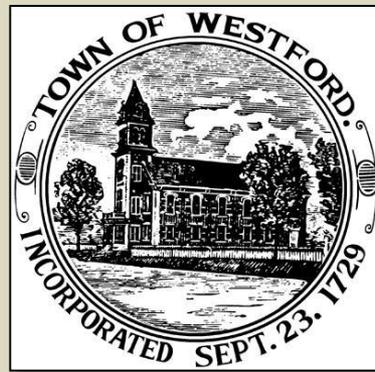


TOWN OF WESTFORD

State of the Town 2016 Annual Town Meeting



Jodi Ross

Town Manager

April 2, 2016 Annual Town Meeting

Proposed Construction/Renovation of Municipal Buildings – Fire Station

- Center Fire Station approved – design begun – exceeded appropriation – PTBC issued RFQ for new architects



Proposed Center Fire Station on Boston Rd

- Combined Dispatch approved – schematic design complete – RFQ for new architects/plans/construction oversight

Proposed Construction/Renovation of Municipal Buildings – Town Farm

- Article 9 seeking authorization to sell Town Farm building
- Recreation, Parks, & Cemetery Depts relocated from Town Farm and into Rogers Fire Station / Senior Center
- RFP for lease rejected, recommend to dismiss Article 10



- Town Farm-
 - 11,000 sq ft building
 - 0.65 Acres
 - Built in 1837
 - Est. \$3.5M repairs needed

Proposed Construction/Renovation of Municipal Buildings – JV Fletcher Library

- Library expansion feasibility study complete – presenting to boards in May 2016



Proposed 13,000 sq ft expansion of JV Fletcher Library

Proposed Construction / Renovation of Municipal Buildings - Roudenbush

- Rehabilitation proposal for Roudenbush building



Stabilization of 12 North Main Street



Development Update

- Proposal for restaurant/function facility at former Drew Gardens – Article 24
- Abbot Mill Phase II – 99 apartments
- Orchard Square (former Tiki Lounge)
355 Littleton Road approved development
 - 8160 sq ft retail, 7000 sq ft restaurant, 3000 sq ft bank
- Whole Foods Market – opening in May 2016!



Community Electricity Aggregation

- Started February 2016
- 7,445 residential, commercial, industrial customers enrolled
- Significant Savings from \$0.04 per kwh reduction (average savings \$27 per month residential)
- Continue to receive single bill and service from National Grid
- Opt out at any time, no early termination fees

Improving our Health

- BoS formed new Healthy Community Committee
- Drafting a Complete Streets Policy
- New sidewalk on Plain Road - Article 7
- New sidewalk in front 66 Boston Road as part of proposed project in Article 24
- New sidewalks proposed on Rt 40 funded by the State – as part of new Oak Hill and Dunstable Rd intersections with stoplights
- New sidewalks on Littleton Road
- School gardens at every elementary school - paid for by Circle Health /Lowell General Hospital
 - each child in grades K-5 will get a true “seed to stomach” experience

FY16 Revenues

- \$901K in New Growth
- State Aid increased by \$157,679 to \$20,501,002
- \$3.35M Motor Vehicle Excise – 20% bills paid online in initial year of using City Hall Systems
- Local Options Excise projected at \$1.13M
 - Hotel Excise above projections by \$17K
 - Meals Excise above projections by \$15K
- Collected \$721,000 in licenses & permits through March (93% of budget)
- Community Preservation Act state contribution level funded for FY16 at \$513,583

Grants and Gifts Received



- MassWorks Grant for water main improvements at Abbot Mill Phase II \$200,000
- FEMA Hazard Mitigation Grant for Keyes Culvert \$391,523
- Green Communities Grant for energy efficiency projects \$235,000
- FEMA reimbursement for 2015 snow storms \$123,418
- Cummings Foundation Grant \$100,000 for senior assistance
- EOPS grants for Police Department \$67,920
- Executive Office of Elder Affairs Grant \$30,186
- DEP Technical Assistance for Stormwater Master Plan \$30,000

