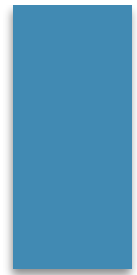




Town of Westford:
State of the Town
Fiscal Year 2021

Jodi Ross
Westford Town Manager
June 20, 2020 Annual Town Meeting





Population Estimate (2019 Census)	22,586	8.15% increase since 2010
Average Single Family Home Price	\$565,694	5.91% increase since 2019
Median Household Income	\$141,173	
Unemployment Rate	Westford - 2%	State - 2.9%

Statistics

FY 2020 Tax Rates

Single Tax Rate Communities		
Municipality	Residential	Commercial
Acton	\$19.24	\$19.24
Groton	\$17.38	\$17.38
Westborough	\$16.25	\$16.25
Westford	\$16.33	\$16.33

Dual Tax Rate Communities		
Municipality	Residential	Commercial
Ayer	\$14.10	\$29.57
Bedford	\$13.18	\$28.95
Billerica	\$12.99	\$30.03
Burlington	\$9.64	\$25.54
Chelmsford	\$16.45	\$21.18 (w/SCE) - PP = \$21.04
Lexington	\$14.05	\$27.22
Littleton	\$17.77	\$28.49
Tewksbury	\$15.97	\$28.00

Municipal Projects

Proposed New Center Building – 9,250 SQFT

- Large public meeting space (100 person capacity)
- Information Technology, Veterans, and Facilities Departments
- BoS evaluating seeking funding at 2020 Fall Special Town Meeting



Municipal Projects

63 Main Street

- October 2018 Town Meeting authorized purchase in the amount of \$600,000 for potential future municipal use
- Property abuts Town Hall complex and Roudenbush Building
- BOS formed task force to review re-use options
- Citizen's petition received to sell property for redevelopment as a single family residence with historic preservation restriction
- Town Meeting will be asked to defer article until Fall Special Town Meeting



Residential Development

Projects under construction and/or partially occupied:

Juniper Hill - Single-Family Subdivision

- 18 lots approved
- 15 Certificates of Occupancy issued
- 2 Habitat for Humanity homes

21 & 23 Carlisle Road - Age-Restricted Housing

- 17 Market rate, age-restricted to 55+
- 7 Affordable, age-restricted to 62+ supportive housing
- Site work is ongoing; beginning construction



21 & 23 Carlisle Road

Residential Development

Projects under construction and/or partially occupied:

Abbot Mill Phase 2 – Mill Redevelopment

- Construction nearly completed
- 102 rental units



110 Place – Residential Development

- Under construction
- 4 Townhouse-style multi-family structures containing 16 dwelling units



110 Place - 19 Littleton Road

40B Developments

Alder Point – 354 Groton Road

- 4 craftsmen style duplexes for purchase
- Currently under construction



Alder Point

Sugar Maple Lane

- Powers Road – 28 townhomes for purchase
- 25 Certificates of Occupancy have been issued



Sugar Maple Lane

40B Developments

Hanover Westford Hills - 2 Robbins Road

- 180 rental units
- 12 Certificates of Occupancy issued
- Apartment buildings currently under construction



Hanover Westford Hills

Hanover Westford Valley - Concord Road

- Behind Red Hat, 240 rental units
- All Certificates of Occupancy issued



Hanover Westford Valley

Residential Development

Projects in Permitting Process:

Spalding Hill Estates – off St Augustine Dr.

