



TOWN OF WESTFORD STRATEGIC PLANNING RETREAT FINAL REPORT

**JUNE 16, 2016
5:30 PM – 8:30 PM**

**EVENT HELD AT:
KIMBALL FARM
400 LITTLETON ROAD
WESTFORD, MA 01886**

Jodi Ross – Town Manager

Eric Heideman – Assistant Town Manager



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Executive Summary

The sixth annual Strategic Planning Retreat was held on Thursday June 16, 2016 at Kimball Farm, located at 400 Littleton Road in Westford. The weather was beautiful for the event and we had a record number of attendees totaling roughly 300 Westford citizens, compared to last year's 192 participants. The event began promptly at 5:30 PM with opening comments presented by Jodi Ross, Westford's Town Manager. There were four topics presented and discussed with the citizens of Westford, which included the Proposed New Center Building, the Rehabilitation of the Roudenbush Facility, the Library Expansion Project & Grant, and the Report on the Recreation Facility/Master Plan. Additionally, there were several other poster board exhibits on display during the event.



2016 Strategic Planning Retreat Agenda

The purpose of this retreat is to:

Support and engage in an annual Strategic Planning Retreat devoted to town-wide policy identification, prioritization, discussion and development with standing boards, committees, management staff, and residents at large.

DATE: Thursday, June 16th
TIME: 5:30 pm – 8:30 pm
LOCATION: Kimball Farm
INVITEES: All town board and committee members, all department heads, residents, local businesses

DRAFT AGENDA:

1. (5:15 – 5:30) Registration
2. (5:30 – 5:40) Welcome and opening remarks
3. (5:40 – 6:30) Overview of proposed large Capital/Facility Projects
 - *Brief update on new Center Fire Station/Combined Dispatch/replacement of Center Building*
 - *Proposed rehabilitation of the Roudenbush Community Center*
 - *Report on location of Recreation Department/Master Plan*
 - *Report on Library Expansion Grants(s) and Project*
4. (6:30 – 7:10) Dinner/Poster Exhibits
5. (7:10 – 8:00) Facilitated breakout sessions (4)
6. (8:00 – 8:10) Ice cream break
7. (8:10 – 8:30) Final session – Facilitator reports and closing statements

Large Capital/Facility Projects to be discussed:

1. **Brief update on New Center Fire Station** – Provide design update and share progress on the new Center Fire Station and Combined Dispatch facility. Seek input from residents and board/committee members regarding needs for new replacement facility on current center fire station site.
2. **Proposed rehabilitation of the Roudenbush Facility** – Present and discuss design options for the Roudenbush historic rehabilitation and improvement project.

3. **Report on Recreation Facility/Master Plan** – Present and discuss recreation master plan and possible short and long term facilities. Discuss survey results and recommendation from the Recreation Master Plan for a feasibility study.
4. **Library Expansion Grant(s) & Project** – Discuss Library Planning & Design Grant deliverables and potential future Massachusetts Public Library Construction Project grant submittal time line.

Other Exhibits:

1. **Open Space and Recreation Master Plan** – Update of Open Space and Recreation Plan: surveys, trails and maps for perusal and education.
2. **Healthy Community Initiative/ Pedestrian Safety Committee/Complete Street Policy** – Provide an overview of the Healthy Community impetus; discuss sidewalk and other pedestrian safety issues. Report on prioritization of sidewalk needs in town.
3. **Disability Commission** – Provide an update on this new Commission and its initiatives and insights for the Westford community.
4. **12 North Main Street** – Provide update on the current status of the abandoned industrial site, and discuss formulation of Request for Proposals for reuse.
5. **Stormwater Management Master Plan** – Review of volumes 1 - 3 of the forthcoming master plan, including a gap analysis for EPA permit compliance, a draft Capital Improvement Plan and the town's Operation & Maintenance responsibilities for all our stormwater assets.
6. **Elder and Veterans Issues** – Highlight challenges, issues and solutions for these two critical citizen demographics.
7. **New Pavement Management System** – Highlight this new performance tool providing pavement analysis, maintenance, prioritization and repair data.

Financial Summary of Projects

New Center Fire Station/Combined Dispatch/Replacement of Center Building

A. New Center Fire Station

Funding approved at the March 28, 2015 Annual Town Meeting and the debt exclusion was approved at the May 5, 2015 election.

- Free Cash Appropriation of \$1,000,000.00
- Debt Exclusion Authorization of \$11,772,200

Financial Assumptions	
Projected Completion Date	Early Summer 2018
Projected Date to Permanently Borrow	February 2018
First Bond Payment Due	Fiscal Year 2019
Length of Bond	20 Years
Interest Rate	3.75%
Estimated Annual Payment	\$820,375
Projected Date of Last Payment	Fiscal Year 2038
Tax Rate Impact Based on FY16	.19
Tax Impact to Median Home Based on FY16 (\$470,000)	\$89.37

B. Combined Dispatch

Funding approved at the March 28, 2015 Annual Town Meeting.

- Debt Authorization within levy limit of \$1,029,000

Financial Assumptions	
Projected Completion Date	May 2017
Projected Date to Permanently Borrow	November 2017
First Bond Payment Due	Fiscal Year 2018
Length of Bond	20 Years
Interest Rate	3.75%
Estimated Annual Payment	\$71,708
Projected Date of Last Payment	Fiscal Year 2037

C. Replacement of Center Building (Former Fire Station)

There have been no appropriations to date for the reuse of the center fire station

- Assumes Boston Rd. fire station is occupied by December 2018
- Potential uses include a large meeting room, relocation of the Technology department and Veterans Officer, and other small offices
- Estimated to take two years to complete
- *The actual purpose, timing, cost of the replacement building has yet to be determined and this information is to be used only as an example.*

Financial Assumptions	
Estimated cost based on 6,400 sq. ft. building and \$500 / sq. ft. construction cost.	\$3,200,000
Projected Completion Date	December 2020
Projected Date to Permanently Borrow	Fiscal Year 2020
First Bond Payment Due	Fiscal Year 2021
Length of Bond	20 Years
Interest Rate	4.00%
Estimated Annual Payment	\$224,800
Projected Date of Last Payment	Fiscal Year 2040
If Excluded Debt, Tax Rate Impact Based on FY16	.05
If Excluded Debt, Tax Impact to Median Home Based on FY16 (\$470,000)	\$24.29

Session 2: Proposed Rehabilitation of the Roudenbush Community Center

Appropriations to Date:

- Community Preservation Funds: 3/24/2012 ATM: \$73,000 for Fire Protection Improvements
- Community Preservation Funds: 3/23/2013 ATM: \$88,500 for Fire Protection System
- Community Preservation Funds: 3/22/2014 ATM: \$165,000 for Roudenbush Design Funding for Safety and Accessibility Improvements
- Community Preservation Funds: 4/2/2016 ATM: \$270,000 for Roudenbush Rehabilitation Design Fees

Total Appropriations to Date: \$596,500

Financial Assumptions:

Option	Description	Price Range	Est. Debt (20 years)	If Excluded Debt	
				FY16 Tax Rate Impact	Tax Impact to FY16 Median Home (\$470k)
A	Egress Repair	\$100,000 to \$125,000	N/A	N/A	N/A
B	Option A + Fire Protection + Exterior Repairs	\$1,500,000 to \$2,000,000	\$99,649	.02	10.86
C	Option B + Limited Accessibility Improvements	\$3,000,000 to \$4,000,000	\$241,649	.06	26.33
D	Revise Schematic Design Scope with Deletions and/or Deferrals	\$5,500,000 to \$6,000,000	\$383,649	.09	41.80
E	Schematic Design Project Scope as Submitted to Town Meeting	\$7,250,000 + additional escalation due to deferment	\$472,399	.11	51.46

The estimated debt payments assume the highest annual amount listed in the price range (**in bold**) after the previously appropriated amounts of money have been used.

