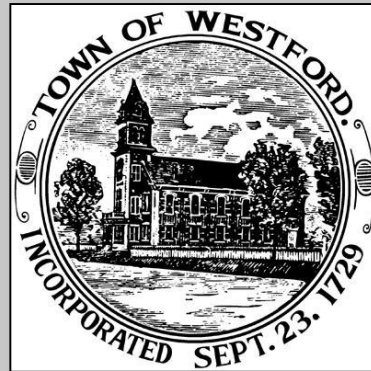


TOWN OF WESTFORD

State of the Town

Fiscal Year 2018



Jodi Ross

Town Manager

March 25, 2017 Annual Town Meeting

Statistics

Population estimate - 2015	23,831	8.6% Change from 2010
Housing units estimate - 2015	8,589	9.1% Change from 2010
Median home price – FY 2017 (single family)	\$479,450	
Median family income – 2014 (estimate)	\$144,194	
Labor Force – 2016	12,298	
Unemployment – Dec. 2016	2.3% - town	2.6% - MA

Tax Rates

Fiscal Year 2017 Tax Rate Comparison	
Westford Residential Tax Rate	\$16.41
Westford Commercial Tax Rate (\$1 million+)	\$16.61
Acton Single Tax Rate	\$19.06
Chelmsford Single Tax Rate	\$17.92
Littleton Residential Tax Rate	\$18.15
Littleton Commercial Tax Rate	\$28.37

Municipal Project Update: Fire Station/Combined Dispatch/New Center Building Feasibility Study - Article 7



- Center Fire Station – seeking construction bids – opening anticipated Summer 2018
- Combined Dispatch – construction bids out – scheduled opening Summer 2017

Proposed Rehabilitation of Roudenbush Building - Article 9

- Construction estimate
\$7,012,612
 - 90% funded through CPC
 - 10% through non-excluded debt authorization
 - Estimated annual debt payment beginning in FY20 of \$497,895
 - CPC annual debt \$447,300
 - GF annual debt \$50,595



Potential Public-Private Partnerships

■ Town Farm

- 11,000 sq ft building
- 0.65 acres
- Built in 1837
- Est. \$3.5M repairs
- RFP issued, bid rejected, parcel survey conducted, planned release of new RFP for disposition



- Parks, Rec & Cemetery departments relocated into Mill Works

Potential Public Private Partnerships: Disposition of 12 North Main Street



- Constructed in 1858
- Roughly 32,000 sq ft
- Prior use: light industrial and manufacturing operations
- \$378,250 in CPC funds appropriated for building stabilization efforts following partial roof collapse
- RFP released on Feb 15, 2017
- Proposals due to Town Manager's office May 10, 2017

Residential Development

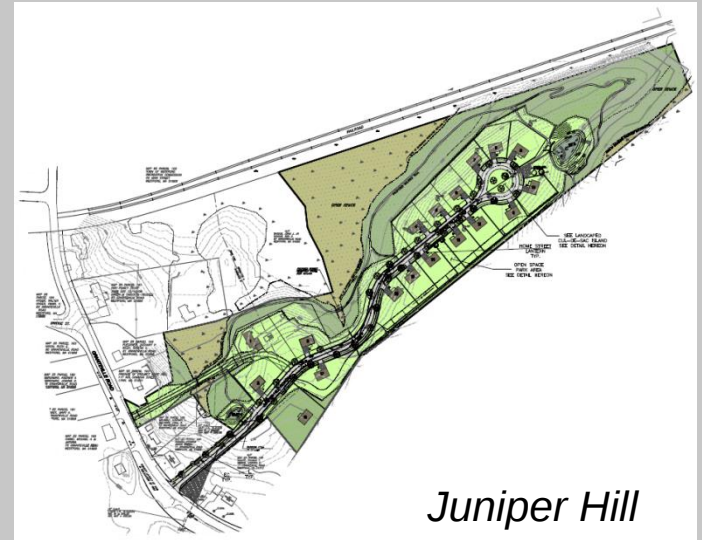
■ Single-Family Subdivisions:

Juniper Hill

- 75 Graniteville Rd
- 18 lots approved

Spalding Estates

- St. Augustine/Dunstable Rd
- 31 lots proposed



■ Mill Redevelopment:

