1,138,014
Used to Fund Subsequent Budget	Proposed: Energy Reserve \$110,000 Capital \$700,000 Articles \$175,000	Energy Reserve \$110,000 Capital \$700,000 Articles \$265,000	Energy Reserve \$110,000 Capital \$700,000 Stabilization \$25,000 Articles \$128,000	Energy Reserve \$225,000 Capital \$700,000 Stabilization \$25,000 Articles \$11,175 Budget \$170,473	Energy Reserve \$225,000 Capital \$700,000 Articles \$100,000 Stabilization \$25,000	Capital \$737,899 Budgets \$122,450 Stabilization \$25,000
Certified Free Cash as % of Total Budget	2%	2%	2%	2%	2%	2%

Sewer

Assumptions in FY11:

- Revenue is set to fully recover sewer operating and capital budget.
- Current revenue funds operating budget of \$3,211,356, indirect cost of \$290,978 and capital of \$245,000.



FY2011 Local Receipts

	FY07	FY08	FY09	FY09	FY10	FY11
	Actual	Actual	Budget	Actual	Budget	Budget
Motor Vehicle Excise Tax	\$2,135,755	\$2,213,371	\$2,104,500	\$2,242,921	\$1,985,000	\$1,985,000
Penalties and Interest	\$67,238	\$96,971	\$60,000	\$96,948	\$60,000	\$60,000
License/Permits	\$438,495	\$479,822	\$360,000	\$378,525	\$360,000	\$330,000
Departmental Receipts	\$301,570	\$372,162	\$277,005	\$317,845	\$277,000	\$277,000
Special Assessments	\$219	\$0	\$0		\$0	
Investment Income	\$707,268	\$615,900	\$500,000	\$280,677	\$280,000	\$120,000
Sewer Indirect*	\$290,978	\$290,978	\$290,978	\$290,978	\$0	
Recreation	\$151,164	\$152,000	\$160,000	\$165,000	\$160,000	\$160,000
Other	\$195,757	\$123,361	\$60,000	\$67,035	\$60,000	\$60,000
	\$4,288,444	\$4,344,565	\$3,812,483	\$3,839,929	\$3,182,000	\$2,992,000

- Investment income decline due to lower interest rates.
- The FY11 motor vehicle allows for a 12% reduction from most recent actual receipts.
- Licenses and permits allows for a 10% decrease due to expected decline in permit activity.

*Sewer Indirect – format change only. Beginning in FY10, this account is no longer budgeted this way. Per the Department of Revenue, the sewer revenue budget will include this amount to be transferred directly to the general fund.

Westwood Station Payments

	FY09 Budget	FY09 Actual	FY10 Budget	FY11 Budget
Westwood Station Guaranteed Payment	\$1,750,000	\$1,750,000	\$615,000	\$0
Westwood Station Building Receipts	\$811,078	\$811,078	\$0	\$0

- The Westwood Station payments are part of Local Receipts for the Department of Revenue Tax Recap purposes.

FY2011 Available Funds

Available Funds Allocated	FY07	FY08	FY09	FY10	FY11
	Budget	Budget	Budget	Budget	Budget
Conservation Receipts	\$17,000	\$17,000	\$17,000	\$17,000	\$17,000
Cemetery Trust	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Ambulance Receipts for Budget	\$323,850	\$366,200	\$370,000	\$370,000	\$376,500
High School Bond Premium	\$36,821	\$35,340	\$33,859	\$31,631	\$29,662
Prior Year/Miscellaneous Articles	\$509,433	\$21,000	\$	\$61,000	\$48,500
Library funds-land purchase	\$0		\$0	\$0	\$0
Prior year Ch70 not used	\$142,000	\$118,000	\$356,720	\$	\$0
Cemetery Lot Sales				\$150,000	\$0
	\$1,039,104	\$567,540	\$787,579	\$639,631	\$481,662

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 ambulance service.
- High School bond premium - this is a required annual apportionment of bond premium received from the sale of bonds to fund the high school debt.
- In FY10, a one time use of \$150,000 of cemetery lot sales used to fund portion of cemetery barn/garage project.

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. This ensures cost savings to the community and seeks to avoid strapping future generations with large debt loads. The High School was bonded for 20 years to mitigate the effect of the annual tax burden.

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.

A significant portion of the overall debt is paid by State School Building Assistance funds.