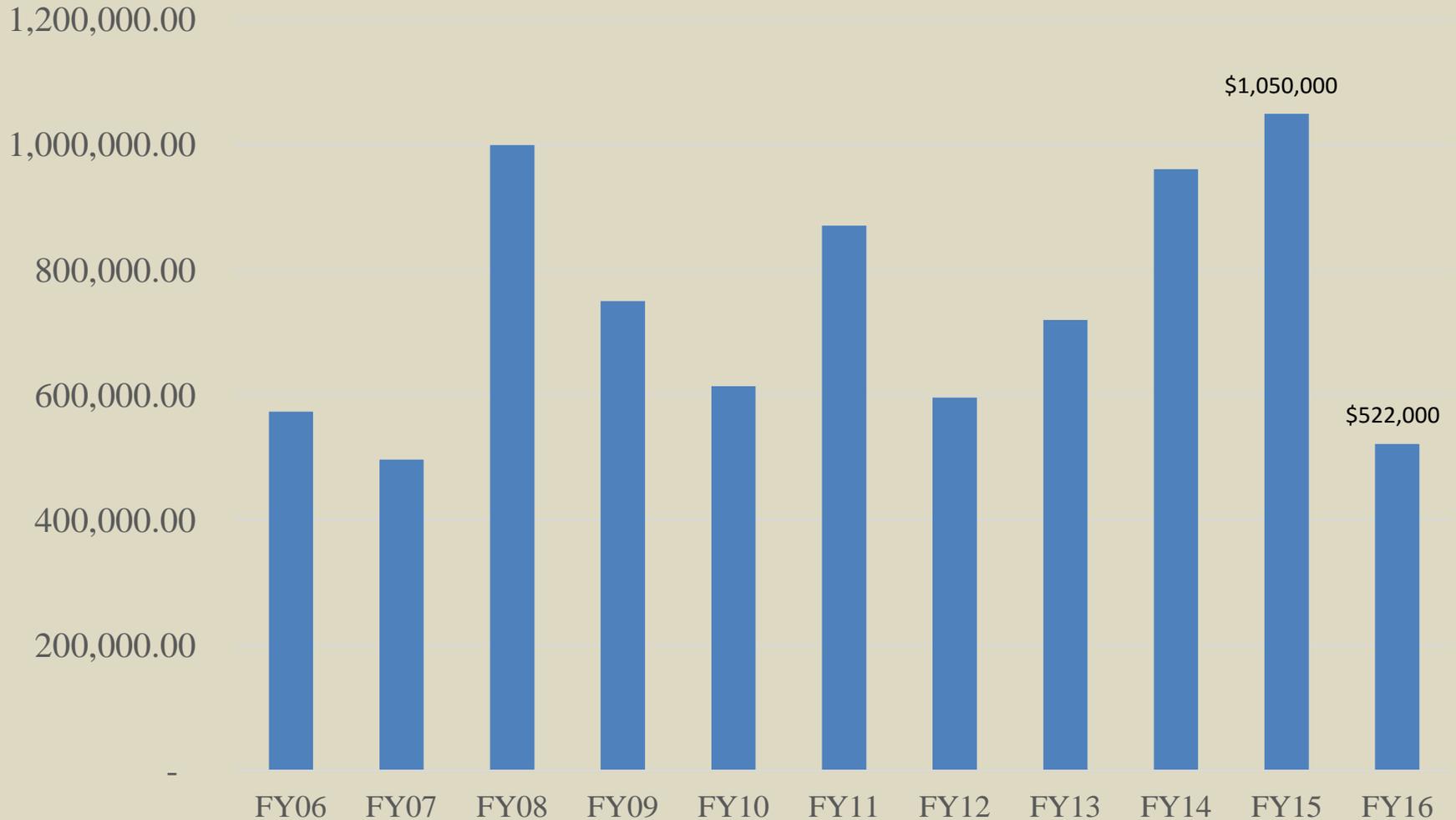
Grants and Gifts Received

- Supplemental MPPF grant for museum rehabilitation \$20,000
- MIIA Flex Grant for safety programs \$17,018
- FDA Grant for food programs \$17,490
- Friends of BFRT gift for new safe street crossing light \$15,000
- UMVMRC for mental health/domestic violence \$15,000
- Emerson Hospital gift for dental/shingles program \$10,000
- Westford Charitable Foundation gift for dental/shingles \$5,000
- Lowell Community Health for fighting substance abuse \$5,000
- Blue Cross/Blue Shield Innovation Award \$5,000
