A meeting of the Finance Committee of the Town of Weston, which was duly called and posted in compliance with the laws of the Commonwealth of Massachusetts, was held on Thursday, March 23, 2020 via conference call. There being a quorum present the meeting was called to order at 7:02pm.

Present for the meeting were: Finance Committee: Lisa Reitano – Chair, James Jarrett, Karen Meslin, John McDonald, Jim Philipkosky, Ellen Richstone, John Sallay, and Bharath Venkataraman.

Also Present: Leon Gaumond-Town Manager, Susan Kelley- Finance Director, Laurie Bent- Select Board member.

Ellen Richstone was appointed to serve as Secretary pro-tempore and charged with keeping the minutes of the meeting. The meeting was recorded by Weston Media and is available online.

1) Lisa updated the Finance Committee on the changes to the Town Meeting Laws in Massachusetts that now allows meetings to be held via Remote Participation.
2) There were no resident comments.
3) The minutes of the meeting of March 5, 2020 were approved by all members present at that meeting.
4) Because the Select Board will not be voting on the town warrants until March 24, the Committee decided to wait until the Thursday meeting (March 26) to decide on the Committee’s positions. This would ensure that we were spending time discussing warrants that will be on the ballot.
5) A significant amount of time was spent discussing the Finance Committee draft report- for the May 2020 Annual Town Meeting Warrant Book. The following highlights the key elements of the discussion.
   a. School Budget recommendation of a 3.5% increase (not including employee benefits). It was noted that if one excludes the required by law $600,000 for special ed outplacement expenses and an accounting change in the recognition of solar energy credits ($163,000), the increase is rising only 1.7%. While this still is not in line with a continued enrollment decline (and forecasted continue decline over the next five years), this is an improvement over past years.
   b. Town Budget (Town Government, Facilities Public Safety and Public Works) recommendation of a 5.4% budget increase (not including employee benefits). It was noted and then discussed whether there could be delays or elimination of expenditures given the economic environment and concerns for the Town Residents ability and/or desire to continue to pay high taxes at this time. Serious discussion ensued which included whether the town should be delaying any expenditures that are discretionary. Included in this discussion were items such as:
i. Road repair expenditures- Can these be scaled back for the upcoming year instead of increasing expenditures in this year’s budget
ii. OPEB- Can this be reduced for one year?
iii. Postpone the Sustainability Coordinator addition
iv. CPC- Can this or should this be reduced from a 3% tax on residents to either 2% or 1%.
v. Department of Public Works major projects- Can some of the Town Planning Projects be paused or delayed? In some cases, some work may need to happen that is critical- such as completion of roads and sidewalks, but some additional projects may not be critical at this time.

Significant discussion was held on each one of the above items. A few specific recommendations included:

1. Leon (Town Manager) and Susan (Town Finance Manager) are in the best position to know what specifically could be delayed
2. However, for the Report to the Town- it was decided to include some examples of items to be considered and suggest that the Select Board and Town Manager consider others.
3. For the future, it would be helpful during the budget process to have items that could potentially be delayed, identified.
4. OPEB wording would be changed (in the current draft of the Town Report) to indicate that it could be considered for a one-year reduction up to half of the budgeted amount.

6) Leon provided an update on several items. First, he discussed that he is currently looking at all the revenue sources in order to better understand whether they will be impacted by the current economic environment. He and Susan are not aware of any expected changes to the State Aid the town will receive but clearly this could also be impacted by the current economic situation. In addition, he is looking at all current costs.

7) Discussion was held further about the “tone” of the report. It was agreed that the it was well written and in general represented the overall viewpoints of the Committee.

8) Further inputs and comments on the draft Report to the Town should be sent to Lisa. The plan is to finalize at Thursday’s meeting.

9) Work on subcommittee projects continues. No significant updates to report at this time.

The meeting adjourned at 9:15pm.
Respectfully submitted,

Ellen Richstone
REPORT OF THE FINANCE COMMITTEE

The Finance Committee is composed of nine Weston residents appointed by the Town Moderator to advise the Select Board and the Town on financial matters and other questions coming before the Town or affecting the interests of the Town. In turn, we make recommendations to the voters regarding such matters. During the course of the year, we engage in the following activities:

- Participate in financial meetings with the Select Board, Town Manager, School Committee and School Administration.
- Meet with individual town departments as budgets are developed.
- Form small, ad hoc, working groups within the Committee to discuss current financial trends and topics affecting the Town and make recommendations.
- Provide recommendations, where appropriate, to residents on Town Warrant Articles.
- Monitor debt levels and the long-term fiscal health outlook for the Town.
- Hold regular public meetings to discuss findings of detailed budget reviews and other significant issues affecting the Town.