- Length of Bond: 20 Years
- Interest Rate: 4.00%
- First Bond Payment Due: Fiscal Year 2020
- Projected date of last payment: Fiscal Year 2039

Session 3: Report on Recreation Department / Master Plan

Overview:

- **No appropriations have been authorized to date**
- Recreation Department requesting feasibility study for a permanent location: \$115,000 to \$125,000 at STM – 6 to 12 months to complete
 - Seeking Community Preservation Funds for feasibility study
- Recreation is currently located in Rogers Fire Station / Cameron Senior Center
- As a temporary solution for location of the Recreation Dept., a request for proposals for leased office & program space and a proposal for lease, lease to purchase, and purchase of modular buildings have been issued.

Temporary Recreation Facility Options: Leasing				
	Cost Per Sq. Ft.	2,000 Sq. Feet	2,500 Sq. Feet	4,500 Sq. Feet
Lease Existing Facilities – Annual Cost	\$20	\$40,000	\$50,000	\$90,000
Lease Modular Buildings – Annual Cost	\$15	\$30,000	\$37,500	\$67,500
One-time Fee for Installation - Min	\$20	\$40,000	\$50,000	\$90,000
One-time Fee for Installation - Max	\$60	\$120,000	\$150,000	\$270,000

Temporary Recreation Facility Options: Purchasing				
Option	Cost Per Sq.	2,000 Sq. Feet	2,500 Sq. Feet	4,500 Sq. Feet
		A	B	C
Purchase Modular Buildings	\$135	\$270,000	\$337,500	\$607,500
One-time Fee for Installation	\$65	\$130,000	\$162,500	\$292,500
Sewer Line		\$200,000	\$200,000	\$200,000
Total Purchase Price w/ Installation		\$600,000	\$700,000	\$1,100,000
Est. Annual Debt Payment if Borrowed: 10 Years at 3.50%		\$71,550	\$83,475	\$131,175

Session 4: Report on Library Expansion

Appropriations to Date:

- Capital: 3/24/2012 ATM: \$20,000: Planning and design
- Capital: 3/28/2015 ATM: \$35,000: Library feasibility study supplemental appropriation
- Grant Award: Fiscal Year 2016: \$50,000
- Pledge from Library Trustees: \$5,000

Total Funding to Date: \$110,000

Financial Assumptions	
Estimated Total Project Cost in 2020	\$21,500,000
MBLC Grant	\$8,100,000
CPA and Private Funds	\$1,300,000
Town Share	\$12,100,000
Projected Completion Date	Fiscal Year 2022
Projected Date to Permanently Borrow	Fiscal Year 2023
First Bond Payment Due	Fiscal Year 2024
Length of Bond	20 Years
Interest Rate	4.00%
Estimated Annual Payment	\$859,100.00
Projected Date of Last Payment	Fiscal Year 2043
If Excluded Debt, Tax Rate Impact Based on FY16	.20
If Excluded Debt, Tax Impact to Median Home Based on FY16 (\$470,000)	\$93.59

Proposed New Center Building

To: Jodi Ross, Town Manager
From: Tom Mahanna, Chair
Subject: 2016 Strategic Planning Retreat Summary
Date: June 23, 2016

The Permanent Town Building Committee (PTBC) participated in the Annual Strategic Planning Retreat held on June 16, 2016 at Kimball Farm. The PTBC along with representatives of the Fire Dept. and Police Dept. hosted a session on the status of the New Center Fire Station and Combined Dispatch Center Projects and also discussed the possible future uses of the existing Center Fire Station.

New Fire Center Station

We explained that the PTBC had just recently completed the Designer Selection Process to hire a new architectural firm to complete the project after the previous firm had been terminated. The firm that was selected is Donham & Sweeney from Boston, MA. This firm has already developed the program for both projects. The Fire Station program resulted in a 20,000 s.f. facility that will include five garage bays and a 49 seat training room. All other aspects of the original program remain unchanged. We explained that the station will still be located on Boston Road at the intersection of Blakes Hill Road. The design and bidding of the project is expected to begin by early 2017 and construction should begin by spring 2017. The facility is expected to be completed by fall 2018.

We received a few comments and questions from the public. People were concerned whether we would have to blast at the site and the potential for perchlorate contamination. We explained that we have already completed a preliminary geotechnical investigation and did not encounter ledge. We will be conducting further investigations of the soil conditions. However, we do not anticipate to encounter a lot of ledge as construction will only require shallow excavations for the slab on grade building, stormwater collection system, and septic system.

There was also a concern expressed about the traffic that will be generated on Boston Road both during construction and once the facility is completed. We explained that a Traffic Control Plan will be developed for the construction activities on the site. We also explained that we expect that a signal light will be installed on Boston Road that will stop traffic when emergency vehicles are entering and exiting the station. We were also asked whether a traffic study had been completed. We explained that it had not yet been completed, but that we will be working with the Town

Engineer and MassDOT on what will be required for this project. There was some concern expressed about how we could have proceeded with designing a project on this site before a traffic study had been completed.

Combined Dispatch Center

We explained that the Combined Dispatch Center will proceed on a separate schedule from the Fire Station project. We expect the design to be completed later this year, and that the construction should be completed and the Dispatch Center on-line by May 2017. The Dispatch Center will be located in the Police Department Training Room, and the existing Police Dispatch Center will be converted to an Emergency Operations Room. The new Dispatch Center will combine Police and Fire dispatch operations, where they are presently separated. We explained that all 911 calls currently are received at the Police Station and if it is a fire related emergency, the call is then transferred to the Fire Department. A Combined Dispatch Center will make this a more efficient operation.

A question was asked about how many dispatchers will be working at all times in the new Dispatch Center. We explained that there will always be at least two dispatchers, one police and one fire, on duty. The Dispatch Center will have the capacity at least four dispatchers.

Reuse of Existing Fire Station

The Fire Department is expected to vacate their existing Center Fire Station by late 2018. Once the building is vacated, the Town will need to decide how to either reuse the building or construct another building or use in its space. We presented a Conceptual Plan that was presented at the 2015 Annual Town Meeting that showed a building that would include a 100 seat meeting room, relocation of the Technology Department, and space for other offices and/or departments. A copy of these plans area attached. The building size could be approximately 6,300 s.f. which would have an estimated cost of \$3M - \$4M. We also explained that the Town completed a Facilities Study last year which identified over \$3M in improvements that would need to be made to the existing Fire Station just to address building code, structural, mechanical, and accessibility issues. We then asked for the public to provide their ideas on what they would like to see in either the existing building, or in a new building in its place. The suggestions included the following:

- Veterans Department Office
- Storage for Town Records
- More parking (two recommendations)
- Day Care Center
- School Administration (replaces Millennium Building)
- Starbucks or coffee shop
- Permitting and Health Departments including nurse

- Indoor Market Place (i.e. Faneuil Hall)
- Technology Department in old Fire Station building
- Cultural Facility (i.e. Art Museum)
- Flexible office space for both town offices and private use

Please let me know if you have any questions or require any additional information.