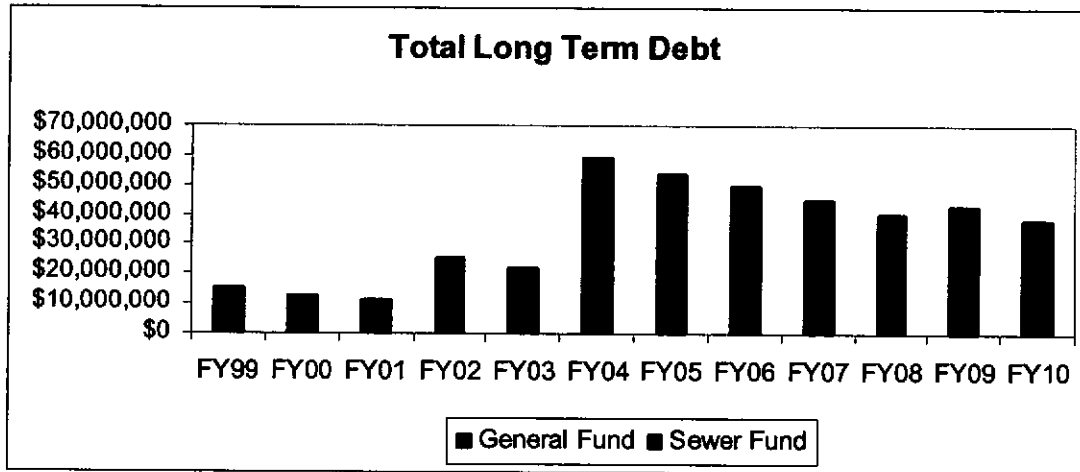
As with a personal credit rating, the Town's credit rating is a statement of its overall fiscal health as a government and as a community. The benefit of a strong credit rating is realized in lower interest costs on the Town's long-term debt issues.

In June of 2009, the Town underwent a credit review in preparation for the sale of a \$3.5M bond. The Town's credit ratings were reaffirmed at AAA from Standard & Poor's and Moody's Investor Service at Aa1. These excellent ratings place Westwood in the top 5% of Massachusetts communities.

However, the agencies expressed concern with the Town's low level of reserves. In order to maintain high credit ratings, the Town must continue to increase reserve funds to meet stated goals.

Other debt information:

- Total Legal Debt Limit - approx. \$195 Million.
- The Town's general fund debt service is approximately 8.9 % of the operating budget for FY11.



Total Long Term Debt Issued and Outstanding	FY10	FY09	FY08	FY07	FY06	FY05	FY04	FY03
General Fund	36,280,000	40,575,000	37,760,000	41,925,000	46,090,000	50,255,000	54,670,000	16,595,000
Sewer Fund	1,865,287	2,175,125	2,600,875	3,022,828	3,440,498	3,854,664	4,823,582	5,872,408
Total	38,145,287	42,750,125	40,360,875	44,947,828	49,530,498	54,109,664	59,493,582	22,467,408

Long Term General Fund Debt Outstanding as of June 30, 2010

Description	Rate of Interest	Date Issued	Maturity Date	Amount Issued	Total Outstanding 30-Jun-10
General Fund					
Martha Jones Construction	4.04	3/21/02	3/21/2012	\$7,200,000	\$1,440,000
Downey Construction	4.04	3/21/02	3/21/2012	\$6,300,000	\$1,260,000
Land Acquisition	4.04	3/21/02	3/21/2012	\$1,300,000	\$260,000
Land Acquisition	4.04	3/21/02	3/21/2012	\$300,000	\$60,000
High School Project	4.25	8/01/03	06/01/2023	\$39,262,300	\$25,675,000
Municipal DPW Building	4.25	8/01/03	06/81/2014	\$2,600,000	\$1,040,000
Public Building	4.25	8/01/03	06/08/2014	\$240,700	\$90,000
Land Acquisition	3.19	8/01/08	02/01/2015	\$210,000	\$150,000
High Street Reconstruction	3.40	8/01/08	02/01/2017	\$1,000,000	\$770,000
High Street Lights	3.39	8/01/08	02/01/2017	\$195,000	\$145,000
High Street Fields	3.84	8/01/08	02/01/2018	\$475,000	\$375,000
High School Completion	3.48	8/01/08	02/01/2023	\$1,950,000	\$1,690,000
Middle Sch Modular Construction	3.79	6/15/09	06/15/2029	\$3,500,000	\$3,325,000
Total General Fund					\$36,280,000

Scheduled Principal & Interest Repayment of Current Long Term General Fund Debt Issued

FY10	\$6,073,034	FY15	\$3,471,016
FY11	\$5,899,596	Fy16	\$3,324,671
FY12	\$5,724,227	FY17	\$3,225,999
FY13	\$4,014,327	FY18	\$2,972,027
FY14	\$3,880,303	Fy19-29	\$14,311,383

Total repayment of Long Term Debt Currently Issued \$52,896,583

General Fund Debt authorized - Not Yet Issued Long Term

Construction of Barn/Garage	ATM 5/09	\$150,000
Total		\$150,000

*Special Town Meeting of 3/8/2010 approved debt issuance of \$9.3M for new library construction. will become authorized upon approval of the project at the April 27 Town election ballot.

Stabilization Fund

The Stabilization Fund is a reserve account authorized by MA General Laws Chapter 40, Section 5B. Appropriations into the Stabilization Fund require a 2/3 vote of Town Meeting. A 2/3 vote of Town meeting is required to use Stabilization funds. The Stabilization account may be used for any purpose approved by Town Meeting. As with all Town monies, the cash in the Stabilization Fund is overseen and invested by the Town Treasurer.