- WISP Grant for information security programs \$5,000
- FEMA Emergency Management Performance Grant \$4,960
- KDK Foundation scholarships for Rec programs \$1,800

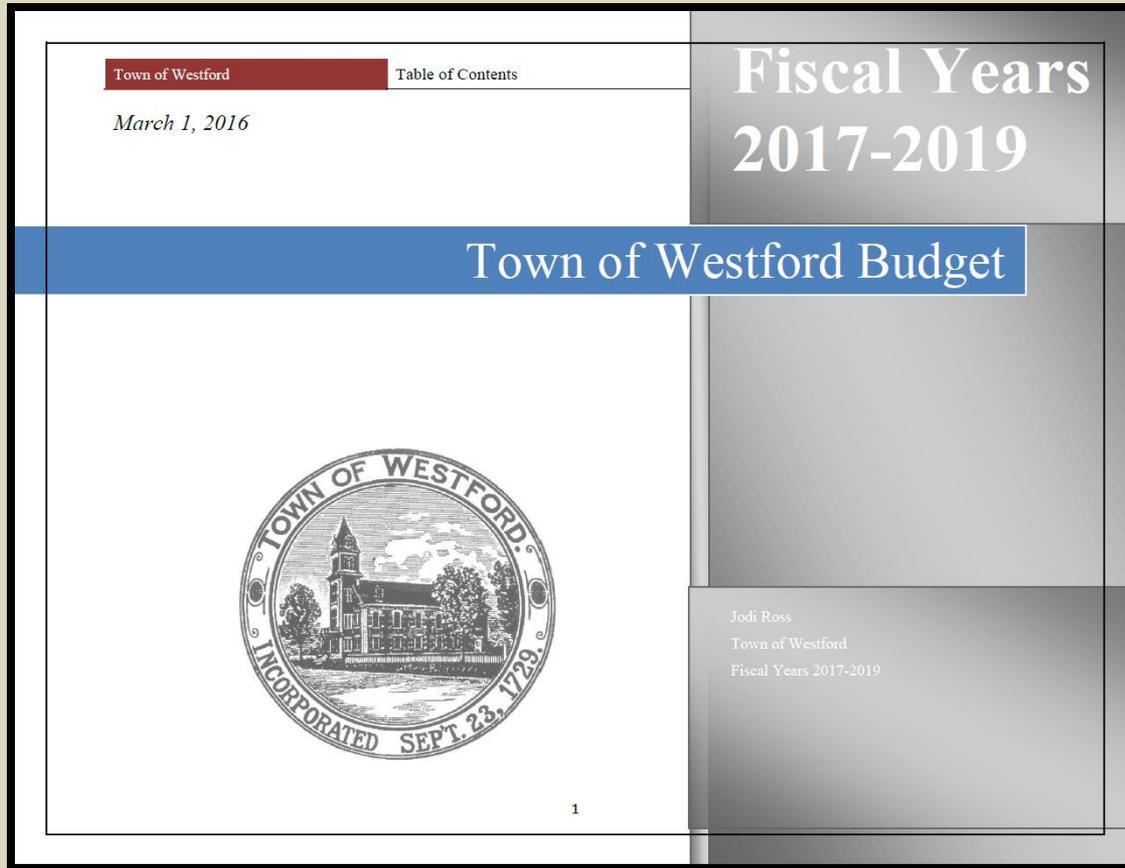
FY16 Expenses

- Reduced budgets by \$625K at Oct Special Town Meeting
- Open HEO position in Highway/Parks/Grounds
- Employees agreed to increased co-pays for doctor and emergency room visits saving \$54K
- Gasoline price reduction resulted in savings across town
- Net metering savings will exceed \$400K in FY16
- Energy efficiency improvements reduced our energy costs
- Negotiated a reduced recycling contract