Recommendation

In this time of great economic disruption and uncertainty, we do not support increasing the Fiscal Year 2021 operating and cash capital budgets as presented in the Warrant, and as further discussed by the Select Board. We do not oppose the school General Fund increase of 3.5%, which is 1.7% after adjusting for accounting changes and legally mandated special education expenses. Rather, we are concerned by the remaining proposed municipal budget in this environment. We recommend deferring all significant discretionary spending and all proposed budget increases which are not absolutely necessary until after the current crisis has subsided. At that point, we can may be able to prudently restore discretionary expenses and investments on which there is already broad agreement, and debate other increases as may be appropriate at that time.

As background, there is already some discussion about the levels of Weston’s spending, taxes, and debt and unfunded liabilities. The recommended budget is up 5.3% over the previous year – 3.5% for the schools, where enrollment continues to decline at about 2% per year, and 8.1% for the balance of town services – in a much lower inflation environment. Weston already has the highest average single-family tax bill in Massachusetts, at $20,922, or $5,083 (+32%) higher than the $15,839 average of comparable affluent Boston-area communities. Our debt and unfunded liabilities of $215 million translates to $57,120 per household, well over double the per-household total of comparable affluent towns.

The School Committee has taken important cost saving steps this year to recognize the ongoing decline in enrollment and high relative per pupil expenditures. Our per-pupil expenditure of $25,367 is 27% higher than comparable towns, despite performance metrics which are not materially different. This translates to an $11.4 million excess we spend on our schools annually (of $63 million total) relative to other wealthy Boston-area towns, or $3,121 per household per year in higher taxes.

The current environment requires bold, swift action and ultimately will encourage all of us in Weston to step back and reconsider the level and trajectory of Weston taxes and spending, across the board. For this year, we recommend taking a hiatus in the Department of Public Works program to upgrade our roads, and spending a more steady-state $1.2 million on roadway maintenance rather than $2 million as proposed. We also recommend significantly reducing by half or perhaps even eliminating this year’s annual OPEB contribution of $2.2 million, since those funds will not be required for decades. We would defer the $100,000 school campus feasibility study related to the Recreation Master Plan while enrollment trends are studied further. While sustainability must become a high priority for all Town departments, for this year we recommend exploring energy-related grants and cost savings by using a low cost consultant or contractor, rather than adding a full-time Sustainability Coordinator. [Further, we recommend an additional $500,000 (0.5%) as yet unspecified reduction to the overall budget proposal, to be itemized with specific detail at the next public meeting.]

Commented [A1]: After a steep drop in the markets, wouldn’t this be exactly the time we should be making a contribution?
and agreed by the Town Manager and Select Board, working together in a public setting.] Finally, we recommend that the Town insist on a significant reduction to town employee health benefit costs, to bring them more in line with those of other affluent towns, during union negotiations in the coming year.

Over the next few years, we recommend that the Town explore new and significant opportunities to enhance long term fiscal prudence and financial flexibility by seeking new measures of relative cost and municipal service performance, and by developing new analytic tools for evaluating various projects and spending plans. Specifically, we believe the Town should:

- Establish baseline measures of success for all Town departments, especially for the Schools, Police and Fire Departments, and the Department of Public Works, so that Townspeople can easily track service performance and costs over time, compared to the same metrics in neighboring comparable towns and other objective measurable standards.
- Develop and implement a long-range financial planning model, so that we are all better able to analyze the financial implications and tradeoffs associated with various policies, commitments and large special projects over time.