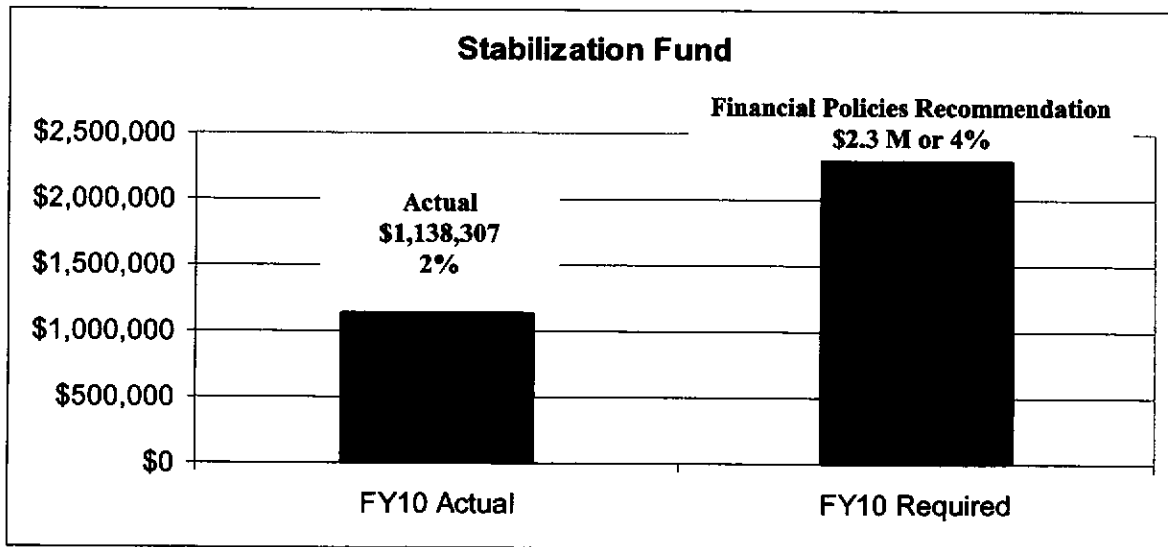
As with any business, it is important for the Town to have a reserve account to provide for unforeseen emergencies or future expenditures. As like most communities, Westwood was not able in the late '80's and early '90's to continue the practice of appropriating funds in to the Stabilization account.

The Town must now address this account, as prudent use of a reserve fund is vital to good financial management, protection for the Town against unforeseen emergencies, and maintenance of a top bond rating.

In FY2000, the Town began to rebuild the Stabilization Fund. A major addition was added in FY2002 with the appropriation of \$450,000 of NStar funds. While the FY03 budget did not include an appropriation, \$25,000 was transferred from available funds at the May 2002 Annual Town Meeting. An additional \$25,000 was transferred from free cash into the account at the May 2004, 2005, 2006, and 2007 Annual Town Meetings.

In January, 2004 the Selectmen adopted revised financial policies; those policies include a statement that the Town shall strive to maintain 4% of general fund operating revenues in the stabilization account. Accordingly, Westwood should have a balance of \$2.3 million. The current balance, at 2% of revenue, is inadequate. Recognizing the importance of this account, the Town shall strive to make an annual appropriation to the stabilization fund.

This account must start to reach the policy targets, or the Town's credit rating may drop.



	FY2010	FY2009	FY2008	FY2007	FY2006	FY2005	FY2004	FY99
Balance								
Stabilization Fund	\$1,138,307	\$1,125,790	\$1,037,359	\$968,827	\$904,083	\$848,225	\$782,142	\$4,003
Capital Improvement Stabilization Fund	\$75,889	\$75,000	0	0	0	0	0	0

The Tax Levy

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. 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.

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 is presented on the following chart. In addition, the history of Westwood's override questions is presented.

Proposition 2 1/2 Overrides

General Overrides Approved

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.
Debt/Capital Exemption Overrides Approved & Still Ongoing			
Downey School Expansion 1999 Annual Town Election	\$6,500,000	Debt Exemption*	Will be completed in FY012. Net cost to average home \$480 total or \$48/yr. for ten years.
Martha Jones School Expansion 2000 Special Town Election	\$7,200,000	Debt Exemption*	Will be completed in FY012. Net cost to average home \$547 total or \$54/yr. for ten years.
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*	
*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.			
Debt/Capital Exemption Overrides Completed			
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
Overrides Not Approved			
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

**Town of Westwood
History of Tax Levy**

Tax Levy Calculation	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	Projected FY2011
Prior Year Levy Limit	\$36,916,575	\$38,726,265	\$40,281,755	\$41,938,657	\$46,442,531	\$48,296,355	\$50,161,830
Plus 2.5% Increase	\$922,914	\$968,157	\$1,007,044	\$1,048,466	\$1,161,063	\$1,207,409	\$1,254,046
Plus New Growth**	\$886,775	\$587,334	\$649,858	\$678,020	\$692,761	\$658,066	\$300,000
General Overrides	\$0	\$0	\$0	\$2,777,387	\$0	\$0	\$0
Tax Levy Limit	\$38,726,265	\$40,281,755	\$41,938,657	\$46,442,531	\$48,296,355	\$50,161,830	\$51,715,875
Exempt Debt*	\$4,367,789	\$1,948,546	\$2,219,419	\$2,199,779	\$2,158,527	\$1,722,088	\$1,838,694
Levy Capacity	\$43,094,054	\$42,230,301	\$44,158,076	\$48,642,309	\$50,454,882	\$51,883,910	\$53,553,969
Actual Levy Assessed	\$43,092,347	\$42,197,019	\$43,967,446	\$48,519,937	\$50,373,089	\$51,832,246	\$53,553,969
Excess Levy (Taxes not raised)	\$1,707	\$33,282	\$190,630	\$122,373	\$81,793	\$51,664	\$0
Increase in Actual Levy (including new growth)	0.0%	-2.1%	4.2%	10.4%	3.8%	2.9%	3.3%
Increase in Levy without new growth	-2.10%	-3.44%	2.66%	8.81%	2.39%	1.59%	2.74%