- 29 lots approved



Wendell Place – 73 Nutting Road

- Application for 23 building lots
and 2 Open Space Parcels



Subsidized Housing Inventory

Westford's current Subsidized Housing Inventory is at 13.83%

- The town has effectively planned for and maintained more than 10% of its housing units as “affordable” which enables the town to better control future development



Town of Westford Housing Production Plan 2017-2021

The Residences at Stony Brook



Abbot Mill



Princeton Westford



Graniteville Woods

Commercial Development

Kimball Farm – 400 Littleton Road

- New grill and seafood shack completed



Karma Restaurant – 174 Littleton Road

- Completed renovation and expansion of restaurant space

Mr. Mac's Macaroni and Cheese restaurant

- Renovated and opened for business

Newport Materials

- Asphalt plant expected to be fully operational by the end of June 2020



Engineering/Infrastructure

Recently Completed:

- Oak Hill Road & Route 40 Project
- Prospect Hill Water Tank
- Dunstable Road & Route 40 Project

Possible FY21 Construction:

- Moore – Oak Hill – Plain Road Project
- Kirsi Circle Water Main Replacement
- Carlisle Road Sidewalk Extension
- Acton Road sidewalk between Vose Hill Road and Bruce Freeman Rail Trail
- Abbot School pedestrian improvements



**Prospect Hill
Water Tank**



Engineering/Infrastructure

In Design:

- Beaver Brook Bridge
- Boston Road
- Townwide Culvert Study
- Route 110 (Cornerstone to Powers Rd)


Beaver Brook Bridge

Beaver Brook Bridge Replacement Westford, Massachusetts




Fast-Track Construction

Precast concrete bridge abutments and other prefabricated bridge elements facilitate a faster construction period and, in turn, a shorter duration of road closure along Beaver Brook Road.



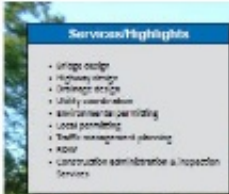
Temporary Dam

Steel sheet piling will be driven to create a temporary cofferdam, which will divert stream flow, around the construction area and allow for the precast concrete abutments to be installed "in the dry".




Multi-Modal Lanes

The proposed roadway will be widened to include a sidewalk and two bicycle lanes, in accordance with MassDOT's Healthy Transportation Policy Directive. New curb-lined bridge railing and compliant approach geometry will provide an improvement to motorist safety.




Services/Highlights

- Bridge design
- Highway design
- Utility coordination
- Environmental permitting
- Local permitting
- Traffic management planning
- ROW
- Construction administration/inspection Services



Flow Diversion

The flow in Beaver Brook will be temporarily diverted (in two stages) to allow for the precast concrete abutments to be installed "in the dry". All environmental permits will be strictly enforced to ensure any environmentally sensitive areas are not adversely affected.



Current & Future Utilities

A larger hydraulic opening will provide improved means for utility passage beneath the structure in Beaver Brook. Utility supports will be mounted on the outside of the deck beams to accommodate the current utilities and any future utilities the Town plans to install along Beaver Brook Road.

TEC has been contracted by the Town of Westford and MassDOT to perform engineering services associated with the complete replacement of the bridge carrying Beaver Brook Road over Beaver Brook in the Westford (Bridge No. W-23-014). The purpose of this project is to replace the deteriorated corrugated metal pipe (CMP) culverts to avoid a potential bridge failure and subsequent unexpected road closures. The project scope includes a complete bridge replacement at the subject site while minimizing impacts to the approach roadway, adjacent properties, and adjacent wetlands. Replacing the Beaver Brook Road bridge is critical, considering the structural deficiencies at the current bridge and the important role Beaver Brook Road serves to the surrounding region. The proposed project will also upgrade the substandard traffic safety features, provide one sidewalk over the bridge, and provide two bicycle lanes over the bridge, in an effort to reduce the duration of construction (and subsequently limit the duration of road closures) prefabricated bridge elements, including precast concrete beams and abutments, are currently proposed for the new bridge.