FY06 to FY16 Snow & Ice Expense

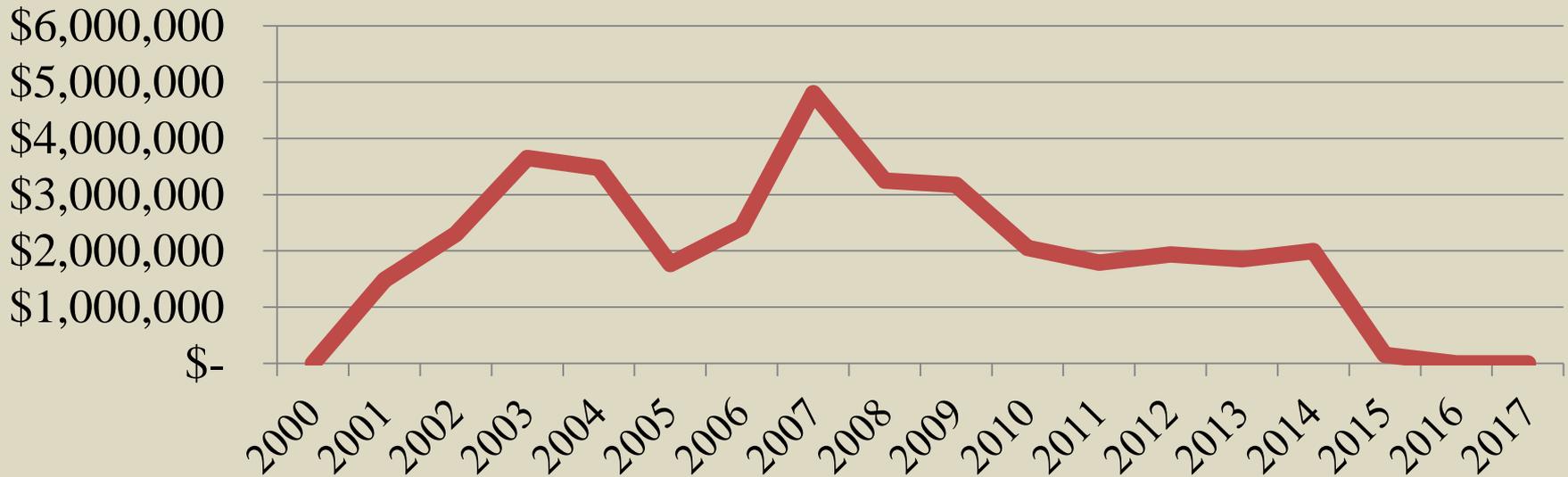


Recommended FY17 Budget



Financial Accomplishments

- Presenting a balanced budget to Town Meeting
- Adhered to the 2017 Board of Selectmen Budget Policy Directive
- Funded “normal” OPEB costs
- Maintained AAA rating from Standard & Poor’s
- History of Reserves Applied to Balance the Budget