Abbot Mill Phase 2

- Under construction
- 102 rental units

Abbot Mill Phase 1 (completed)

- 129 rental units



Residential Development

- Over 850 units built and/or approved from 2010
 - Town is near “safe harbor” of 10% year round units on the Subsidized Housing Inventory
 - Current SHI = 631 (8.3%)



Princeton Properties, 500 Princeton Way

Residential Development

■ Approved 40B development:

Alder Point

- 354 Groton Road
- 8 town houses

■ Proposed 40B developments:

■ 450+ apartments

Two Robbins Road

- adjacent to Red Hat
- 180 rental units

Residences at Westford West

- behind Red Hat
- 282 rental units

Sugar Maple Lane

- 4 Powers Road
- 28 town houses for purchase

*Two Robbins Road
(proposed 40B development)*



Commercial

- Akamai Technologies
 - 42,286 sq ft expansion in Tech Park East
- Cynosure
 - 5 Carlisle Road
 - Hologic Inc. acquiring
- Orchard Square
 - Route 110
 - 18,000 sf nearing completion
 - Retail, restaurant, bank
 - Space still available



Tech Park East



Orchard Square

New “Village” Businesses

- Muffins on Main
 - 40 Main Street



- Forge Village Restaurant
 - 8 W Prescott St



Transportation/Infrastructure Projects



*Keyes
Culvert*

- Recently completed:
 - Keyes Culvert
 - Pavement Management Program

- 2017 construction:

- Main Street Road Reconstruction
- Tadmuck Road / Route 110 Intersection
- Complete Streets Grant = \$399,860
- Plain Road Sidewalk

*Main
Street*



*Beaver
Brook
Bridge*

- In design:

- Groton Road / Oak Hill Intersection
- Groton Road / Dunstable Road
- Beaver Brook Bridge
- Boston Road in 2021

Conservation Protected Land and Land Management

- Expansion of Community Gardens at the Day Agricultural / Conservation Land
- Conservation:
 - Laughton Farm - 21+ acres
 - Rear of 64 Main Street - 19 + acres
- Town considering other opportunities at future town meetings

Day Agricultural / Conservation land



Farmer Dave at Hill Orchard



Trail Stewards



FY17 Revenues

- \$707K in New Growth
- State Aid increased by \$402,250 to \$20,903,252
- \$3.39M Motor Vehicle Excise – 17% bills paid online
- Local Options Excise projected at \$1.15M
 - Level collections halfway through FY17
- Collected \$586,895 in licenses & permits through mid-March (69% of budget)
- Community Preservation Act state contribution for FY17 at \$373,932, down from \$513,583 in FY16