Sincerely,



Thomas J. Mahanna, Chair

Permanent Town Building Committee

Enclosure: Conceptual Plan for New Building in Town Center





Town Hall Complex

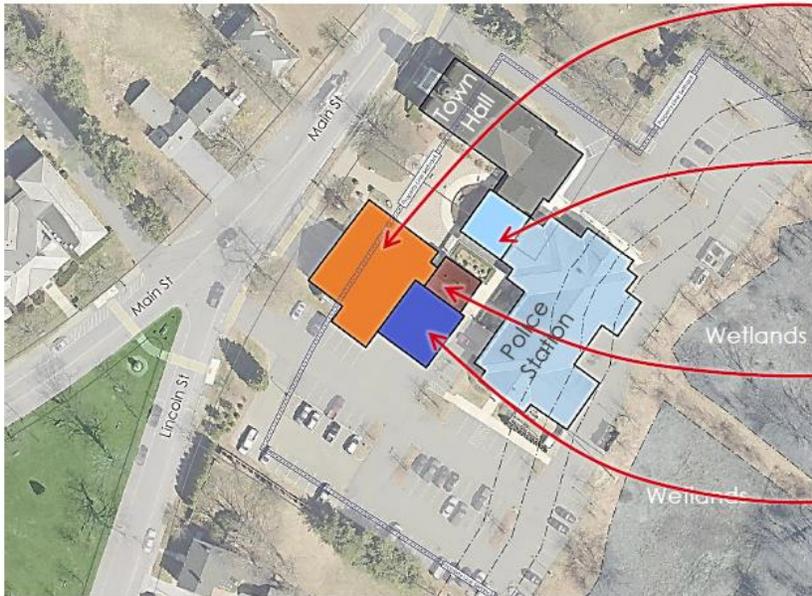


- Existing Fire Station
- Existing generator and storage garage

June 16, 2016



Conceptual Building on Existing Site



- Conceptual location of 100 person Meeting Room
- New Combined Dispatch Center
- Existing generator and storage garage
- Conceptual location of new Information Technology Department

June 16, 2016

Proposed Options for New Center Building

1. IT Department

- 5 work stations and server room
- 1700 to 2000 SQFT
- 20'x10' area to build machines
- Training space for 15 personnel (20'x20')
- Department currently housed at Forge Village Fire Station, 1 East Prescott Street

2. Veterans Department

- Office for Veteran's Agent
- Reception and waiting area for customers
- Department currently housed at Millennium School

3. Board of Health/Clinic/Nurse

- Clinic currently housed at Millennium School

4. Human Resources Department

- Currently housed on 2nd floor of Town Hall in a space inadequate to conduct daily operations. Department must be centrally located in close proximity to the Accounting Department

5. Large Meeting Room

- Seating for 100 attendees
- WCAT recording location

6. Police Training Space

- Department will require additional training space due to the combined police/fire dispatch project, which will eliminate their current training room

7. Additional Town Center Parking

- There currently is limited parking for the center common which is regularly utilized for town events

8. File Storage/Additional Vault/General Storage

- The Town Hall currently has limited storage for each of the departments. This additional space would allow enhanced space utilization.

Rehabilitation of Roudenbush Community Center

The town is considering multiple options for addressing the rehabilitation needs for the Roudenbush Community Center located at 65 Main Street. The building was originally constructed in the 1897 and has not had any major updates in many years. The building is in dire need of multiple capital investments. The citizens were presented five proposed ideas for addressing the concerns at the Roudenbush Community Center, which are detailed below:

OPTION A: Egress Repair **\$100,000 to \$125,000**

- Remove deteriorated fire escapes at back of building & flat roof area
- Provide limited interior changes to create two independent means of egress
- Defer all other work

OPTION B: Option A + Fire Protection + Exterior Repairs **\$1,500,000 to \$2,000,000**

- Option A work plus items noted below:
- Provide automatic fire suppression system
- Replace existing fire alarm system
- Replace existing emergency lighting & exit signage
- Repair slate roof and deteriorated cupola
- Miscellaneous carpentry repairs (deteriorated sills, trim, shingles)
- Seek accessibility variance to defer compliance (request time extension)
- Defer all other work

OPTION C: Option B + Limited Accessibility Improvements **\$3,000,000 to \$4,000,000**

- Option B work plus items noted below:
- Provide limited vertical access in lieu of a 5-stop full elevator via either:
C.1 – LIFT: 3-stop vertical wheelchair lift to serve lower level & first floor, or;
C.2 – LU/LA: 4-stop small elevator (Limited Use / Limited Application) to serve all but the third floor level.
- Provide miscellaneous accessibility improvements at interior
- Retain existing toilets at Basement Stair landing levels and provide accessible single user toilets at First (C.1) and/or Second Floor (C.2) lobby areas
- Replace wall-mounted steam radiators at side entrance stair landings.
- Retain existing electrical service (no increase required if no full elevator)
- Seek accessibility variance (no access to 3rd floor if LU/LA is used and to the 2nd floor if vertical wheelchair lift is used)
- Defer all other work

OPTION D: Revise Schematic Design Scope with Deletions and/or Deferrals
\$5,500,000 to \$6,000,000

- Revise project as submitted to Town Meeting as noted below:
- Defer slate roofing replacement and cupola repairs (separate project)
- Defer renovation of Third Floor (continue storage use until funded)
- Defer HVAC improvements in the Gym (no air conditioning or ventilation)
- Delete ERVs in various rooms as designed (no energy recovery ventilation)
- Delete emergency generator and revise electrical systems accordingly

OPTION E: Schematic Design Project Scope as Submitted to Town Meeting \$7,250,000

- Proceed with project as designed to address all life safety, accessibility and building system improvements per recommended rehabilitation scope
- Increase cost escalation if this option is delayed beyond a construction start date of June 2017 (assumes that design would start by July 2016)



Citizen Survey Results

Forty-seven surveys were filled out at the Strategic Planning Retreat held on 6/17/2016. Not all respondents selected an answer for every question. Comments list the answer selected followed by the comment included with that answer.

The Roudenbush Community Center, built in 1897, has served the town of Westford as a private school, a public school, as a YMCA, and as a community center. The town funded a Historic Building Condition Assessment in 2013, a Planning Study in 2014, and a Schematic Design plan in 2015. The town is seeking your input on the building rehabilitation project. Please complete the survey below and return it to the presenters after the breakout session.

- 1) Have you ever been to the Roudenbush Community Center (RCC) at 65 Main Street?
Yes = 45
No = 2

Comments:

- Yes - All the time.
- Yes – For the last forty years.
- Yes – Many times over the years.
- Yes – All my kids have gone through programs there.
- Yes – Course on geology.
- Yes – Was on RCCAC in 1980s.

- 2) Do you or a family member currently attend classes, activities, or events at the RCC?
Yes = 26
No = 21

Comments:

- Yes – preschool
- No - but I'd like to take a painting class.
- Yes - Many times over 30 years.
- No – In the past my children did.
- Yes – Gymnastics in July.

- 3) Do you plan to use the Roudenbush Community Center in the future?
Yes = 40
No = 2

Comments:

- No answer selected – Possibly.
- Yes – Adult classes, meetings.
- No answer selected – Maybe.
- No answer selected – Maybe.
- Yes – Hopefully.
- No answer selected – Probably
- No answer selected
- Yes – Art classes.
- Yes – Unique resource in Westford.

4) Do you feel the Roudenbush Community Center is a good resource to the town?

Yes = 46

No = 0

Comments:

- Yes - it is a beautiful building.
- Yes - My kids took all the kids classes and attended the preschool.
- Yes - Very much.
- Yes – Sense of community.
- No answer selected – Great programs and child care at no cost to the town.
- Yes – Highly enriching resource to everyone.
- Yes – Yes! Yes! Yes!
- Yes – Absolutely should stay community center.

5) Do you think the renovated building should continue to be used as a Community Center?

Yes = 46

No = 1

Comments:

- No answer selected - I don't know.
- Yes - Serves over 8,000 residents a year.
- Yes - but I think renovation should be more historic.
- Yes - It's such a great community space.
- Yes – Great location – center of town – playgrounds – lots of classes.
- Yes – Absolutely! Roudenbush is an integral part of Westford.
- Yes and No selected – Either community center or Rec. Dept. HQ.

- Yes – Yes! Yes! Yes!
- 6) If no, what other use would you suggest for the renovated building?
- No - Could it be used for the recreation department?
 - Yes - More programs.
 - Yes – I cannot see the building as anything but Roudenbush.
 - Yes and No selected – Rec. Dept.
- 7) What do you like the best about the RCC building?
- Historic appearance.
 - It is very unique and lovely.
 - History/Location/ Architecture
 - The number of activities and vast reach.
 - Front entrance.
 - Sense of community, brings everyone together – all ages.
 - The sense of community.
 - Historic.
 - It's reused.
 - The functionality of the uses. Plus, it's unique design throughout, a past treasure in the present.
 - The historic feel, the classrooms, the stairways, the outside.
 - Meeting space.
 - Unique structure, visual impact.
 - Unusual and very nice.
 - Antique nature of building.
 - It is very needed by the town and families. It is centrally located too. History of the center.
 - Historic building with charm of another era.
 - History, architecture.
 - It's historic and great character.
 - Historical building, brings all residents together, offers wide range of classes for adults and kids.
 - Old town charm, character.
 - Central meeting space for all ages/classes/meetings.
 - It has history and character.
 - All programs in one spot, historic building, childcare, community programs, gym.
 - The architecture and the history to the town.
 - Beauty, historic nature, community resource.