FY17 Budget Highlights

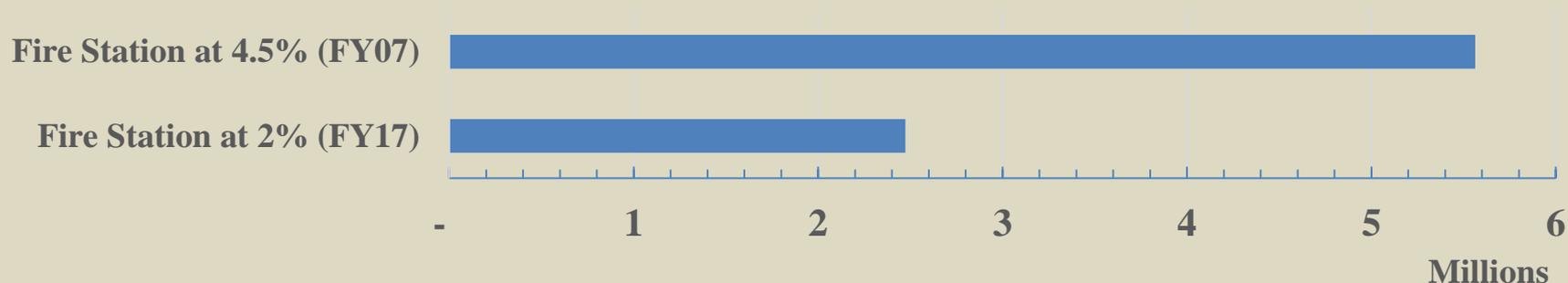
- Total cash reserves \$6.87M [6.83%]
- Westford Public Schools +2.50% – additional \$1.33M
- Other town departments +0.92%– additional \$200K
- N.V.T.H.S. assessment -3.28% to \$694,652
- Requesting \$5.8M in capital investments in buildings, infrastructure and equipment
- Created new 215 Public Safety Communications Dept.
 - Personnel & expenses shifted from police and fire budgets
 - Analysis on pages 16-19 of Finance Committee book

FY17 Budget Highlights

- Increased 945 General Liability Insurance by \$896K
 - Increased OPEB appropriation from \$712K to \$852K
 - Increased health insurance budget by \$405K
 - Increased Middlesex Retirement Assessment by \$245K
 - Increased General Insurance, Medicare, & Unemployment Insurance by \$106K
- Recycling collection – changes in blending market value
- Reduction of 1 Highway/Parks & Grounds Heavy Equipment Operator (retirement)
- Overall tax impact 2.11%

Investment Revenue versus Interest Expense

FY07 vs. FY17 Fire Station Interest Expense



INVESTMENT REVENUE

- \$846,000 in FY07 before the market crash
- Received \$36,500 in general fund investment income in FY16

INTEREST EXPENSES

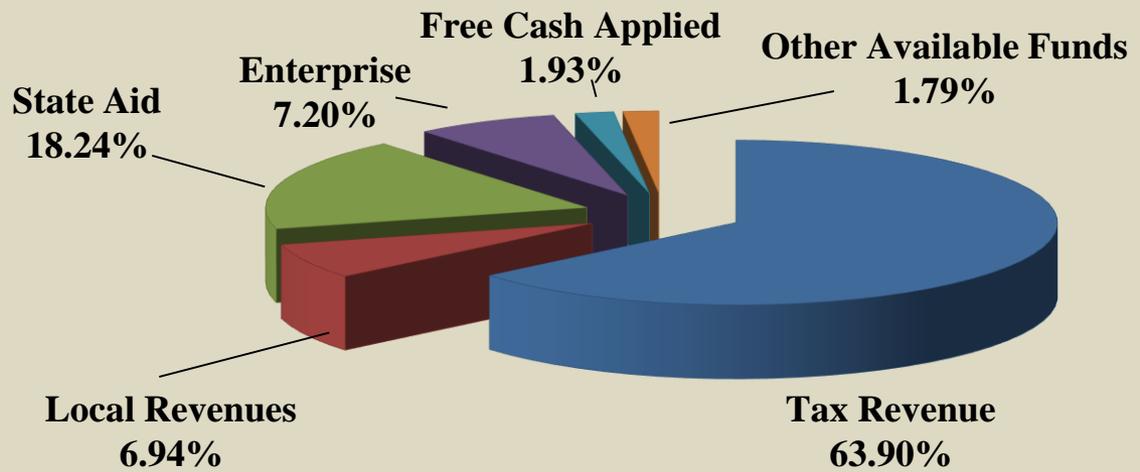
- Bonded \$11.0M since FY10
- Savings of \$1.34M on projects and \$609K by refinancing
- Est. \$3,090,000 savings for Fire Station over next 20 yrs