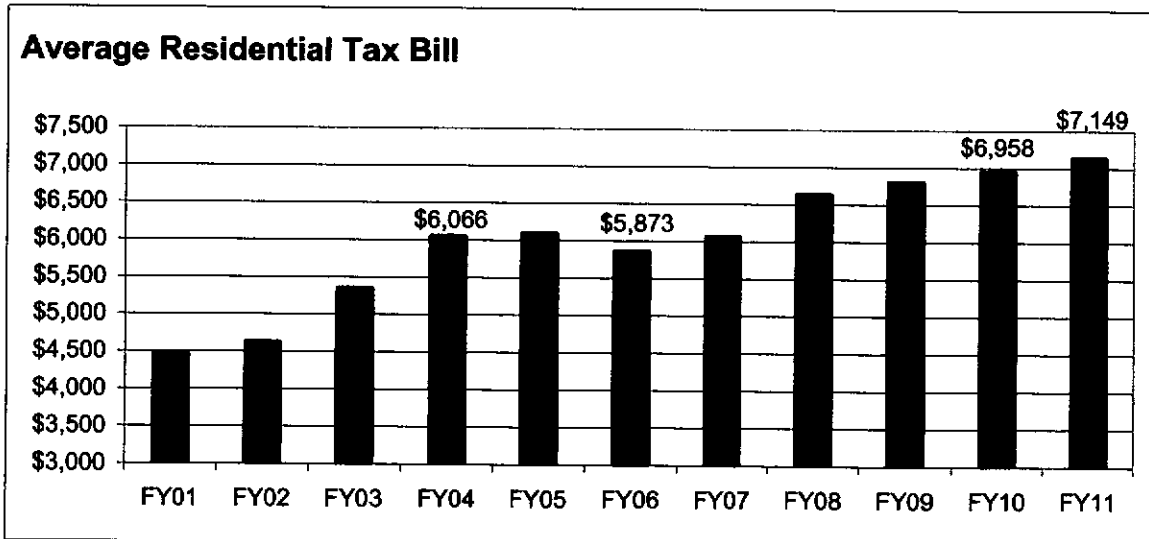
* Exempt debt - This is the net principal and interest payment required each year for borrowing projects approved outside Proposition 2 1/2.

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

FY2011 Tax Change Detail	
2.5/new growth	\$1,554,046
FY10 excess levy	\$51,664
change in exempt debt	<u>\$116,014</u>
Total Change in Taxes	\$1,721,723

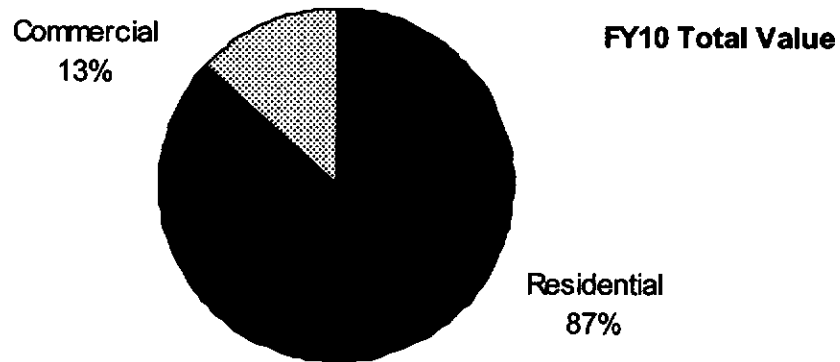
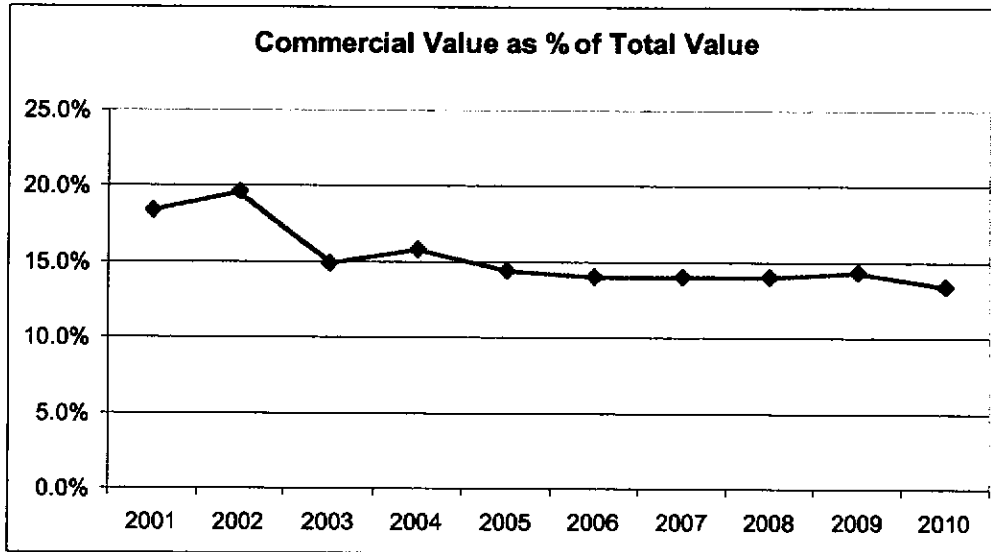
Tax Rate/Tax Bill History