**Estimated Taxes**

The total Fiscal Year 2021 budget, including operating expenses, cash capital, Other Post-Employment Benefits (OPEB), and debt service totals $99.2 million, which is an increase of $5.1 million or 5.4% over the FY20 grand total budget. The school budget is up 3.5% and the total budget for all other town appropriations is up 8.1%, compared with new growth of about 1% and Boston-area inflation running in the 2% range. When debt service (that Weston voters have specifically exempted from the limits of Proposition 2½) is excluded, the total operating, cash capital and OPEB budgets are $89.0 million, an increase of $4.5 million or 5.3% over the FY20 sub-total. 84% of the revenues required to fund this budget and excluded debt service will be raised through the property tax levy. New growth in the tax levy (the increase from new construction) for FY20 was $1.0 million and is estimated at $0.6 million for FY21. This means the median assessed home value of $1,241,244 is projected to see a real estate tax bill increase of $798 from $16,122 in FY20 to $16,920 in FY21, or 4.9%.

This 4.9% increase projected for Fiscal Year 2021 well exceeds the rate of inflation expected over the next few years (according to bond market indicators and economists’ projections). It is also nearly two percentage points higher than the trends in Weston taxes over the last 5 and 10 years. While an annual tax growth of 1-2% above the rate of inflation is not overwhelming in any one year, these repeated annual increases compound into a significant difference over time.

**Median Tax Bill Increase since FY11**

3
Weston has the highest taxes in Massachusetts. Weston's average single family tax bill in FY20 of $20,922 is $5,083 (32%) higher than the $15,839 average of our comparable communities (which are the next nine highest tax towns in the state). While all towns are different in some ways and the costs of some municipal services reflect these differences, many of the largest costs - such as the cost of paving a mile of road, providing police or fire protection for a certain number of homes, or educating a child to a high standard - should be roughly the same across similar affluent towns.

**Weston’s Taxes Higher Than Comparable Towns**

![Graph showing average single family tax bill comparison between Weston and other towns.](image-url)
[Update #s] Weston derives essentially all of its revenue from the property taxes on our single-family homes (95% of tax base), as there is negligible commercial and industrial real estate in town. In FY21 Weston is expected to receive an increase of 2.7% in State Aid which projected to comprise 5.0% of the revenue for FY20. Local receipts make up another 6.7% (Motor Vehicle Excise being the largest local receipt at $2.9 million).

[Update #s] On the expense side, nearly two thirds of spending is for Schools, including the cost of employee benefits and debt service on capital projects. Essential services (Public Safety, Department of Public Works and Facilities) which also include the cost of employee benefits and debt service on capital projects, make up another 25%. The remainder of expenses represents Town government and services that are important to the quality of life of residents, such as the Public Library and Council on Aging. Exempt debt service is increasing from $8.7 million two years ago to $9.6 million last year to $10.2 million (+17% versus FY19) and now comprises 10.3% of the overall budget.

Commented [A2]: How confident are we in this given the dramatic changes in the economy?
Operating Budget Summary

The overall operating budget – excluding debt service, employees’ benefits, and funding of long term OPEB liabilities - is projected to increase by $3.8 million (4.7%).

<table>
<thead>
<tr>
<th>Operating Budget:</th>
<th>FY20 Budget</th>
<th>Recommended FY21 Budget</th>
<th>$ Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Schools</td>
<td>$41,441,391</td>
<td>$42,906,809</td>
<td>$1,465,418</td>
<td>3.5%</td>
</tr>
<tr>
<td>Town Government, Facilities, Public Safety and Public Works</td>
<td>22,664,107</td>
<td>23,865,767</td>
<td>1,221,660</td>
<td>5.4%</td>
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<tr>
<td>Employee Benefits &amp; Other Fixed Costs</td>
<td>18,123,585</td>
<td>19,273,708</td>
<td>1,150,123</td>
<td>6.3%</td>
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<tr>
<td><strong>Total Operating Budget</strong></td>
<td><strong>$82,229,083</strong></td>
<td><strong>$86,066,284</strong></td>
<td><strong>$3,837,201</strong></td>
<td><strong>4.7%</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Non Operating Budget:</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash Capital</td>
<td>$65,000</td>
<td>$652,000</td>
<td>$587,000</td>
<td>903.1%</td>
</tr>
<tr>
<td>Pre-Funding Long Term OPEB Liability</td>
<td>2,214,656</td>
<td>2,249,796</td>
<td>35,142</td>
<td>1.6%</td>
</tr>
<tr>
<td>Gross Debt Service Exempt from Proposition 2 1/2</td>
<td>9,624,481</td>
<td>10,233,342</td>
<td>608,861</td>
<td>6.3%</td>
</tr>
<tr>
<td><strong>Total Non Operating Budget</strong></td>
<td><strong>$11,904,137</strong></td>
<td><strong>$13,135,140</strong></td>
<td><strong>$1,231,003</strong></td>
<td><strong>10.3%</strong></td>
</tr>
</tbody>
</table>

| Grand Total Budget                      | $94,133,220 | $99,201,424            | $5,068,204 | 5.4%     |