- It has a wonderful rich history and warm inviting atmosphere. It is a beautiful building that encompasses Westford as a community.
- It's character, the gargoyles and wood work, slate roof.
- The range of programs offered.
- Old front architecture.
- Central location, all ages! Meeting space, playground, classes, gymnastics.
- Something for everyone.
- The multi-use for all ages in the community in a centrally located historic building.
- Location, appearance.
- It's character and history.
- Variety of programming offered.
- It's character, history.
- Community spirit, building is beautiful.
- Community involvement, history.

8) What do you like the least about the RCC building? _____

- The cost of the renovation.
- ADA Accessibility.
- Bathrooms.
- Lack of handicap accessibility.
- No handicap access.
- It needs a lot of work.
- Parking.
- The bottom floor layouts.
- Not designed for the most efficient use of space.
- Cost of restoration, gym addition.
- Needs to be handicap accessible.
- N/A
- The side entrance to the rear uses.
- Just needs updating.
- Needs upgrading badly.
- Lots of stairs to go up and down. Bathrooms need updating.
- No handicap access.
- The run down appearance.
- The ground floor maze and the attached radiators that can be dangerous.
- Bathroom access.
- How run down and unsafe it has become.

- Labyrinthian halls.
- The lack of current wiring for technology.
- Khudgy (sic) layout, no A/C.
- Accessibility.
- Maze first floor.
- Condition is embarrassing, needs to be cleaned up.
- Rundown.

9) Have you heard about the building rehabilitation project before tonight?

Yes = 40

No = 6

Comments:

- Yes – Town meeting.
- Yes – I am on the Disability Committee.

10) Do you feel tonight's discussion was helpful for you to better understand the building renovation schematic plan and cost options?

Yes = 36

No = 1

Comments:

- No - Heard before.
- No answer selected - Hard to hear with other presentation going on.
- Yes – Helpful.
- Yes – very clear tonight building needs rehab.
- No answer selected – Couldn't hear.
- Yes – Seems like too much pressure re: accessibility.

11) Do you feel that the proposed renovation plans adequately address the building's needs?

Yes = 38

No = 0

Comments:

- No answer selected - I think the plans help the community center but not the building.
- Yes – Need to defer to architect.
- YES – It may lead to new considerations, it is an old building.

12) Do you feel that this is a good time to renovate the RCC building?

Yes = 34

No = 1

Comments:

- No answer selected - I don't know.
- No answer selected - a lot going on in town-library, fire station, etc.
- No answer selected - Not sure.
- Yes – Need to do it before costs increase even more.
- No answer selected – Yes, if we wait, it will be very expensive later on. Plus, the building will continue to deteriorate.
- Yes – I toured the RCC with the Disability Commission.
- Yes – Must sooner than later.
- It will only increase in cost if we wait. It is a widely used community center that is not handicap accessible.
- No answer selected – Uncertain. Depends on whether funding is feasible given other projects (e.g. fire station, library, etc.).

13) Do you feel that the renovation of the Community Center building is a good use of the town's money?

Yes = 39

No = 2

Comments:

- Yes - CPA funds only
- No - should be capital campaign instead of tax
- Yes - Definitely
- No answer selected - Maybe, depends on what else we are paying for this upcoming year.
- Yes -Very important to keep Westford's character.
- No answer selected – I would want to maximize use of CPA money.
- Yes – Only minor renovations.
- Yes – We recycle buildings in this town!!

14) Do you feel the renovation of the Community Center building is a good use of Community Preservation funds?

Yes = 44

No = 1

Comments:

- Yes and no - some portion.
- No answer selected - only if it is historic preservation.
- Yes - Perfect match.
- No answer selected - Maybe, depends on what else we are paying for this upcoming year.
- Yes -Building is very historic and the second Westford Academy.
- Yes, and - Depends, restoration yes, new construction no.
- Yes – Definitely.
- Yes – It supports the community.
- Yes – Yes, please.
- Yes – This is a great “pot” of funding for our community needs.

15) The architect has provided a list of five possible options for the scope of repair to the Community Center building with an estimated cost for each option. **The options are described in more detail at the end of this survey.** To answer survey question 14, please read the description of the five options and circle the letter of the option you prefer below.

- A. Egress Repair = \$100,00 to \$125,000
(0 votes)
- B. Option A + Fire Protection + Exterior Repairs = \$1,500,000 to \$2,000,000
(3 votes)
- C. Option B + Limited Accessibility Improvements = \$3,000,000 to \$4,000,000
(6 votes)
- D. Revise Schematic Design with Deletions and/or Deferrals = \$5,500,000 - \$6,000,000
(6 votes)
- E. Schematic Design Project Scope as Submitted to Town Meeting = \$7,250,000
(21 votes)

Question 15 Tally notes: Responses not counted above:

One respondent selected A and B,

One respondent selected C and D,

One respondent selected D and E,

Eight respondents left question 15 blank

Total for question 15 is 47 surveys.

Question 15 Comments:

- The building is a town owned asset. We have an obligation to make it useful and safe.
- With more preservation
- Either D or E seems best to me.
- I am a supporter and I am not objecting to the cost.
- I would prefer doing the entire project at once.
- Not worth doing a partial effort, the building has not been updated in fifty years and now needs all of this work.
- You get what you pay for. This is no time to cut corners. Roudenbush can be used for the next hundred years.
- Start with a smaller renovation and continue to improve over time – unless we can bond the entire project thru CPA once the bond for East Boston Camps is paid off.
- Roudenbush provides value to the town. It is a place for great childcare from 6 months up. Programs are available for all ages. Building should be rehabbed to improve access for all. Rehab should go through at current prices instead of waiting – prices will go up.
- This option E will make the building safe internally and externally. It also makes the building accessible to all on all floors.
- Option A and B selected.
- Borrow all necessary funds NOW to do it all!!

Additional Comments:

- I wonder how much space a combined Sr. Center, Rec Center, Community Center would occupy. It seems that many resources could be shared.
- The historic value of the building is equally important to retaining the building as our community center. Roudenbush is a huge part of our community used by families of all ages and should remain that way.
- The community center is a tremendous asset to the town.
- Consider replacing slate with a modern non-slate look alike ... from a distance they don't disappoint ... would also save a bunch of money.
- RCC is Community and should remain the use of the RCC.
- Please remember that CPA funds can be spent for restoration – not new construction. The areas of ADA and safety are allowed in CPA funds. Some money is already being held for sprinklers. When an application is in the

works, the CPC should walk through the building and break out allowable expenses, this would expedite any applications.

- It is a great asset to the town center that should be brought up to today's standards. May need to be done in steps.
- It was very hard to hear the presentation because of the noise.
- Its central location allows the building to be perfect for community education and outreach.
- This is a precious and unique resource for residents of Westford and surrounding towns. A stitch in time saves nine!
- Roudenbush is a priceless community resource, with a stellar staff.
- Do it all now and it will be the best decision as far as cost, visibility and timeliness.
- I selected option D because, with all of the other capital spending projects in work, full funding seems unjustifiable. However, making the building accessible and meeting our ADA obligations and shouldn't be deferred any longer. Even if current usage might allow an argument to be made to defer accessibility, it could limit town options in the future as needs and building uses evolve. Thanks!
- This is an iconic building and should be preserved.
- The 65 Main Street building has to be rehabilitated. I do not want this building to be unusable as other buildings in the town are. After looking at stats 8000 people annually use the community center and it needs to be preserved. Roudenbush has a rich history in the town and needs to stay.