Stormwater Management

Goals of the Stormwater Management Master Plan:

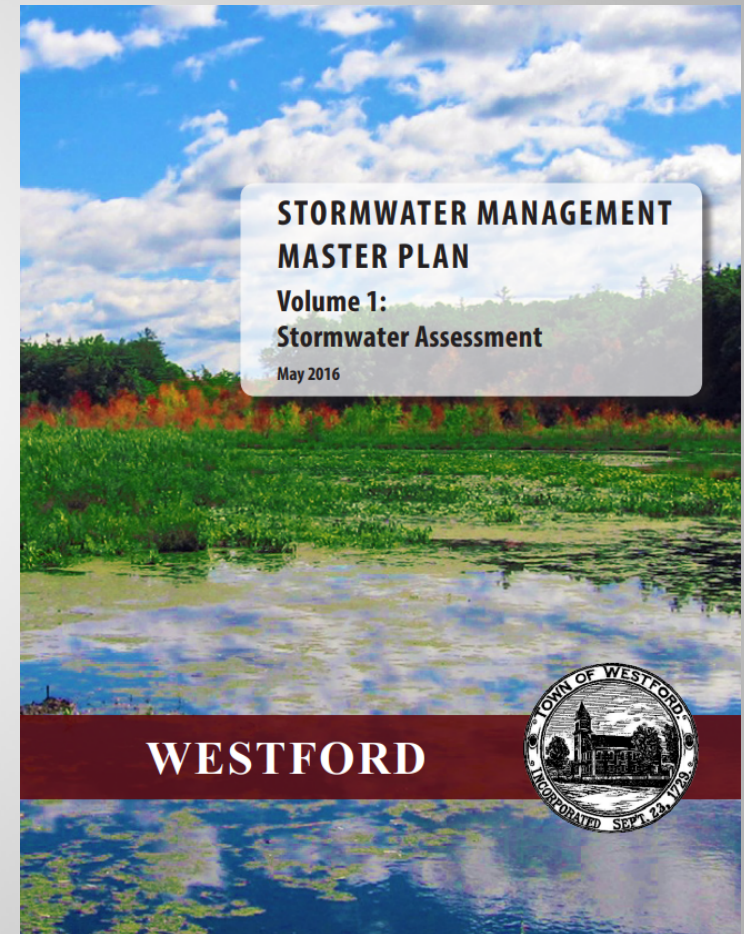
- Comply with EPA's permit to avoid costly penalties
- Preserve and improve water quality
- Maintain and improve drainage



Stormwater Funding

\$1.6 Million needed on average over next three years to support Protective level of service

- \$600,000 budgeted in FY20 for stormwater related expenses
- Funding for additional \$1 Million is required
- BOS voted to implement a Stormwater Utility Fee in Sept. 2019
- Town meeting voted to establish a Stormwater Enterprise in Oct. 2019
- Recommending initial stormwater enterprise budget of \$1,250,138 in FY21



Stormwater Funding Solution

New Stormwater Utility Fee

- All properties are charged a fee based on impervious surfaces
- Non Single Family Residential properties billed based upon an impervious unit (ERU) of 3,500 square feet, at the rate of \$75 per ERU
- Single Family Residential bills range from \$37.50 to \$150 annually
- Condominiums will be billed to the Association
- First semi-annual stormwater utility fee bills will be due Nov. 1st 2020
- Property look up tool available on town website at: <https://westfordma.gov/183/Stormwater>

Land Management

- New Irrigation Well at Hill Orchard
- Forest Stewardship Plan for Stony Brook Conservation Land
- Trail improvements
- Invasive species control
- Healthy Lakes and Ponds
- Westford Walks Initiative with Healthy Westford Committee



Recommend FY21 Budget

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Town of Westford

Table of Contents

June 20, 2020

Fiscal Years 2021-2023

Town of Westford Budget



Jodi Ross
Town of Westford
Fiscal Years 2021-2023

FY20 Revenues

- \$1,069,837 in New Growth
- State Aid increased by \$259,768 to \$21,693,368
- Collected \$3,548,840 in Motor Vehicle Excise through early June (94% of budget)
- Hotel & Meals Excise projected at \$1,004,513 (82% of budget)
- Collected \$920,566 in licenses & permits through early June (103% of budget)
- Earned \$162,048 in General Fund Investment Earnings through April (135% of budget)
- Community Preservation Act state contribution for FY20 at \$500,852 up from \$381,872 in FY19