Tax Rate per Thousand	FY04	FY05	FY06	FY07	FY08	FY09	FY10	Projected FY11
Residential	\$12.96	\$11.97	\$10.37	\$10.73	\$11.74	\$12.01	\$13.07	
Commercial	\$23.36	\$20.97	\$18.85	\$19.81	\$21.67	\$22.25	\$23.99	
% of Total Town Value								
Residential Property	84.2%	85.5%	85.9%	85.9%	85.9%	85.6%	86.6%	
Commercial Property	15.8%	14.5%	14.1%	14.1%	14.0%	14.3%	13.4%	
Tax Shift Factor	1.60	1.58	1.63	1.65	1.65	1.65	1.65	
% of Total Town Taxes								
Residential Properties	74.7%	77.1%	77.1%	76.8%	76.8%	76.2%	77.9%	
Commercial Properties	25.3%	22.9%	22.9%	23.2%	23.2%	23.7%	22.1%	
Average Residential Tax Bill								
Home Value	\$468,075	\$510,202	\$566,324	\$566,324	\$566,324	\$566,324	\$532,345	
Tax Bill	\$6,066	\$6,107	\$5,873	\$6,076	\$6,648	\$6,802	\$6,958	\$7,149
Average Tax Bill Increase	13.2%	0.67%	-3.84%	3.50%	9.40%	2.3%	2.3%	2.74%
Single Tax Rate	\$14.60	\$13.27	\$11.56	\$12.01	\$13.13	\$13.49	\$14.54	
Savings to Average Tax Bill from Having Split Tax Rate	\$767.0	\$663.0	\$673.7	\$725.5	\$789.8	\$838.0	\$782	



- FY03/FY04 - Increases due to school override and full debt for MJ, Downey and High School.
- FY05/FY06 - State School Building funding for debt allowed bill to decline.
- FY08 - Increase due to School override.

Commercial as % of Total Town Value – Has Been Declining



- Commercial taxed at higher rate:
 - FY10 Commercial - \$23.99
 - FY10 Residential - \$13.07
- FY10 – commercial pay 22% of taxes, while only represents 13.4% of total value.
- Split rate savings average home \$782 in FY10.

Top Ten Taxpayers

Town of Westwood

Top Ten Taxpayers - FY10

<u>Name</u>	<u>Assessed Value</u>	<u>Taxes</u>	<u>% of Total Tax Levy</u>	<u>Nature of Business</u>
CFRI/Doherty	\$106,773,200	\$2,542,261	4.9%	Office Bldg/Warehouse
Nstar	\$51,282,100	\$1,222,735	2.4%	Office Building
Medical Information Tech Inc	\$50,359,350	\$1,207,617	2.3%	Office Bldg/Medical Info
Foxhill	\$80,984,600	\$1,082,673	2.1%	Retirement Community
GR-Highland/Westwood Glen LP	\$43,255,300	\$564,001	1.1%	Residential Community
CRP Holdings	\$17,741,250	\$425,435	0.8%	Office/Research & Devlp
346 University LLC	\$10,146,950	\$243,324	0.5%	Office
Westwood Nominee Trust	\$9,449,500	\$227,745	0.4%	Office
AMR Real Estate Holdings LLC	\$9,334,850	\$223,850	0.4%	Auto Sales
Uniave Two Limited Partnership	\$7,633,750	\$183,057	0.4%	Office

For comparison purposes, FY05 was the last year before change in ownership of Westwood Station property.

Top Ten Taxpayers - FY05

<u>Name</u>	<u>Assessed Value</u>	<u>Taxes</u>	<u>% of Total Tax Levy</u>	<u>Nature of Business</u>
Nstar	\$50,601,950	\$1,061,123	2.5%	Office Building
Medical Information Tech Inc	\$50,309,550	\$1,054,991	2.4%	Office Bldg/Medical Info
Foxhill	\$81,692,650	\$1,017,791	2.4%	Retirement Community
Perry & Walker	\$46,328,400	\$971,507	2.3%	Office Building
Westwood Investors LLC	\$21,596,350	\$452,875	1.1%	Office Bldg/Fin Services
GR-Highland/Westwood Glen LP	\$27,073,400	\$324,069	0.8%	Residential Community
Piravano, John A Trustee	\$13,275,000	\$278,387	0.6%	Warehouse Storage
Clair Limited Partnership	\$10,225,750	\$214,434	0.5%	Auto Sales
Wells Avenue Senior Holdings LLC	\$9,852,400	\$206,605	0.5%	Office/Research & Devlp
Glacier Limited Partnership	\$9,769,600	\$204,869	0.5%	Office Building

Town of Westwood

Financial Management Policies and Objectives

It is the policy of the Town of Westwood that financial management is conducted with the objectives of safeguarding public funds, protecting the Town's assets, and complying with financial standards and regulations.