FY 2017 Projected Revenue

- Local Revenue estimated 1.63% increase
- New Growth \$850K
- Ambulance Enterprise revenue \$775K
- State Aid in Governor's Budget + 1.08% by \$221,686 for a total of \$20,722,688
- Projected \$1,155,000 in hotels and meals excise taxes
- Motor Vehicle Excise projected to increase by \$55K to \$3.4M
 - 773 additional excise motor vehicle bills were sent in FY16

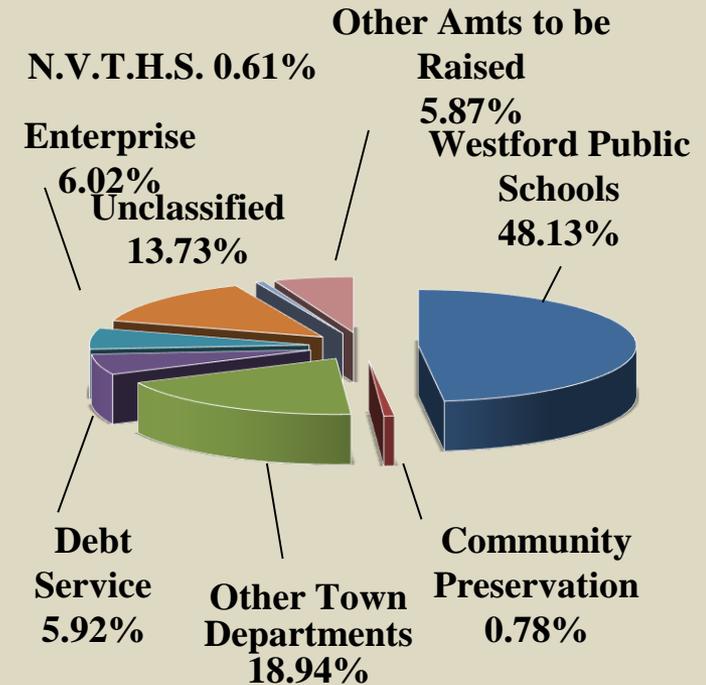
FY17 Projected Revenue

Tax Revenue	\$72,623,649
Local Revenue	7,883,420
State Aid	20,722,688
Enterprise Revenue	8,186,784
Reserves Applied	0
Other Available Funds	2,033,686
Appropriations from Free Cash	2,193,692
Total	\$113,643,919



FY17 Expenditures

Westford Public Schools	\$54,695,407
Community Preservation	884,528
Other Town Departments	21,526,246
Debt Service	6,733,967
Enterprise	6,840,434
Unclassified	15,598,725
N.V.T.H.S.	694,652
Other Amounts to be Raised	6,669,960
Total	\$113,643,919



Capital Appropriations

From Free Cash	1,535,257
Bonding - Non Excluded (Main St. Reconstruction, Plain Rd. Sidewalk)	2,405,725
Ambulance Ent. Retained Earnings	31,540
Water Ent. Retained Earnings	1,853,312
Total	<u>5,825,834</u>

Balance in Capital Stabilization = \$1,153,000

Health Insurance

- Budgeting for 8% rate increase for FY17
- Renewal with Blue Cross Blue Shield in Nov. 2015
 - 7.83% increase HMO & PPO plans with minor health plan design changes to save 1%
 - 7.88% increase for Medicare supplemental plans
- FY16 Enrollment: 1,032 (56% of employees)
- FY17 Budget: \$9,725,491
- FY16 Budget: \$9,320,000
- Health Insurance Stabilization fund balance remains at \$516,000

Other Post Employment Benefits

- Adhering to BoS funding policies for OPEB obligations
- Town/Schools OPEB funding:
 - FYs12-14: \$200,000
 - FY15: \$1,200,000
 - FY16: \$712,425
 - FY17: \$852,278
 - Total: \$2,964,703
- Water Enterprise fully funded Water Department OPEB obligation with \$700,000 in FY15 – funds annually now (Article 15)
- Current OPEB liability projection \$56M