Sample of Grants Received

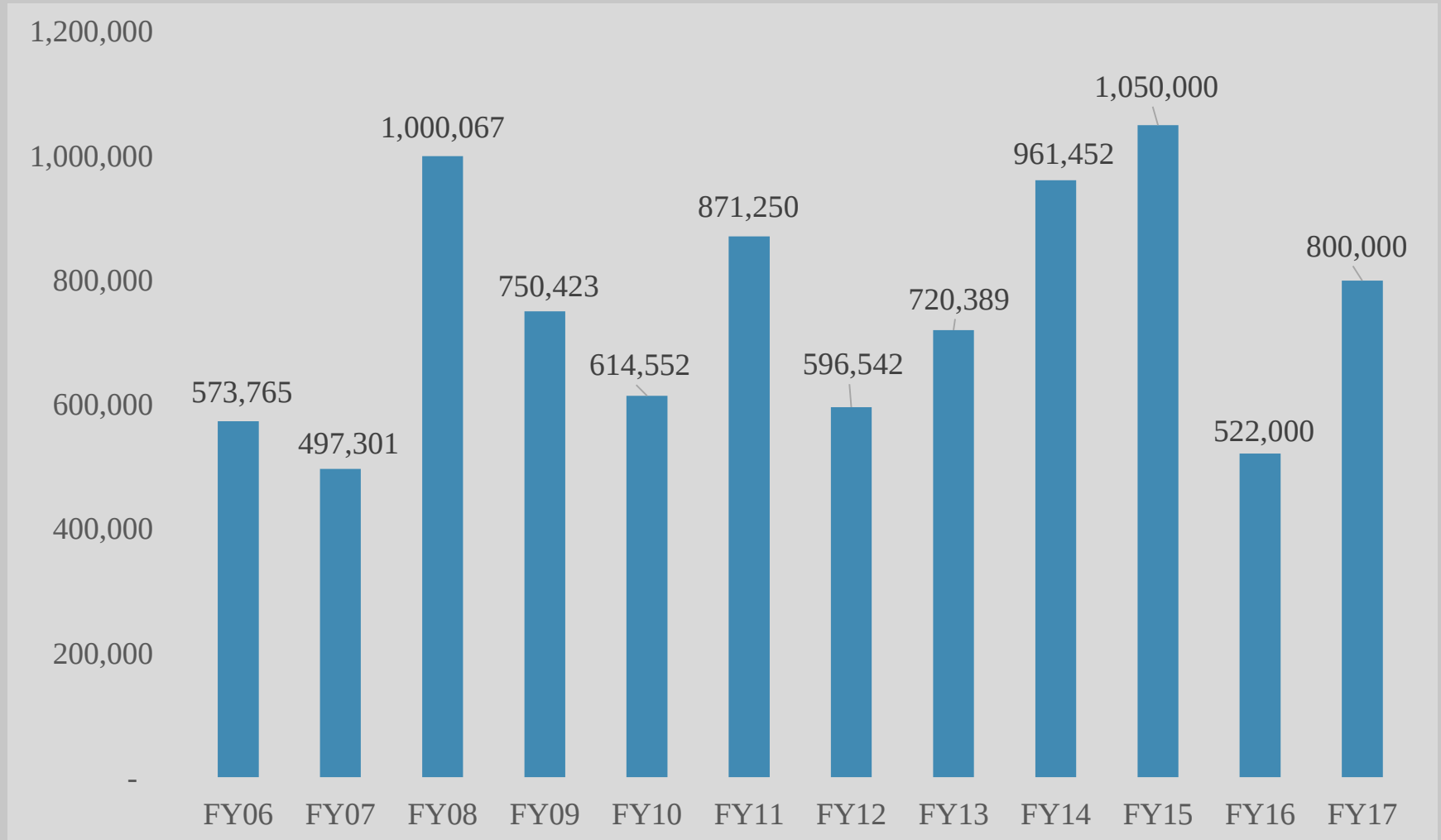
- Complete Streets Grant for pedestrian improvements \$399,860
- FEMA Hazard Mitigation Grant for Keyes Culvert \$391,523
- Green Communities Grant for energy efficiency projects \$250,000
- MassWorks Infrastructure \$200,000
- LRTA for COA vans \$92,880
- EOPS for Police Department \$60,372
- Executive Office of Elder Affairs \$33,540
- Friends of the Cameron Sr Ctr \$24,000
- Cummings Foundation for Sr Ctr \$20,000



FY17 Expenses

- Switched health care providers from BCBS (13% premium increase) to Fallon (5.5% premium increase) on 11/1/16
- Fire department vacancies requiring supplemental appropriations of \$117,000 to maintain minimum manning for 3 stations
- Parks, Recreation, & Cemetery entered 5-year lease at Building 18 of the former Courier Building + \$36K / year
- Republic Services providing recycling services + \$76K
- Net metering savings continue to provide \$379K+ in savings
- Energy efficiency improvements reduced our energy costs
- Gasoline prices continue to remain below projections