Newly recommended increases that contribute to the 5.4% increase for General Government includes the supplemental roadway construction voted by the Select Board as part of their multi-year plan to restore all of Weston roads to a basic 70% quality rating, along with additional firefighters and equipment and a Sustainability Coordinator.

| Fire - Ambulance (cash capital)         | $350,000    |
| Fire - Equipment Replacement (cash capital) | 200,000 |
| DPW - Construction of Public Ways       | 250,000    |
| Fire - 2 Full Time Firefighters (incl. benefits) | 191,388 |
| Sustainability Coordinator (incl. benefits) | 104,000 |
| Info Systems - Hardware/Software Support | 76,186   |
| DPW - Equipment                         | 41,200     |
| Town Planner-Asst. Town Planner to Full Time | 27,780 |
| DPW - Traffic & Sidewalk                | 25,000     |
| Conservation - Trails & Fire Road Maintenance | 14,000 |
| Conservation - Case Estates Land Management | 10,000 |
| COA Program Coordinator hrs. moved to operat | 11,732 |

**Total New Recommended Increases (Town) $1,301,286**
Schools
Weston has a longstanding tradition of supporting excellence in public education, and our schools are among the most highly rated in the Boston area, consistent with other affluent communities. However, we are concerned by the rate of growth of the School budget in recent years despite continued and projected future declining enrollment. In FY21, this budget is rising by $1,465,418 or 3.5%, though only 1.7% after the legally mandated increase of $600,000 in special education outplacement expenses and a $163,000 accounting change in the recognition of solar energy credits. Enrollment is projected to decline by 1.7% in FY21, with an 8.3% decline at the High School over the last two years and a projected total additional enrollment decline of 7% over the next five years. We have much higher per pupil expenditures than those of neighboring comparable school districts, despite performance metrics which are not materially different from other comparable towns. We recognize that the School Committee and Administration are working on initiatives to align costs with enrollment and we support and encourage those continued efforts.

Weston School Costs Higher Than Comparable Towns (FY18)

Weston’s per pupil expenditures are now 27% higher than comparable affluent districts, or $5,442 per student. This extra spending per pupil translates to $11.4 million per year — roughly equivalent to the debt service on a $200 million capital project — or over $3,100 per household in higher taxes. This cost excess relative to neighboring affluent communities did not emerge only recently, or in a few large jumps that might be traced to certain discrete actions or decisions, but rather grew slowly over time as 1-2% increments each year, over many years, compounded over time.
In the coming year, the Finance Committee will continue working in collaboration with the School Committee to analyze in detail these higher costs versus peer districts, and together explore additional areas of cost control, efficiencies, and savings that would not sacrifice excellence.

The graph below illustrates how the total cost of Education including related debt and benefits are rising despite a significant drop in enrollment and projected further declines in enrollment.

**Rising Cost of Education in Contrast to Declining Student Enrollment**

[SUSAN - NEEDS TO BE UPDATED THROUGH PROPOSED 2020-2021 (2 YEARS)]

**Town Government**

This part of the budget includes Public Safety, Public Works, the Library, Council on Aging, and Town Hall departments as well as the health insurance costs for all employees including the School Department and the retirement costs for all employees except teachers. The Town budget is increasing by $2,371,783 or 5.8%. The largest contributors to the increase are people, at $1.7 million — Health
Insurance ($691,000), Municipal Salaries ($628,000), and Retirement ($380,000), along with Road Maintenance ($250,000).

Healthcare Costs
All Town and School employees belong to health insurance plans provided by the Massachusetts Group Insurance Commission (GIC). Last year’s health insurance cost increased by 2.6% and FY21 is increasing by 6.5%. Weston’s employee benefits are significantly more costly than those in neighboring communities as we pay a higher percentage of the cost of health premiums than they typically do. This is an issue requiring some further research and serious reconsideration as we approach the mid-2021 renewal date of the current healthcare insurance contract.