Future Fiscal Challenges

- Large municipal building projects
- Infrastructure and facility repairs and maintenance
- 12 North Main Street clean up and redevelopment
- Litigation
- Health insurance
- Retirement assessment
- OPEB liability
- Special education mandates
- Collective bargaining agreements

Communication Efforts

- Strategic Planning Retreat 530-830pm, June 16th, Kimball Farm
- Monthly Town Manager Newsletter/Notice - 1,888 subscribers
- Bi-weekly Town Manager report on WestfordCAT News
- AM 1630 radio station for emergencies and town info
- Email subscription services for multiple boards – more in near future
- Multiple Facebook & Twitter accounts total reach = 16,513 people

Town of Westford
Massachusetts Town Manager's Newsletter
December 2015



Jodi Ross,
Town
Manager
jross@westfordma.gov
www.westfordma.gov/tm
978-882-5500

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Wings - Silent Film with
Organ Accompaniment
Thursday, December 17
7:00 PM
Page 11

Town Hall Holiday Hours
Thursday December 24
8:00 AM - Noon
December 25 - Closed
Wednesday December 31
8:00 AM - 2:00 PM
January 1 - Closed



Watch
Meetings Online
westford **CAT**
Celebrating 200 Years
www.westfordcat.org

Dear Westford residents,
On November 8th over 40 people gathered in the woods at East Boston Camps to acknowledge long-time caretaker George Fletcher by naming a trail in his honor. George was the caretaker at the camps for over 40 years and is well loved by previous campers, counselors, town residents, town staff and officials. The George S. Fletcher trail connects the Waki and Nashoba trails and is located near the Stony Brook Middle School. The Friends of East Boston Camps organized the event and provided refreshments.




At their December 8th meeting, the Selectmen voted their intention not to exercise their right of first refusal of the Blue Gardens property, which is under a purchase and sales agreement with a local developer. This developer plans to build a high-end restaurant, with a function hall in a barn-like structure, on a third of the property, with the other two thirds remaining in agricultural state. This proposal, with an agreement to protect the town's interests, will be discussed again at the Selectmen's December 22nd meeting.

Also at the December 8th meeting, the board heard presentations by the Town Center Traffic Committee and the Town Farm Task Force. The Town Center Traffic Committee is making recommendations to add another stop sign to the Main Street/Boston Road intersection, add a cross walk from the Hildreth Street side to the common, make improvements to the Lincoln Street right hand turn, and consider adding a police officer at peak periods. The Town Farm Task Force is recommending the Parks and Recreation departments be relocated out of the Town Farm building, and the building be sold to a private party, with an historic preservation restriction in the deed. The board also voted to raise the minimum wage to \$10 per hour effective January 1, 2016, which is in line with the state legislature.

(Continued on next page)

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Town of Westford		
Fire Department		
Fletcher Library		
Police Department		
Town Manager		
Veterans Affairs		

Congratulations Westford!

- WPS ranked #8 best school district out of 150 in Greater Boston
- Valuepenguin.com ranked WPS 3rd out of 10th safest large communities in Massachusetts
- Recognized by ADT as one of 25 safest cities in America
- Received 2015 AAA Gold Award for pedestrian safety initiatives
- Firefighter Dave Christiana named Lowell Sun Man of the Year!
- Chris Kluchman, Director of Land Use Management elected to College Fellows of the American Institute of Certified Planners



Congratulations Westford!

- Pam Hicks, Human Resources Director awarded BCBS Innovation Award for town employee FitBit walking program (\$5K!)
- BoS received ICMA Community Partnership Award for CrossTown Connect (TMA)
- Featured in January 3, 2016 Boston Sunday Globe
- Westford will be featured on Fox25 ZipTrip on August 12, 2016!



Thank You Westford!

Thank you to our board members, department heads, employees, volunteers, and all of our residents for your creativity, collaboration, countless contributions, and most of all, your unwavering commitment to our community.