FY06 to FY17 Snow & Ice Expense



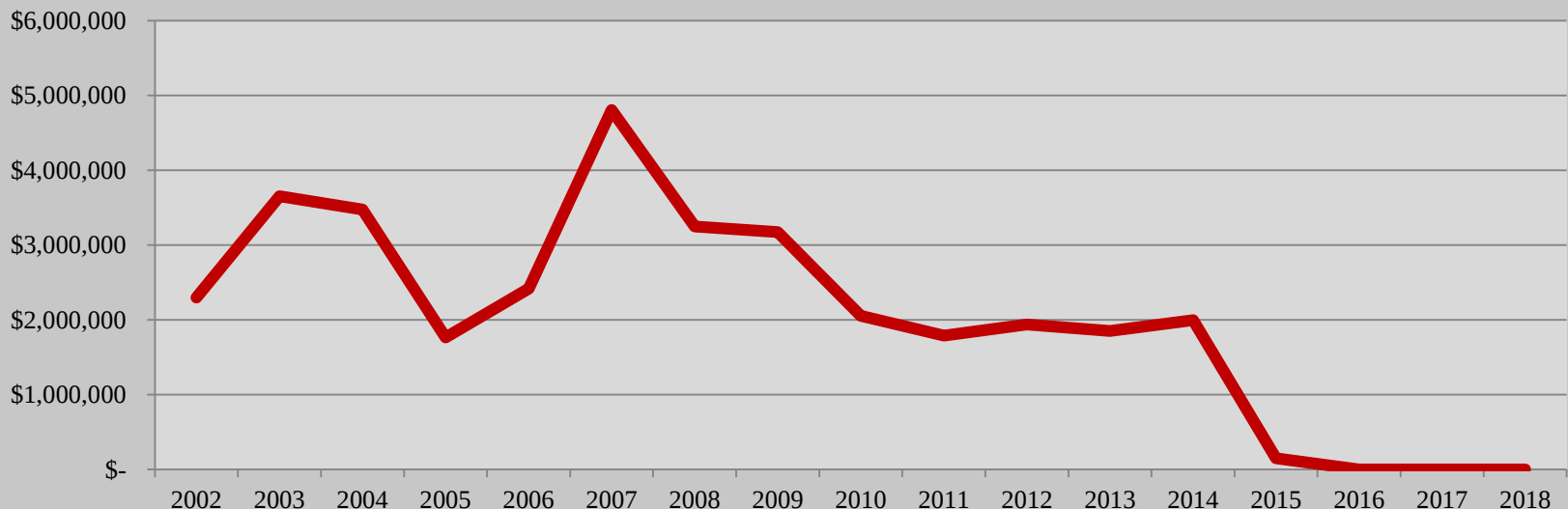
Recommended FY18 Budget

Town of Westford Table of Contents <i>March 6, 2017</i>	Fiscal Years 2018-2020
Town of Westford Budget	
 1	Jodi Ross Town of Westford Fiscal Years 2018-2020

Financial Accomplishments

- Presenting a balanced budget to Town Meeting
- Adhered to the 2018 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

Free Cash Applied to Balance Operating Budget



FY18 Budget Highlights

- Total cash reserves \$6.86M [6.63%]
- Overall Budget Increase +2.58% - additional \$2.77M
- Westford Public Schools +2.40% – additional \$1.40M
- Other town departments +1.94%— additional \$432K
- N.V.T.H.S. assessment +1.70% to \$706,472
- Requesting \$13.2M in capital investments in buildings, infrastructure and equipment
- Purchasing copiers through capital rather than leasing
- Reduced budget requests by \$1.8M to balance budget