Pension and Retiree Healthcare Costs
Like all municipalities, Weston has significant pension and retiree health insurance liabilities. (The latter are called Other Post Employment Benefits, or “OPEB.”)

As of June 30, 2019, the Town’s pension liability was underfunded by $62.7 million. Massachusetts law recently extended the timeframe by which municipal pension plans must be fully funded. The Middlesex Retirement System, of which the Town is a part, has adopted a funding schedule that will provide for full amortization of the unfunded liability by 2035. The Town must pay annual assessments to Middlesex Retirement System to fulfill this obligation. The FY21 assessment is $5.7 million.

With respect to OPEB, the Town currently pays for employee and retiree healthcare costs each year through the operating budget as they come due. The Town also prefunds future health care costs for current employees, as well as partially prefunding health care costs for current and prior employees (that had not been reserved for in the past) in the OPEB trust fund. As of June 30, 2019, the unfunded OPEB liability was $50.1 million. Unlike the pension liability, no law requires funding the OPEB liability. Nevertheless, the Select Board and Finance Committee believe it is prudent and responsible to fund this liability over time, rather than leaving it solely as a burden to future taxpayers. As of January 31, 2020, the OPEB reserve balance was approximately $23.2 million.

Capital Spending, Debt Levels, and Credit Rating
Since 1997 the Town has authorized a number of large capital projects totaling nearly $213 million. This includes major renovations of the schools, construction of the new Field School, Community Center, DPW and Police Station, an addition to the Town Hall, Case Campus Improvements, Case Estates Land acquisition, Case House Rehabilitation, Old Library (WAIC), Josiah Smith Tavern, and Town Center Master Plan and Burying of Utilities. Outstanding excluded debt against these projects (as well as a number of smaller projects), will total approximately $94 million in General Fund Dept (see the chart on the next page) and $102 million in debt when CPA projects are included. Note that this debt is well above Weston’s annual town operating budget.

We are concerned about the large number, size, and frequency of these various projects. In particular, we are extremely concerned by the potential future cost of executing the new Recreation Master Plan, starting with $4 million proposed for playing field upgrades alone. In general, projects are encouraged by our practice of forming ad hoc long-term committees, which become committed to seeing them happen without regard to bigger picture trade-offs or costs. There is a tendency to analyze projects in isolation, and to focus on debt service when presenting projects to the Town (e.g. only $200 per taxpayer per year for the next 20 years) rather than considering that the debt service costs of all of these various projects add up to a significant amount for years to come. The ongoing maintenance costs resulting from an individual project must also be weighed, as these may require the addition of permanent personnel and equipment. In addition to the annual tax impact, this debt can ultimately also affect real estate values. When a property is eventually sold, a buyer will be looking at the overall tax bill, which is by far the highest in the state, rather than a small amount per year associated with any one project.

Commented [A3]: Should we speak to what a “pause” in large scale capital projects would do for the town’s tax profile? How much debt will be repaid in the next 5 years? Should the town pick a target credit limit?
We expect that total excluded debt service for FY21 will be $10.2 million, with $7.0 million representing principal payments. The Town opportunistically refinances the interest rate it pays on debt when appropriate and allowed by law. We also note that the Town benefits from very low interest rates, because of its Aaa bond rating and the current low interest rate borrowing climate. Future projects may need to be financed at higher interest rates.

If all FY21 projects pass at Town Meeting, the Town’s total outstanding excluded debt is estimated to be $94 million as of June 30, 2020. For FY21, we anticipate an additional borrowing of $4 million consisting of:
- $3.0 million for drainage improvements
- $1.0 million for Town/School network updates

**Actual and Projected Excluded Outstanding Debt – FY11 through FY22**

Assumptions:
- Outstanding principal is paid down as scheduled
- Includes FY21 Capital Projects being brought to May 2020 Annual Town Meeting (Drainage Improvements - $3.0 million, Town/School Network Updates - $1.0 million
- Includes FY22 Capital Projects in 5 Year Capital Improvement Plan expected to be brought to May 2021 Annual Town Meeting (Drainage Improvements - $0.5 million, Culvert Repairs - $1.4 million, Fire Truck $0.7 million, Town/School Network Updates - $0.3 million)
- Includes FY23 Capital Projects in 5 Year Capital Improvement Plan expected to be brought to May 2022 Annual Town Meeting (Drainage Improvements - $0.5 million, Fire Supply Vehicle - $0.3 million, Town/School Network Updates - $0.4 million)
- Does not include any possible or unforeseen future capital projects not in 5 year Capital Improvement Plan, such as those envisioned by the Recreation Master Plan