Library Expansion Project & Grant(s)

Seventy-five residents attended the Library Breakout Session, during which Library Facility Needs Committee Chair Kathleen Canavan and Library Director Ellen Rainville shared the highlights and results of the 24-month long matching Planning and Design Grant (drawing to a conclusion in June 2016), and provided an overview of the competitive Massachusetts Public Library Construction Grant round, with applications due in January 2017. While the Westford Library is likely to be wait-listed and potential grant funding is not anticipated until 2020, the Library Grant Project was included in the 2016 Strategic Planning Retreat because a Fall Town Meeting vote is needed for the Library to apply for the grant and be in the 2017 eligibility pool.



The proposed 21st century Library design retains the entire historic façade on Main Street, with more modern touches to the rear. The proposed footprint extends back approximately 36 feet on three levels, and increases the total library square footage by a little over 50 % to slightly over 35,000 sq. ft. The *Library Site Plan, Levels 1, 2 and 3* and renderings of the *Rear Elevation* and the *New Rear Entry* and *Reference Area* were presented; the PowerPoint show presented at the 5/24/2016 Board of Selectmen's meeting was distributed to residents as well. In the proposed design:

- the Children's Area more than doubles, and allows an increase in collections
- the Young Adult Area triples in space
- the number of public Meeting Rooms double (from two to four)
- the historic front rooms are retained
- study rooms quadruple
- the design centralizes circulation functions
- the design is ADA- and code-compliant, as well as more energy-efficient

Attendees had the following questions for the Board of Library Trustees, the Library Facility Needs Committee and the Library Director:



Photo by Westford CAT

What amount of parking will be available under the new design?

The proposed design increases the parking lot to 73 spaces (we currently offer 61 in the rear), and includes a straightened driveway, one-way traffic and the drive-through Book drops relocated to be on the driver's side when exiting the lot. Although this grant would not fund additional parking on the town-owned land to the rear of the library... surveying, wetlands delineation and boring was conducted on that property to submit to the Town should that ever be considered.

How many meeting rooms are in the design, and are they available after-hours?

The proposed Library Design has four public Meeting Rooms, in addition to the Children's Story Hour Room. The large Basement Meeting Room will seat 130, the Mary Atwood Hall will seat 55, and two Conference Rooms on the third floor will handle smaller Boards, Commissions or meeting groups. All of these spaces can remain in use four nights a week after the public portion of the Library is closed.

Are there bathrooms on every level?

Yes, public restrooms are on all three levels; located near the public Meeting Rooms.

Will this design use geothermal or alternative energy sources?

Geothermal heating and cooling are not part of this design, but any and all alternative energy sources allowable under the Historic District will be discussed as part of future design development.



Will the glass wall on the north (rear) façade be too much?

The Library Facility Needs Committee spent a great deal of time discussing (and diminishing) the amount of glass on the rear façade; it is yet possible that more reductions in glass will occur resulting from discussions about cost, energy and maintenance in the design development phase.

What will happen to library services while the renovation/addition is taking place?

Under this Board of Library Commissioners grant, funding must be projected for moving off-site and temporary storage during the 18-22 months of construction. This is included in the overall grant budget, which assumes the grant award may not be received until 2020.

Will the Black Champion Oak be protected? Who owns the pine trees on the eastern lot line?

This past year's maintenance of the Black Champion Oak included more aggressive pruning and cabling of the tree; the tree resistance test which was conducted indicated that the black oak is showing its age, and not as robust in places as would be optimal. It will be protected and preserved under this design with hopes for more years of healthy life. The pines are town-owned and lot line tree screening will need to be replaced for this project.



What has been the impact of the Internet, ebooks and digital collections on the proposed design?

The advent of downloadable and digital collections (which the Library spends considerable funds on) has been a major consideration in the design guidelines provided by the Board of Library Commissioners. The past library function of warehousing physical collections had been replaced by the need to create public spaces for collaborative, solitary, family, group and community use. Almost all of the new space in the design is devoted to public spaces and uses, especially for those demographics which use it most.



How much will the Library Project cost?

Town Bond	\$12.1 M
MBLC Grant	\$ 8.1 M
Private Funds/CPA	<u>\$ 1.3 M</u>
Total Project Cost	\$21.5 M

How much will the Library Project cost on the average tax bill?

The Town Bond would equal \$94 on the average, assessed household, or \$1.80 per week. Payment for this project – beginning in approximately 2024 – should coincide with sizeable reductions in the Town’s future debt schedule (hopefully resulting in minimal tax bill impact).



Report on Recreation Facility/Master Plan

Summary of Recreation Session at Strategic Planning Retreat June 2016

Recreation Commissioner Christopher Barrett gave a brief and enthusiastic presentation on Westford Parks and Recreation. Paper copies of a power point slide presentation were made available as Chris referenced some of the statistics presented in the Recreation Master Plan. Over 100 people pre-registered for the breakout session. Chris ended his presentation with a synopsis of what was planned for the break out session.

Break out session

The Recreation break out session was a planned interactive group participation event. The Recreation Master Plan indicated need/interest in an indoor facility. Participants sat at eight tables with various numbers as some people sat while other stood and there was a facilitator at each table. The interactive session started with each table having a large graph plot plan and materials packet. The materials packet included the necessary tools/templates to create an initial design for a recreation facility. The templates were based on the public input meetings for the Recreation Master Plan. Participants were asked to create an initial design of a Recreation Facility and to check off on the initial design sheet what was included. Once the group finalized the initial design the group was instructed to tape the templates to the plot plan. The second part of the session was to determine what was a “must have” in a recreation facility. Groups were asked to circle the templates that was considered a “must have” for a recreation facility. They were also asked to fill out the “must have” priority sheet.

Participants enjoyed the session and we received positive feedback on it being interactive. The session generated a great deal of discussion and enthusiasm. Participants had fun time.

Chris Coutu created the templates and plot plan and will be screening in the finished designs for future review and use by the Parks and Recreation Commission.

The Parks and Commission next step is to seek funding for a feasibility study. The public input from the Strategic Planning Retreat will be most helpful for the study and the direction for a recreation indoor facility

MISSION STATEMENT:

The mission of the Recreation Department is to ensure the smooth, efficient operation, management and administration of the overall workings of the department's three divisions: Parks and Grounds, Recreation Services and Programs, and Cemetery Operations. The administration of the department ensures the divisions operations are appropriate, cost-effective, and of the highest quality.

The mission of the Recreation Enterprise is to enhance the quality of life through enriching experiences that support the Westford community. The department provides high quality, safe activities and services designed to meet the year round interests of the community. Programs and services are provided in an efficient, cost-effective, affordable, and inclusive manner.

The mission of the Parks and Grounds Department is to ensure all park and grounds maintenance services are appropriate, cost-effective, and of the highest quality. The employees work to preserve and enhance Westford's active and passive recreation areas, municipal grounds, monuments, playgrounds, beaches, skate park, sand volleyball court, tennis and basketball courts.

The Numbers:

FY 16 Recreation Enterprise Fund \$1,362,431

◦ Enterprise fund is over 90% self-sustaining

Programming staff – 13.4 FTE and 150-200 seasonal employees

Recreation offers over 200 activities across 26 different categories Over 2300 children participate in Recreation Dept. programs

Responsible for approx. 175 acres of parks & grounds

Supports 5 cemeteries and 1 burial ground totaling approx. 30 acres.

A sample of what Westford's Parks & Recreation provides the town:

1. Westford Partnership for Children After School Program
2. Westford Community Crew
3. Kids Club Summer Program
4. Adult and kids swim programs
5. Youth sports programming (soccer, field hockey, archery, golf, etc.)
6. Concerts on the Common
7. Assists Westford Youth Sports Organizations
8. Adult programming (archery to volleyball)

9. STEM programming (Creation Station, Engineering for Kids, Destination Exploration)

Parks & Grounds maintain and improve:

1. Playing fields
2. Monuments
3. Beaches
4. Town Common
5. Tennis and Basketball Courts
6. Stony Brook Conservation Land (formerly East Boston Camps)

An immediate issue:

- In early 2016 35 Town Farm Rd, the home of Westford’s Parks and Recreation Department, was deemed unsafe and the department lost its office and main programming space.
- The department is currently operating out of the basement of the Rogers Station and using space for programming at the Cameron Senior Center.
- The town is investigating options for short term space for the department.