FY18 Budget Highlights

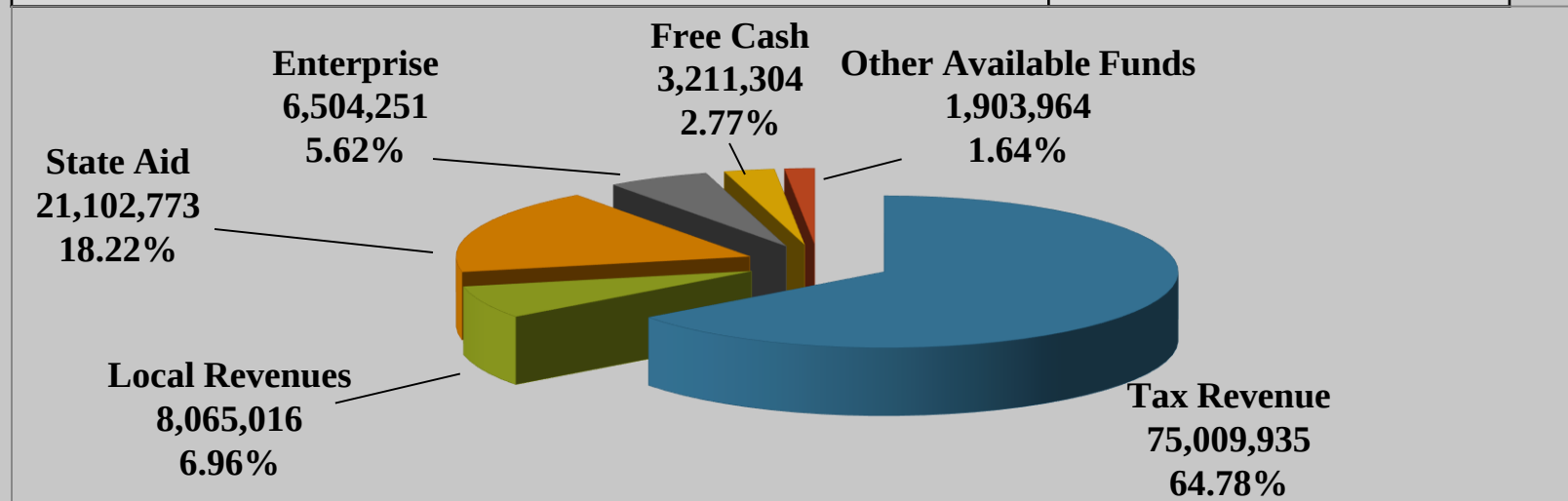
- Increased 945 General Liability Insurance by \$1.09M
 - Increased health insurance budget by \$687K
 - Level OPEB appropriation at \$852K + \$257K additional through FY17 budget supplemental
 - Increased Middlesex Retirement Assessment by \$381K
 - Increased General Insurance, Medicare, & Unemployment Insurance by \$18K
- Overall tax impact 2.35%
- Schools requesting a \$1.6M override over 3 years
 - Estimated FY18 tax impact with override: 3.09%

FY 2018 Projected Revenue

- Local Revenue estimated 2.05% increase
- New Growth \$850,000
- Ambulance Enterprise revenue \$800,000
- State Aid in Governor's Budget + 0.95% by \$199,521 for a total of \$21,102,773
- Projected \$1,178,500 in hotels and meals excise taxes
- Motor Vehicle Excise projected to increase by \$67,000 to \$3,459,000
- Additional inspection revenue due to new growth

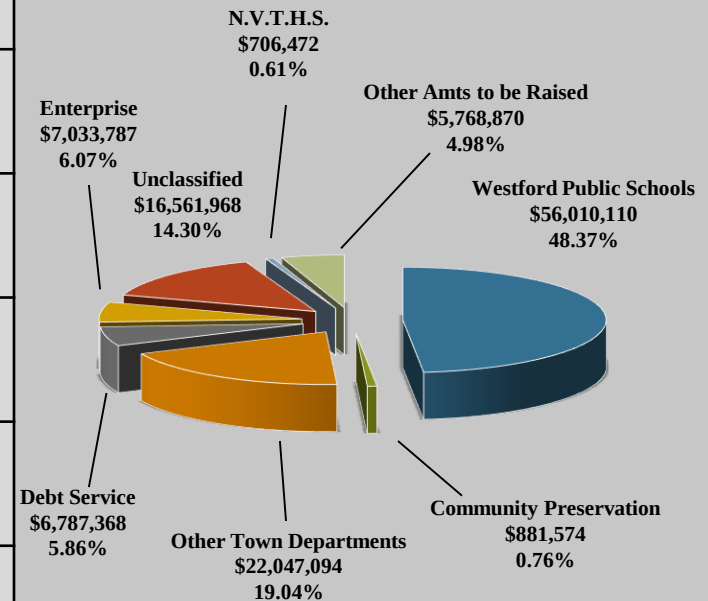
FY18 Projected Revenue

Tax Revenue	\$75,009,935
Local Revenue	8,065,016
State Aid	21,102,773
Enterprise Revenue	6,504,251
Reserves Applied	0
Other Available Funds	1,903,964
Appropriations from Free Cash	3,211,304
Total	\$115,797,243