**Projected Outstanding General and CPA Debt by Department – FY21**

Assumptions:
- Includes all assumptions in previous chart
- Includes outstanding CPA debt funded by the CPA Surcharge
- Includes Josiah Smith Tavern passed at December 2019 Special Town Meeting
In FY2021, the Town’s ratio of debt service to operating revenue will be approximately 11.5% which is approaching the 15% threshold that is a guideline for a Aaa-rated municipality.

On two other key measures relevant to our credit rating, our ratios are more favorable. Total outstanding debt represented only 1.60% of the Town’s total assessed valuation in FY20, well below the 5% General Debt Statutory Limit and the 10% considered a warning indicator by credit rating organizations. However, total outstanding debt as a percent of per capita income was 9.3%, also below the 15% threshold considered a warning indicator by credit rating organizations.

Reserves

Over the past 13 years, total reserves have grown from $0.6 million in FY05 (when the reserve policy was created) to $21.6 million as of 12/31/2019. We believe the Town is more than adequately reserved.

As previously discussed, the Town, along with most others in the country, has a significant unfunded OPEB liability. The majority of these costs are far in the future and will be significantly impacted by healthcare inflation, investment returns and possible changes in national healthcare policy. Although not required, starting in 2010, the Town began accumulating funds in a special trust that will allow us to achieve better returns on these investments. The OPEB Trust now stands at $23.2 million against an actuarial funding requirement of $70.4 million (29% funded) and we expect to continue to make significant future contributions, until this future liability is fully funded by 2047.

The Town continues to enjoy the highest credit rating on its debt (Aaa), consistent with other affluent Boston-area towns. We will continue to monitor the Town’s Reserve policy with an objective of maintaining it, so as to minimize the Town’s borrowing costs.

Longer Term View

More than 80% of the Town’s budget is related to personnel costs (School and Municipal), so controlling the growth of these costs directly results in controlling the growth of the budget. Long-term liabilities for pension and retiree healthcare continue to be significant. Outstanding debt is increasing as more large

Commented [AS]: I guess we have to treat this as an important metric because the rating agencies do. But that would suggest that lowering our operating budget rapidly could have a negative credit rating implication which doesn’t make sense since it would allow more tax revenue to be used to repay/service outstanding debt.
2020 ANNUAL TOWN MEETING

projects are added. Below is a chart of the Town’s largest outstanding financial obligations as of June 30, 2020:

Long Term Financial Obligations as of June 30, 2020

TOTAL = $215 MILLION

- OPED Unfunded Actuarial Accrued Liability, $90.1 Million
- Middlesex Retirement Unfunded Actuarial Accrued Liability, $62.7 Million
- Total Excluded General Fund & CPA Debt, $102.0 Million

Per Household share = $57,120*

* Amount based on 3,764 households

This total level of debt and unfunded pension and retiree healthcare liabilities, now approaching a quarter of a billion dollars, is far higher than in comparable neighboring affluent towns on a per household basis. In FY20, Weston’s total debt and unfunded liabilities totaled approximately $57,120 per household, up from $52,100 in FY18, itself well over twice the comparable average of about $23,300 per household (+$28,800 or +124%). Further, Weston’s debt and unfunded liabilities are over twice as large as our total annual operating budget, compared with neighboring comparable towns averaging debt and unfunded liabilities at 147% of their operating budgets.

Weston’s Debt & Unfunded Liabilities Higher than Comparable Towns
Total Outstanding per Household ($000 FY18)
We would like to acknowledge the efforts of the various Town Boards and Committees as well as the Department Managers for their work on the fiscal year 2021 budget. We appreciate the time and effort spent by the School Committee and Administration sharing information and answering questions. Lastly, we would like to thank the Town Manager and Finance Department for their tremendous level of support, invaluable insights and passion for town government.

WESTON FINANCE COMMITTEE
Gerard J. Jansen  James A. Jarrett
John F. McDonald  Karen L. Meslin
James D. Philipkosky  Ellen B. Richstone
John M. Sallay  Bharath Venkataraman
Lisa V. Reitano, Chair