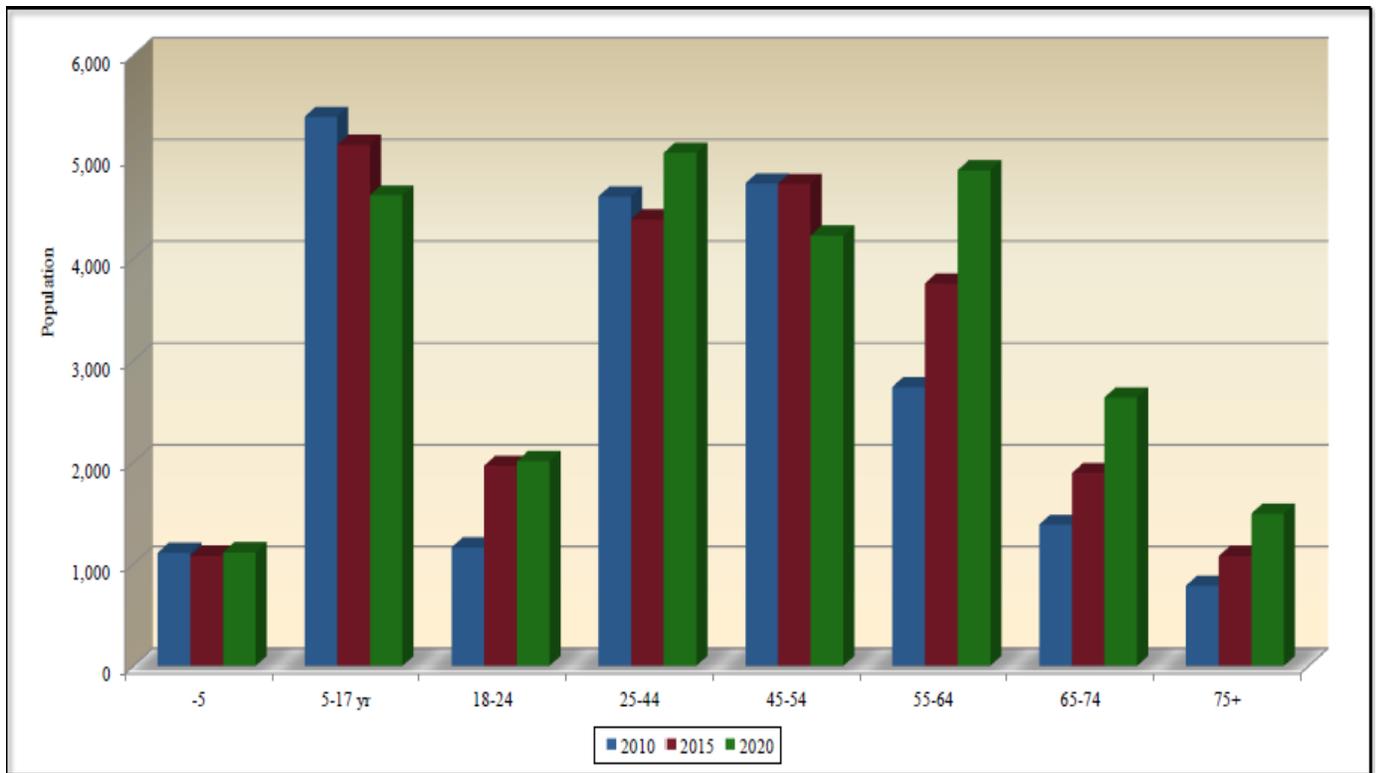
2016 Recreation Master Plan:

The report was completed over 2015-2016 and can be found at the Town of Westford’s recreation website

The Recreation Master Plan encompasses:

- Community input
- Provides a review of current programs and services assessment
- Looks at overall strengths and overall weaknesses
- Identifies service gaps
- Provides short to long term next steps
- Download @ <http://tinyurl.com/2016MasterPlan>

Chart Depicting Projected Population Growth in Westford:



Sports Participation Summary:

Sport	Nat'l Rank ²	Nat'l Participation (in millions)	Town of Westford Rank	Town of Westford Percentage Part.
Exercise Walking	1	96.3	1	35.9%
Exercising w/ Equipment	2	53.1	2	20.9%
Swimming	3	45.5	3	19.3%
Acrobic Exercising	5	44.1	4	17.7%
Running/Jogging	7	42.0	5	16.5%
Bicycle Riding	8	35.6	6	14.3%
Workout @ Club	10	34.1	7	13.8%
Weightlifting	11	31.2	8	12.1%
Yoga	13	25.9	10	10.0%
Basketball	14	25.5	9	10.5%
Soccer	20	12.9	12	5.5%
Tennis	21	12.6	11	5.7%
Baseball	23	11.7	13	4.7%
Volleyball	24	10.1	15	3.5%
Softball	25	10.0	14	3.7%
Football (tackle)	32	7.5	16	2.6%
Mtn Biking (off road)	38	5.2	17	2.2%
Gymnastics	39	5.1	17	2.2%
Skateboarding	40	5.0	19	1.7%
Cheerleading	45	3.5	21	1.2%
Hockey (ice)	46	3.4	19	1.7%
Wrestling	48	3.1	23	1.1%
Lacrosse	49	2.8	21	1.2%

Community/Public Survey:

Answer Options	Very Supportive	Somewhat Supportive	Not sure	Not Supportive	I need more information
Acquire land to preserve open space and protect the environment	220	137	46	38	18
Acquire land for preservation and developing walking/hiking trails	228	133	37	33	11
Acquire land for developing athletic fields and Recreational facilities	199	141	48	39	20
Acquire land for developing neighborhood parks	102	145	86	59	23
Fix-up/repair older park facilities/shelters/playgrounds/restrooms	270	149	19	5	10
Upgrade/improve existing tennis and basketball courts	150	156	70	40	12
Develop new walking and biking trails that connect neighborhoods	232	124	44	34	11
Develop new nature/education trails	91	136	102	56	21
Develop equestrian trails	16	47	115	201	19
Develop new indoor recreation center with pool, fitness equipment, gym, walking track, erg rooms, rowing tank, offices, etc.	280	86	30	58	20
Develop new indoor field house (basketball, volleyball, soccer, etc.)	154	121	57	86	21
Develop a seasonal outdoor skating facility\Develop a permanent indoor ice-skating facility	179	120	63	73	15
Develop new youth and adult outdoor athletic field	66	106	112	90	29
Develop new outdoor swimming pool/aquatic facility with features including water slides, zero depth entry, lazy river, water buckets and sprays, lap lanes	118	76	65	150	25
Develop new indoor aquatic facility for recreation and competitive swimming (8 Lanes with spectator seating)	193	85	51	99	19
Develop new off-leash dog parks	98	94	83	139	9
Upgrade existing skate park and/ or develop new skate spot	44	103	126	109	27

Level of Service Comparison:

NRPA Population Standard per Facility	Population Served per Facility	Activity	Existing # of Town Facilities	Surplus or Deficiency 2015	Surplus or Deficiency 2020
5,000	2,670	Baseball	9	4	4
30,000	24,035	Baseball Lighted	1	0	0
5,000	8,012	Softball	3	-2	-2
20,000	0	Swimming Pools	0	-1	-1
20,000	0	Football	0	-1	-1
10,000	4,807	Soccer	5	2	2
2,000	3,434	Tennis	7	-5	-6
5,000	3,004	Basketball	8	3	3
5,000	24,035	Volleyball	1	-4	-4