FY18 Expenditures

Westford Public Schools	\$56,010,110
Community Preservation	881,574
Other Town Departments	22,047,094
Debt Service	6,787,368
Enterprise	7,033,787
Unclassified	16,561,968
N.V.T.H.S.	706,472
Other Amounts to be Raised	5,768,870
Total	\$115,797,243



Capital Appropriations

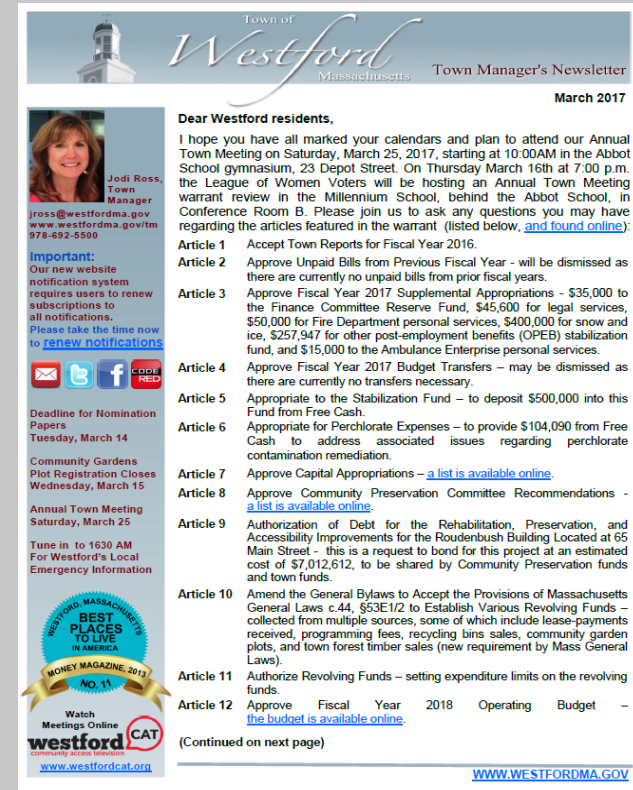
From Free Cash	\$1,818,667
Bonding – Non Excluded (Fire Truck, WA Wastewater Upgrades, 10% Roudenbush Rehab)	1,827,612
CPC Bonding – (90% Roudenbush)	6,300,000
Water Ent. Bonding (Prospect Hill Water Tank)	3,200,000
Ambulance Ent. Retained Earnings	21,000
Water Ent. Retained Earnings	77,000
Total	\$13,244,279

Future Fiscal Challenges

- Large municipal building projects – possible JV Fletcher library expansion (July 2017 MBLC rankings released)
- Infrastructure and facility repairs and maintenance
- Disposition of 12 North Main Street and Town Farm
- Litigation
- Health insurance
- Retirement assessment
- OPEB liability
- Special education mandates
- Collective bargaining agreements

Communication Efforts

- Residents need to re-subscribe to receive email alerts due to new website!
- Code Red emergency calling system used to contact residents for emergency notifications
- Monthly Town Manager Newsletter
- Bi-weekly Town Manager report on WestfordCAT News
- AM 1630 radio station for emergencies and town info
- Multiple Facebook & Twitter accounts



Congratulations Westford!

- Niche.com ranked WPS #8 best school districts in MA
- SchoolDigger.com ranked WPS #8 of 216 school districts in MA
- Newsweek ranked WA #47 Top 100 Public High Schools in nation in 2016
- Stanford University Center for Education Policy Analysis ranked WPS #4 out of 12,200 U.S. school districts (grades 4-8)
- Expedia.com recently named Westford the “most beautiful town in Massachusetts”
- 2016 Niche.com ranked Westford 14th safest place to live in MA
- 2017 US New & World Report says Massachusetts is America’s best state!

Congratulations Chris O'Neil!

Westford resident Chris O'Neil wins the bronze medal in the Advanced Super-G slalom skiing event at the Special Olympics World Winter Games in Schladming, Austria!



Congratulations Westford!

- Our Heroes!

Westford Firefighter / Paramedic John Tuomi and Groton Fire Lieutenant (and Westford resident) James Crocker pictured with Patriots Owner Robert Kraft following the life saving assistance at the Dec 24th Patriots-Jet Game!



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.