To help ensure the Town's financial stewardship, an established program of managing the Town's finances becomes essential. To this end, the Board of Selectmen seeks policies and procedures that are financially prudent and in the Town's best economic interests.

In adherence to this policy, the Town shall pursue the following objectives:

- To provide effective financial management within the Town that conforms to generally accepted accounting principles;
- To provide public confidence in public financial management;
- To protect and enhance the Town's credit rating and prevent default on any municipal debts;
- To provide quality, essential public safety and education services at the most efficient cost.
- To provide safeguards to ensure the quality and integrity of the financial systems;
- To minimize the Town's financial risk due to unforeseen emergencies;
- To protect and maintain the Town's capital assets.

In order to achieve the above objectives, the Board of Selectmen adopts the following financial policies. The Board of Selectmen will review these financial policies on an annual basis. As part of that review, the Finance Director will report on the status of the goals, particularly how the current reserve balances compare to stated goals.

Further, it is the intention of the Board of Selectmen that these financial policies will serve as the Town's guiding financial principles. The Selectmen will not diverge from the policies without a clear, public statement and analysis of the change(s); (i.e., schedule of long term borrowing).

A. Accounting, Auditing and Financial Planning

1. The Town will produce annual financial reports in accordance with Generally Accepted Accounting Principles (GAAP) as outlined by the Government Accounting Standards Board.
2. An annual audit will be performed by an independent public accounting firm.
3. The Town will maintain strong financial controls to ensure compliance with Town Meeting appropriations and state regulations.
4. The Town will strive to produce quality financial reporting including clear financial statements, high quality, user friendly annual budget documents, and an annual Comprehensive Annual Finance Report (CAFR).
5. The Town shall strive to attain an extremely favorable 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 rate costs on the Town's long term debt issues. The Town will strive to maintain an extremely favorable credit rating by practicing prudent financial management, strong budget control, good cash management and timely billing and collection.

B. General Fund

1. The annual budget should be prepared such that all current operating expenditures will be paid for with current operating revenue. The Town should not fund ongoing operating expenditures with non-recurring revenue sources, such as free cash or borrowing. Operating expenses shall be supported by ongoing recurring revenue sources, including taxes, state aid, local receipts and fees.
2. The annual operating budget shall include an appropriation to an operating reserve fund. This account shall be used to fund any unforeseen and extraordinary expenses that occur during the fiscal year. Funds are transferred to individual departments during the year only upon recommendation of the Finance Commission. The annual appropriation to this account shall be 1% of the total general fund operating budget, net of debt service. The reserve account may also be used by Town Meeting to meet unexpected, small increases in service delivery costs. This funding will only occur by a transfer article voted at Town Meeting.
3. The Town will maintain adequate working capital in the General Fund by seeking to refrain from using available fund balance equivalent to 4% of the annual general fund operating budget. Specifically, the Town shall strive to maintain free cash at 4% of general fund operating budget, net of debt service. This balance of free cash will provide sufficient cash flow to meet payroll and expenditures without having to borrow in anticipation of tax receipts and will serve as liquid funds that can be used in case of emergency.
4. Free Cash in excess of the goal reserve shall not be used to fund ongoing operating expenditures or budget shortfalls. Free cash in excess of goal amount should be used to:
 - Fund non-recurring, unforeseen expenditures, such as unusually high snow and ice costs;
 - Provide funding for additional capital projects;
 - Build stabilization reserves to goal targets.

C. Revenue

1. The Town will follow an aggressive and equitable policy of collecting revenues.
2. The Town will utilize all available tools to collect revenues including tax title process, title liens, and motor vehicle flagging procedures.
3. The Town will consider the use of service charges as a means of financing services not equitably supported through the existing tax structure.
4. The Town will strive to maintain a healthy commercial tax base to supplement residential tax revenues.
5. The Town will set the annual tax classification factor with the goal to provide residential relief while encouraging appropriate business development. The annual classification factor will be determined utilizing the separate, written document, "Tax Rate Shift Policy".
6. The Town will thoroughly analyze any unexpected and unusual one-time revenue sources before appropriation. One-time revenue sources include items such as unusually high receipts, unanticipated state funds, legal settlements, or other one-time revenues. These funds shall first be considered for use toward meeting reserve level goals and capital needs before being utilized for funding general fund operating budget needs.
7. The Town will thoroughly analyze any new, recurring revenue sources before appropriation. New, recurring revenue sources include significant new commercial development, or other permanent

8. revenue sources. These funds shall first be considered, particularly in the first year, toward meeting reserve level goals and capital needs before being utilized for funding general fund operating budget needs.