Benchmarking Data Against Other Communities

Level of Service Comparison					
	Westford	Sudbury	Concord	Acton	Andover
Population Estimate	24,035	18,317	17,669	21,929	33,201
Indoor Pool	0	1	1	1	0
Gymnasium	1	3 ⁵	2	0	0
Volleyball	1	1	0	2	0
Soccer	5	16	7	9	13
Baseball	9	17	7	6	9
Softball	3	7	7	3	5
Lighted Baseball	1	3	3	3	1
Basketball	8	4	4	2	0
Tennis	7	12	8	2	4
Football	0	3	0	2	1
Community Center	0	1	2	0	0
Senior Center	1	1	0	1	1
Teen Center	0	1	0	0	1
Mini Parks	4	1	0	12	9
Neighborhood Parks	4	6	2	2	2
Community Parks	2	1	2	2	1

Short-Mid Term Recommendations:

- Continue working closely with the large number of youth association and community organization in the Town of Westford to deliver of recreation programs. These collaborations help expand program opportunities with minimal impact on existing staffing levels.
- Renovate and maintain existing facilities. An overwhelming percent of the survey respondents (almost 76%) reported that maintaining the existing park facilities was either a high priority or very high priority.
- Conduct a needs assessment and feasibility study for an indoor recreation center that includes an aquatic component, gymnasium, fitness, rowing tank training, community meeting room space and classrooms for programs. This item scored very high in interest with the community survey and public input process.

Feasibility Study:

- Conduct a needs assessment and feasibility study for an indoor recreation center that includes an aquatic component, gymnasium, fitness, rowing tank training, community meeting room space and classrooms for programs. An additional aspect of a study would be to evaluate options for a long term home for the recreation department.
- Evaluate the nature, scale and economics of constructing an indoor recreation center
- Identify the potential audience/supporting membership of an indoor recreation center
- Assess what amenities/programming would be most logical
- Explore the physical characteristics of various sites on which the recreation center could be constructed
- Outline the associated administrative, maintenance and operational costs associated with the recreation center's potential construction and programming
- Reevaluate potential funding sources

Feasibility Study Funding:

- Approximate cost \$100,000 to \$115,000
- Potential funding source: Community Preservation Fund
- Timing: Request funding at the 2016 Special Town Meeting

How can you help?

- Stay informed!
- Join the Westford Friends of Recreation email list
<http://www.westfordfriendsofrecreation.org/join>
- Like the Westford Friends of Recreation Facebook Page
<https://www.facebook.com/westfordfriendsofrecreation>
- Attend Special Town Meeting in Oct 2016 and vote in support of funding for a feasibility study



Poster Exhibits

Open Space and Recreation Plan

- Announcement of kick off meeting for the 2016 update of Open Space and Recreation Plan: surveys of trails and maps for perusal and education

Healthy Community Initiative/Pedestrian Safety/Street Policy

- Provided an overview of the healthy community impetus; discussed sidewalk and other pedestrian safety issues. Reported on prioritization of sidewalk needs in town

Disability Commission

- Provided update on the new Commission and its initiatives and insights for the Westford community

12 North Main Street

- Provided update on the current status of the abandoned industrial site and the proposed formulation of the request for proposals for potential reuse of the property

Stormwater Management Master Plan

- Review of volumes #1 to #3 of the forthcoming master plan, including a GAP analysis for the Environmental Protection Agency's permit compliance, a draft capital improvement plan and the town's operation and maintenance responsibilities for all Stormwater assets.

Elder and Veterans Issues

- Highlighted the challenges, issues, and solutions for both the town's elder and veteran population.

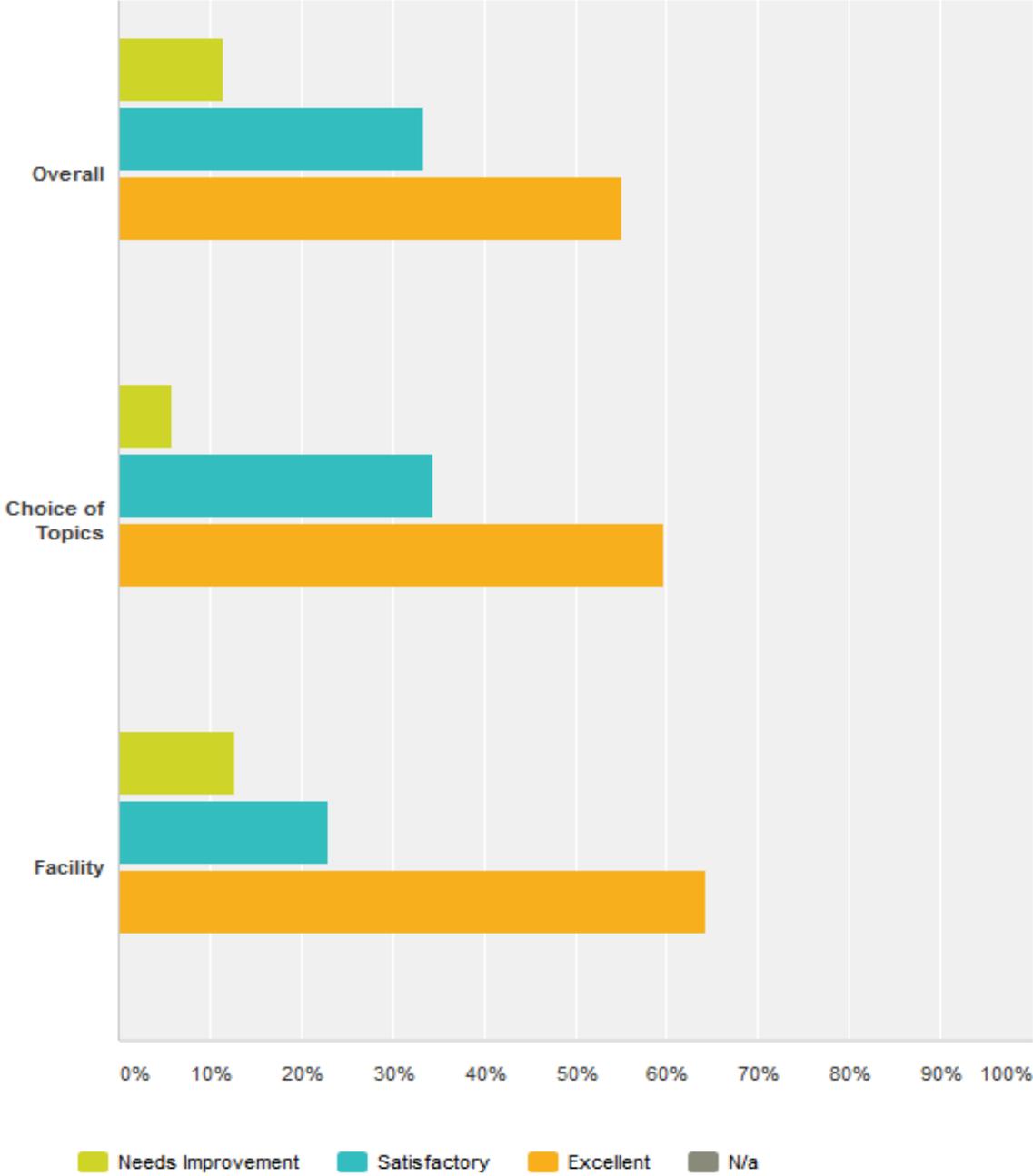
New Pavement Management Systems

- Highlighted the new performance management tool which provides pavement analysis, maintenance, prioritization and repair data