Sample of FY20 Grants Received

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- 911 Dispatch Grants: \$88,918
- Stormwater IT Software \$73,100
- Brownsfield Site Assessment: 12 N. Main St. \$64,500
- Executive Office of Elder Affairs \$40,034
- Hazard Mitigation Plan / Municipal Vulnerability Preparation Plan \$36,000
- Stormwater Culvert Assessment \$25,000
- BOH FDA Grant \$14,300
- Police Traffic Enforcement Grant \$14,000
- Recycling SMRP Grant \$11,700



Allocation of FY21 New Revenue

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New Revenue for FY21	\$2,086,202*	
Less Fixed Costs		
Benefits & Insurance	(1,287,702)	
Debt Service	1,296,542	
Override (Teacher Salaries)	0	
NVTHS/Other	<u>35,255</u>	
Subtotal	52,499	
Fund Remaining for Depts.		<u>2,138,701</u>
Town Allocation (24%)	523,913	
School Allocation (76%)	1,614,788	

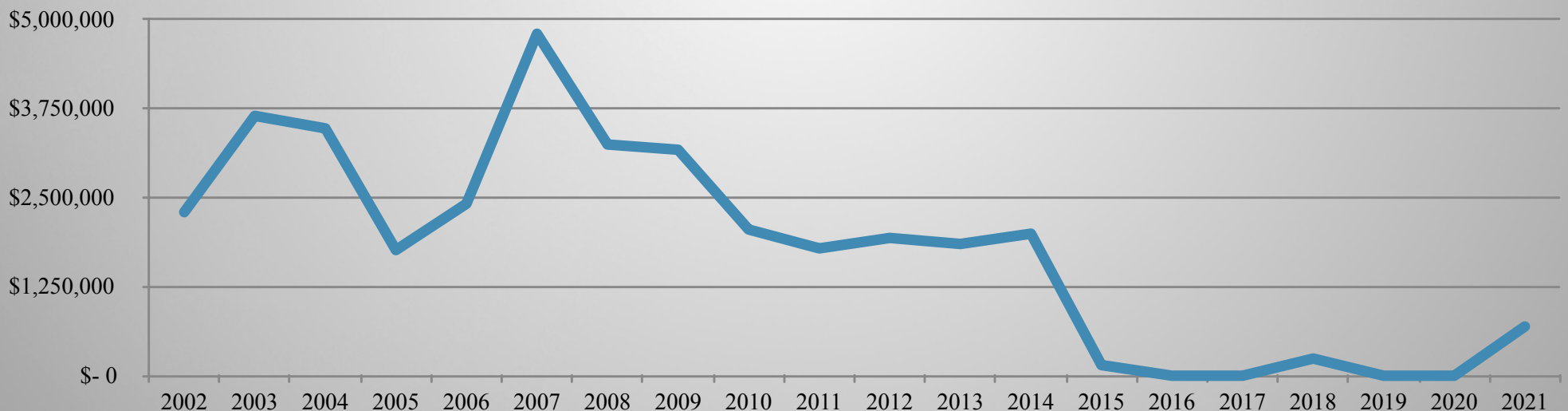
*Updated new revenue total includes \$691,445 in Free Cash

Financial Accomplishments

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- Presenting a balanced budget to Town Meeting using an estimated \$691,445 in Free Cash to offset the local revenue loss from COVID-19
 - Reduction in State Aid is uncertain at this time
- Maintained AAA rating from Standard & Poor's

History of Free Cash Applied to Balance Operating Budget



FY21 Budget Highlights

- Due to the COVID-19 pandemic, and the uncertainty for local revenues and state aid, the town has taken the following financial actions:
 - Town and School spending and hiring freezes
 - Eliminated meetings and conferences
 - Reduced or eliminated mileage reimbursements
 - Negotiating insurance premium reductions
 - Submitting all eligible reimbursements to FEMA and Cares ACT
 - Proposed FY21 budget has not been reduced, however future budget reductions have been identified in tiers if necessary