D. Reserves

1. The Town will maintain adequate reserve funds to protect the Town from unforeseen, extraordinary needs of an emergency nature. Prudent stewardship of the Town requires such planning and protection for the Town's financial health.
2. Reserve funds will be maintained as part of long term goals to reduce borrowing costs. The Town's reserves are a major factor in the Town's bond rating. Sudden decline in reserve amounts could result in a decline in bond rating and potential increases in costs of borrowing.
3. The Town shall strive to maintain reserve accounts at a minimum of 8% of general fund operating revenues, net of debt service. The total reserve goal should be maintained at 4% in the general fund and 4% in the stabilization account.
4. Stabilization reserve funds shall be used to provide for temporary financing for unanticipated or unforeseen extraordinary needs of an emergency nature; for example, costs related to a natural disaster or calamity, an unexpected liability created by Federal or State legislation, immediate public safety or health needs, opportunities to achieve long-term cost savings, or planned capital investments and related debt service. Reserves will not be used to fund recurring budget items.
5. The Town shall strive to make an annual appropriation to the stabilization fund. Even if a nominal amount, this annual appropriation will demonstrate the commitment to reserves and keep the account in focus.
6. Funds shall be allocated from reserves only after an analysis and utilization plan has been prepared by the Finance Director and presented to the Board of Selectmen. The analysis shall provide sufficient evidence to establish that the remaining balance is adequate to offset potential downturns in revenue sources and provide a sufficient cash balance for daily financial needs; and that conditions exist in future years that will allow for replenishment of reserve funds.
7. Funds shall be allocated each year in the budget process to replace any use of reserve funds during the preceding fiscal year to maintain the balance of the reserves at 8%.

E. Debt Management

1. Long-term debt should be issued only for capital projects or assets that have a long useful life. It should be issued to pay for the cost of significant infrastructure and capital projects, such as school remodeling, road construction, building construction, and land purchases. Long term debt should not be issued for recurring, small capital purchases with a useful life of less than five years.
2. The Town should attempt rapid debt repayment schedules. The Town shall strive for a rapid repayment schedule of ten years or less. This ensures cost savings to the community and seeks to avoid strapping future generations with large debt obligations. This policy recognizes that capital needs continue and that new debt will continue to be identified and issued.
3. Long-term debt should not be incurred without a clear identification of its financing sources. Long-term debt is generally utilized to fund capital projects that have a long useful life and are relatively expensive. Because of the debt service costs and annual appropriations necessary to retire this debt, there should be clear knowledge and commitment of revenue sources available to pay these costs

without competing with operating budgets for limited resources. Debt issued on behalf of the Sewer Enterprise is supported by sewer user fees.

4. General fund nonexempt debt service should not exceed 8% of general fund revenues. Non-dedicated tax revenue debt service should not exceed 8% of net general fund operating revenue so as to provide appropriate funding for other Town services. Total general fund debt, exempt and non-exempt, should be maintained at no greater than 10-12% of net general fund operating revenues so as to balance total debt costs and tax implications with other services.
5. The Town will follow a policy of full disclosure on all bond offerings and financial prospectus.

F. Capital Planning

1. The Town will maintain its physical assets at a level adequate to protect the Town's capital investments and to minimize future maintenance and replacement costs. The Town's physical resources are a major component of the Town's overall financial assets and represent a significant investment of public funds. As such, the Town must adequately maintain and update its capital assets.
2. The Town will develop a multi-year plan for capital improvements to be known as the "Five-Year Capital Budget," which will be updated on an annual basis. This report will include all known capital needs for a five year period for all school and municipal operations.
3. Capital items shall be defined as follows:
 - Items requiring an expenditure of at least \$10,000 and having a useful life of more than five years.
 - Projects consisting of real property acquisitions, construction, capital asset improvements, long-life capital equipment, or major maintenance/repair of an existing capital item, as distinguished from a normal operating expenditure.
 - Items obtained under a long term lease.
 - Bulk purchases of similar items, such as technology and furniture purchases, shall be aggregated and the total considered a capital item.
4. The Town shall regularly invest in capital stock on an ongoing basis. Annual delays in reinvesting in the Town's capital assets and equipment can often lead to delaying major problems that result in larger investments of financial resources to correct. The Board of Selectmen will continue to stress the importance of capital reinvestment and will carefully balance the financing of capital with annual operating expenses. The Town will strive to maintain 3 - 5% of the general fund operating budget, net of debt, on capital maintenance and replacement.
5. The funding source for capital projects must be identified and analyzed before any long term bonded capital project is recommended. Funding sources for capital projects must be analyzed so as to balance the limited resources available within Proposition 2 ½.
6. Capital projects funding should also be reviewed in relation to impact on property tax limitation.
 - Projects funded with current tax revenues should identify impact on annual operating budget.
 - Projects funded with long-term debt and *not exempted* from Proposition 2 ½ should identify impact on annual operating budgets.
 - Projects funded with long-term debt and *exempted* from Proposition 2 ½ should identify impact on annual tax rate and/or tax bill (debt exclusion).
 - Projects funded with *capital exclusion* should identify impact on current annual tax rate and/or tax bill (capital expenditure exclusion).

7. The annual operating cost of a proposed capital project, as well as debt service costs, will be identified before any long-term bonded capital project is recommended.

Capital projects may increase future expenses, decrease future expenses or may be cost-neutral. The funding of capital projects may fall within available revenue (taxes or fees) or new revenue sources (debt or capital exclusions). It is important to project the impact that the proposed capital project has on the operating budget so that operating budget funding sources can also be identified or new funding sources identified. Future operating and maintenance costs for all new capital facilities will be fully costed out.