Strategic Planning Retreat Feedback Survey

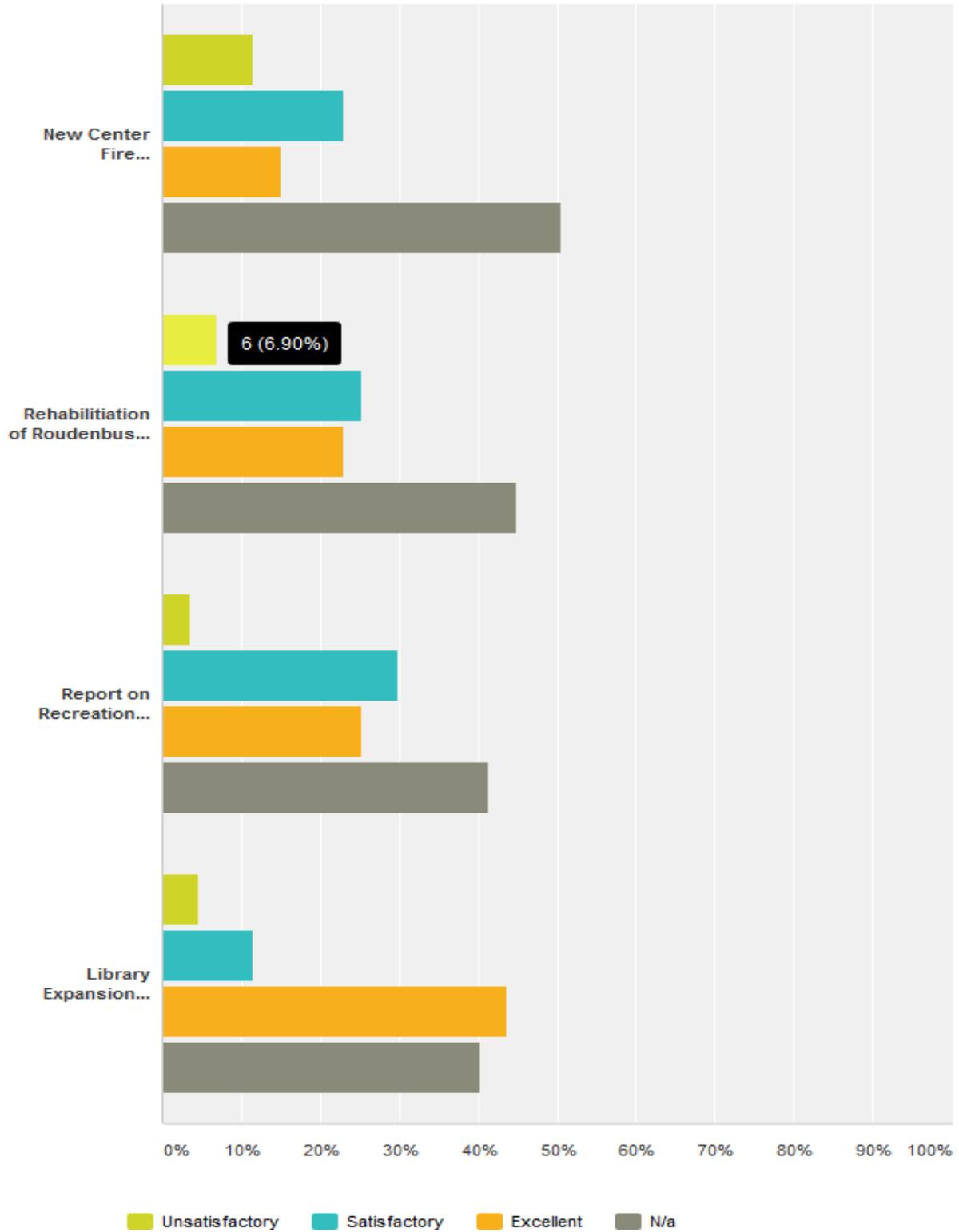
What did you think of the Strategic Planning Retreat? (you can add more comments below)

Answered: 87 Skipped: 0



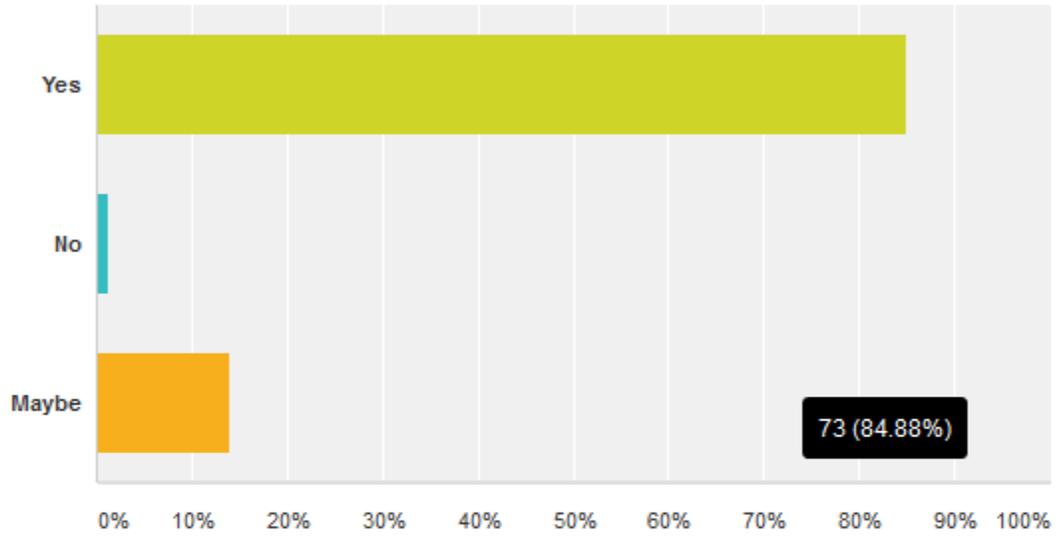
What did you think of the sessions? (you can add more comments below)

Answered: 87 Skipped: 0



Will you plan to attend a future Strategic Planning Retreat?

Answered: 86 Skipped: 1



Answer Choices	Responses
Yes	84.88% 73
No	1.16% 1
Maybe	13.95% 12
Total	86

Pictures from the Event



Photos Above by Westford CAT



Veterans Issues and Concerns

Westford Strategic Planning Retreat
26 June 2016
Terry M. Stadler - Westford Veterans Service Officer

Union Chapter 115 of Massachusetts General Laws, the Commonwealth, provides a needs-based means tested program of financial and medical assistance for veterans and their dependents.

Veterans and Beneficiaries counts and monthly awards - 2014

149 Westford veterans are getting an average of \$964/mo. for service-connected disabilities

16 surviving spouses get an average of \$1347/mo. for compensation - vet spouse passed from SCD

Common Veterans Issues

- Affordable healthcare
 - Absorption/transition to Medicare - VET
 - Transportation to doctor appointments
 - VA appointments outside of local drive service
- Affordable Housing
 - Where to live to reduce cost of city taxes
 - Reduce monthly housing costs
 - Housing need to reduce cost of high
- Social Security/VA compensation & pensions
 - Help keeping up with New England cost of living
 - Addressing service-connected issues
 - Accessing medical services
- Addressing medical challenges
 - Access to Specialists - 50/50
 - Increasing medical challenges
 - Supporting better transition readiness to veteran on
- Identifying veterans resources
 - Medical
 - Financial
 - Career and Skills Training
 - Supportive playing peer groups
 - Employment assistance

Westford Male Veterans Demographics

Age Group	Male
20-29	12
30-39	11
40-49	68
50-59	108
60-69	209
70-79	243
80-89	140
90-99	20
Grand Total	831

Based on 875 self-reporting veterans in 2015

Westford Female Veterans Demographics

Age Group	Female
30-39	7
40-49	11
50-59	13
60-69	5
70-79	3
80-89	1
90-99	2
Grand Total	44

Based on 875 self-reporting veterans in 2015

110 Westford Vets receiving healthcare via VA Bedford

Age Group	Male	Female	Total
25-34	1		1
35-44	5	7	12
45-54	18	13	31
55-64	15	14	29
65-74	31	40	71
75-84	27	24	51
85+	9	8	17

284 Westford Vets receiving healthcare via VA Boston

Age Group	Male	Female	Total
25-34	15	18	33
35-44	12	14	26
45-54	36	31	67
55-64	34	32	66
65-74	96	104	200
75-84	86	77	163
85+	51	39	90

• Elder Affairs

45



Westford CAT Broadcast of Event