FY21 Budget Highlights

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- Initial budget requests +4.17% - reduced by \$1.97M
- Total cash reserves \$7.15M [8.06%] due to deferred appropriations
- Overall Budget Increase +2.46% - additional \$2.90M
 - General Fund Budget Increase +1.42% - additional \$1.56M
- Westford Public Schools +2.71% – additional \$1.61M
- Other town departments +2.17% – additional \$524K
- N.V.T.H.S. assessment +7.74% to \$1,078,168
- Debt Service -18.83% - decrease of 1.41M (Westford Academy Bond Paid in Full)
- Requesting \$3,631,245 for capital at June 20th Annual Town Meeting – most initial requests deferred until Fall Special Town Meeting

FY21 Budget Highlights

- Forming Department of Public Works to oversee and coordinate our engineering, highway, tree warden, water, wastewater, and stormwater departments
- Initial Stormwater Enterprise Operating Budget
- One additional paramedic to be hired in July 2020
 - Three short of meeting 2018 staffing goal
- One additional police patrol officer to be hired January 2021
 - One short of meeting 2018 staffing goal
- Did not fund BOH Substance Abuse Coordinator

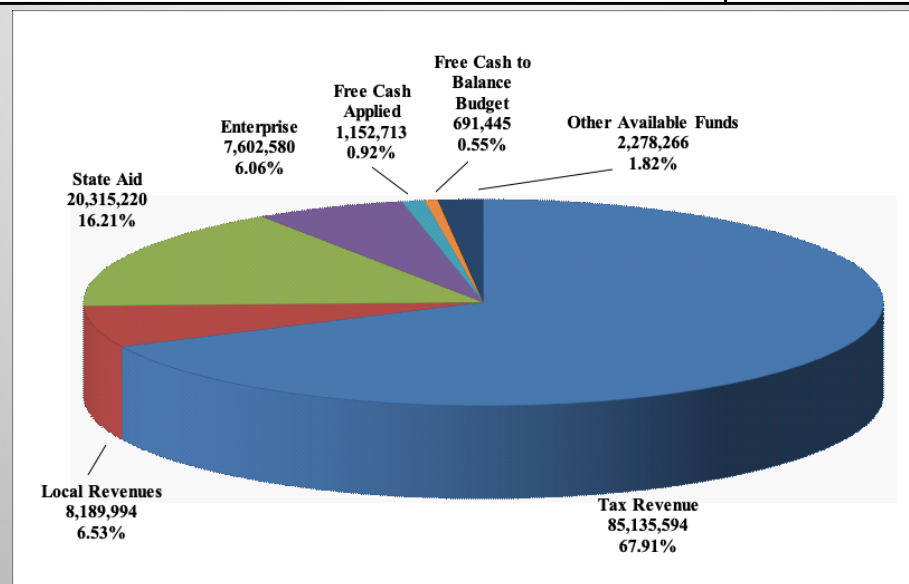
FY21 Projected Revenue

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- Local Revenue estimated at \$441,445 less than initial budget
- New Growth \$1,234,704
- Ambulance Enterprise revenue \$875,000
- Stormwater Enterprise revenue \$650,138
- Currently using Governor's Budget for state Aid reduced from \$21,693,368 in FY20 to \$20,315,220 in FY21; decrease of \$1,378,148
 - No longer receiving MSBA payment of \$1,557,026 for W.A.
 - Hoping to receive official word in August on any other decreases
- Projected \$1,000,000 in hotels and meals excise taxes
- Motor vehicle excise projected to remain at \$3,760,000

