

Westford FY2025 Select Board / Town Manager Goals

August 13, 2024

Financial

1. Adhere to the Select Board Fiscal Year 2026 Budget Policy Direction, which may include some of the outcomes from the Budget Task Force work. Identify, pursue and deliver tangible savings and efficiencies from the Budget Task Force recommendations.

Focus on finding and implementing budget efficiencies.

- Support the tri-board efficiency meetings and any recommendations from those meetings.
 - Work with Economic Development Committee and the Economic Development consultant to find ways to increase town revenues.
 - Explore reduction of solid waste and explore and potentially implement a pay as you throw program/solid waste enterprise fund.
 - Review effectiveness of the Health Insurance Trust Fund and, if necessary, find a replacement solution for town/school employee health insurance.
 - Explore ways that Westford could utilize regional resources related to programing, staffing and other efforts as they arise.
2. Continue to work with the Select Board to evaluate and prioritize remaining requests for American Rescue Plan Act (ARPA) funding to address ongoing COVID-19 concerns as well as other priorities caused by a reduction in revenue due to the pandemic. Monitor the projects that have been authorized and work with the Select Board to re-allocate funds that were earmarked for spending but are no longer necessary. The plan must adhere to the deadlines to allocate funds by December 31, 2024, and to spend all funding by December 31, 2026.

Culture

3. Provide Town leadership and departmental support to all Boards and Committees. Prepare and adopt a board and committee appointment process. Continue to explore how boards and committees are meeting and provide unified guidance on how meetings should be conducted. Enhance the outreach to residents to participate in boards and committees.
4. Work with Pedestrian Safety Committee, Police, Fire, DPW, Health, Library and other departments and committees to investigate ways to promote Westford as a healthy community through policies, programs, and infrastructure planning.

Strategic Efforts/Long Range Planning

5. Complete Townwide Strategic Plan. Work with Town staff and boards to develop a list of priorities to pursue as a result of the Plan's outcomes/goals. This goal also includes working to align, link, and reference other existing plans into the broader strategic framework.
6. Continue implementing the Net Zero Roadmap. Develop methodology to track the benefits/costs from Town climate and energy initiatives so that taxpayers can see the impact of projects. Upon favorable review of the portfolio wide energy efficiency assessment/audit, decide what to support regarding the implementation of audit recommendations. If Town leadership opts to not pursue opportunities from the audit, then move forward with creating a solar siting plan identifying locations for solar PV installations with optimum mix and

distribution of sites to meet the Town's energy needs most efficiently. Continue to support expansion of electrifying the Town's vehicle fleet. Identify resourcing levels available for pursuit of Net Zero Roadmap, confirm target deliverables for current fiscal year, track and report progress against deliverables quarterly.

7. Support the efforts of the Land Use Management Department to engage with Boards/Committees, landowners, residents, and other stakeholders to explore the best options for Westford to provide support for initiatives that provide affordable housing opportunities for Westford residents. Work with state legislators to increase funding for affordable housing.

Communications

8. Enhance community engagement, including the redesign of the Town Website, increasing the Town social media presence and researching mechanisms which promote better communication with residents. This could include additional training for staff, utilizing a communication consultant, or the establishment of a regionalized communication entity. Develop accessible and trusted methods for communicating budget related issues to our residents to ensure residents fully understand the tradeoffs posed in our FY26 budget.
9. Coordinate with the Water and Health Departments to educate Westford residents, property owners, and business owners on PFAS and how both public water users and private well owners can be assisted by the Town to remediate adverse outcomes from PFAS contamination.

Facilities/Assets

10. Support the Permanent Town Building Committee, the Library Department and other applicable boards and committees throughout the expansion/renovation of the J.V. Fletcher Library, including implementing the Design Development Phase and investigating and preparing for temporary relocation of library services. Oversee the construction of the library expansion.
11. Complete the space planning and capital needs assessment services for the Town's workspaces, public areas, storage, ancillary spaces. The study will determine potential future space needs, make recommendations to optimize current space to meet the needs of current and future employees, and provide ways to develop workspace that is aligned with the Town's mission and goals. The study will also identify necessary maintenance (deferred, current and future) projects to ensure we are maintaining our building assets. Coordinate with the School Committee on their capital planning to ensure the two groups are aligned with future needs.
12. Develop a more robust and comprehensive capital plan inclusive of all assets including, but not limited to, fleet, technology, infrastructure, facilities, etc.
13. Support the Permanent Town Building Committee and the Fire Department during the feasibility study for the Nabnasset Fire Station project. Prepare for future funding

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opportunities for the project if the feasibility study provides for an outcome of redevelopment or relocation.

Town Owned Property Planning and Disposition

14. Work with internal and external resources to seek state and federal grant funding to be used towards the redevelopment of 12 North Main Street, including the remediation of hazardous materials, master planning of the property and the preservation of this historic community asset. This may also include master planning efforts and coordination for the broader for Graniteville neighborhood.

Approved by the Select Board on August 13, 2024

*Goals are numbered for ease of reference but the numbering does not indicate order of priority