G. Sewer Enterprise Fund

1. Rates and fees for sewer funds shall be established so as to produce revenue that does not exceed the amount of annual appropriation made for the enterprise, less any funds received for the enterprise from any other source without express authority from the Town Meeting.
2. Sewer funds are reviewed annually to project revenues and expenditures for the next fiscal year, estimates of the current year, and projections for future years. Estimates of capital projects and debt service should be included in order to project impact on sewer rates.
3. Betterments will be assessed for sewer extensions. Sewer projects that are extensions on the existing system will be assessed to the property owner according to the betterment formula for sewer projects. When specific benefits accrue to property owner(s), betterments will be assessed in accordance with state statutes and local policies. This funding source will contribute all or a portion of the costs associated with the capital projects.
4. Sewer main replacements should be scheduled so as to avoid major increases in sewer rates. The current sewer funds are established as self-supporting on a cash basis. Revenues are planned to cover operating budgets, indirect and overhead costs, and debt service payments. Sewer long-term debt schedules should be closely monitored to ensure that new sewer debt replaces completed debt instead of continually adding to total debt.
5. The sewer enterprise will maintain adequate working capital to finance operations. In the absence of retained earnings, operations would require the use of General Fund cash which would reduce General Fund cash available for investment, and consequently reduce General Fund Revenue. To avoid the use of General Fund cash as working capital for the sewer operations, and to accommodate fluctuations in revenue due to consumption variations, retained earnings shall be maintained at an appropriate level. The amount retained for this purpose shall be at least equal to 10% of sewer fund revenues.

H. Gifts, Grants, and Other Funds

1. All grants shall be managed to comply with the laws, regulations and guidance of the grantor.
2. All gifts and donations shall be managed and expended according to the wishes and instructions of the donor and shall be in compliance with applicable state laws and regulations.
3. All user fees and revolving funds shall be managed in compliance with applicable state laws and regulations. User fees will be set so as to generate only the revenue needed to recover the allowable costs of the programs.

4. All gifts, grants, and fees shall be evaluated for suitability and consistency with Town policies. They shall also be formally approved and accepted by the Board of Selectmen and/or School Committee.
5. Any gifts with conditions determined to be unsuitable for the Town will not be accepted.

I. Investment Policy

1. Disbursement, collection, and deposit of all funds will be managed to insure protection and safeguard of funds, and adequate cash flow to meet the Town's needs of operations.
2. The Town will strive to maximize the return on its portfolio, with the primary objectives of safety of principal, liquidity of funds and maximum yield.
3. The Town Treasurer will maintain a separate, written, detailed investment policy.

Adopted by the Board of Selectmen on January 12, 2004.

Financial Policies Status Update – February, 2010

Policy	Target	Actual	Comments	Target Status
B. 2. Operating Reserve Fund – shall be 1% of total general fund operating budget, net of debt service.	\$560,458 1%	FY10 Budget \$400,000	Close to target; 71.5% of target.	Not Met
B. 3. Free Cash – shall maintain at 4% of general fund operating budget, net of debt service.	\$2,241,835 4%	\$1,148,459 2%	Actual is at 51% of goal, approximately \$1,093,000 short of goal. This would be <u>before</u> use of any free cash	Not Met
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% \$2,305,052 Total 8% or \$4,610,105	Stabilization Actual 2% \$1,138,307 Total 4% or \$2,286,766	Stabilization approximately \$1. 16M short of target. Total is at 49% of target. This would be <u>before</u> use of free cash.	Not Met
E. 4. General fund nonexempt debt service should not exceed 8% of net general fund revenues.	Not exceed 8% Or \$4,610,105	Actual 2.4%	Target is met.	✓
E. 4. Total General fund exempt and nonexempt debt should not exceed 10-12% of net general fund revenues.	Not exceed 12% Or \$6,915,157	Actual 10.6% \$6,127,341	Actual is within target by 1.4%.	✓
F. 5. Investment in capital stock – will maintain 3% of general fund operating budget, net of debt, on ongoing capital maintenance and replacement.	\$1,681,376 3%	\$823,000 1. 5%	Actual is approximately \$858,000 short of target. Actual at 50% of target.	Not Met
G. 5. Maintain sewer retained earnings – will maintain 10% of sewer fund revenues.	\$373,073 10%	\$818,403 22%	Actual is above target.	✓

Financial Policies Status Update Cont'd....

Other Policies	Comments	Target Status
<p>B.1. General Fund – Annual budget should be prepared covering operating expenditures with current operating revenue, not non-recurring revenue sources.</p>	<p>As part of FY10 budget solution, \$110,000 of Free Cash was used to support energy reserve account.</p>	<p>Not Met</p>
<p>D.5. Reserves – Town will strive to make annual appropriation to the Stabilization Fund</p>	<p>\$75,000 appropriated at 2008 Annual Town Meeting; no appropriation to reserve at 2009 Annual Town Meeting; Town must make appropriations going forward.</p>	<p>Not Met</p>
<p>F.2. Capital Planning – Town will develop a multi-year plan for capital improvements.</p>	<p>Produced 5-year Capital Improvement Plan document; will continue to improve document and produce on an annual basis.</p>	<p>✓</p>