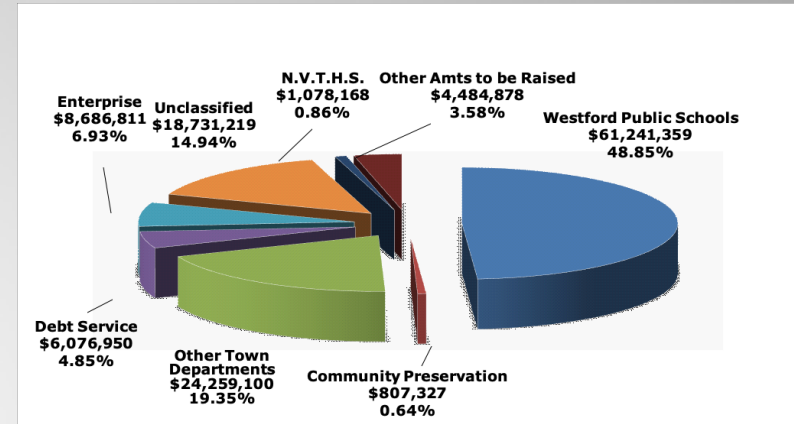
FY21 Projected Revenue

Tax Revenue	\$85,135,594
Local Revenue	8,189,994
State Aid	20,315,220
Enterprise Revenue	7,602,580
Reserves Applied	691,445
Other Available Funds	2,278,266
Appropriations from Free Cash	1,152,713
Total	\$125,365,812



FY21 Expenditures

Westford Public Schools	\$61,241,359
Community Preservation	807,327
Other Town Departments	24,259,100
Debt Service	6,076,950
Enterprise	8,686,811
Unclassified*	18,731,219
N.V.T.H.S.	1,078,168
Other Amounts to be Raised**	4,484,878
Total	\$125,365,812



*Unclassified budget includes: health insurance, pensions assessment, unemployment insurance, general insurance, OPEB, vacation and sick buyback (town only).

**Other Amounts be Raised includes: state assessments, state aid reserved for direct assessment (school choice, library), overlay, capital, community preservation projects, and other appropriations approved outside of the operating budget.

Health Insurance Budget

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- FY20 budgeted 8% increase – received 7.9% increase for non-Medicare plan in second year with Blue Cross Blue Shield
 - Medicare Plan received 1.5% increase
- FY21 budget reflects 8% projected increase Nov 1st
 - \$504,118 increase from FY20 totaling \$11,289,358
- \$667,113 in Health Insurance Stabilization Fund
- Meeting regularly with Public Employee Committee and Insurance Advisory Committee to prepare for Nov 1, 2020 renewal
- Going out to bid in July for all employee/retiree plans

Other Post Employment Benefits

31

- OPEB policy – annually fund “normal costs” – accrued liability for employees hired after Jan 1, 2012
- Funding OPEB at \$1,218,957 within the operating budget and delaying \$200,000 supplemental to the Fall Special Town Meeting to reevaluate our financial position
- OPEB Trust Fund current balance \$7,499,514 – after June 2020 appropriation = \$8,726,789
 - Currently in the top 25% percent of Massachusetts communities for funding our OPEB liability

FY21 Capital Investment

Capital Planning Committee recommendation: **\$3,631,245**

Free Cash	\$987,713
General Fund Bonds	\$680,000
Enterprise Bonds	\$1,830,000
Enterprise Retained Earnings	\$0
Other available funds	\$133,532
Appropriation to Capital Stabilization	\$0

Most capital items delayed to October Special Town Meeting
Capital Stabilization current balance: \$453,507

Congratulations Westford!

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- National Council for Home Safety and Security ranked Westford #16 out of 100 for safest places to live in Massachusetts
- Niche.com school rankings:
 - Best School District in Massachusetts
 - Ranked 2nd in Massachusetts for “District with Best Teachers”
 - 7th Safest School District in Massachusetts
 - 8th Best Place to Teach in Massachusetts
 - 58th Best School District in the U.S. in 2020
- WA ranked 19th best public high school in 2019 by SchoolDigger.com

Thank You Westford!

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

