

Town of Westford  
 55 Main Street  
 Westford, MA 01886  
 January 30, 2025

**Strategic Planning Outcomes**  
 CEC - Caring and Engaged Community  
 DHO - Diverse and Attainable Housing Options  
 IEG - Intentional and Appropriate Economic Growth  
 REC - Opportunities for Recreation and Preservation of Open Space  
 SUS - Commitment to Environmental Sustainability and Climate Action  
 RRG - Responsive and Responsible Town Government  
 QEO - Quality Educational Opportunities

TOWN OF WESTFORD															
CAPITAL EXPENDITURE SUMMARY															
Start Year: 2027															
Department: 123 - TOWN MANAGER															
	Strategic Plan	FY2027				FY2028				FY2029		FY2030		FY2031	
		Priority #	Recommended 11/14/2025	Update for 1/30/2026	Approved	Priority #	Requested	Recommended	Approved	Priority #	Requested	Priority #	Requested	Priority #	Requested
2	123 - Townwide Digitization	RRG	1	100,000.00	100,000.00		1	100,000.00		1	100,000.00	1	100,000.00		100,000.00
	-- Free Cash			100,000.00	100,000.00										
<b>Department 123 Totals</b>				<b>100,000.00</b>	<b>100,000.00</b>			<b>100,000.00</b>			<b>100,000.00</b>		<b>100,000.00</b>		<b>100,000.00</b>
Department: 155 - TECHNOLOGY															
	Strategic Plan	FY2027				FY2028				FY2029		FY2030		FY2031	
		Priority #	Recommended 11/14/2025	Update for 1/30/2026	Approved	Priority #	Requested	Recommended	Approved	Priority #	Requested	Priority #	Requested	Priority #	Requested
2	155 - Town Computer Renewal Plan		1	50,000.00	50,000.00		1	34,000.00		1	34,000.00	1	34,000.00	1	34,000.00
	-- Free Cash			50,000.00	50,000.00										
3	155 - Schools Computer Renewal Plan		1	383,689.00	383,689.00		1	350,000.00		1	350,000.00	1	350,000.00	1	350,000.00
	-- Free Cash			383,689.00	383,689.00										
4	155 - Network Upgrades		1	200,000.00	200,000.00										
	-- Free Cash			200,000.00	200,000.00										
5	155 - Replace Wi-Fi in Middle Schools & WA	QEO	1	230,000.00	230,000.00										
	-- Free Cash			230,000.00	230,000.00										
6	155 - Replacement of Telephone System Servers	RRG QEO	2	200,000.00	200,000.00										
	-- Free Cash			200,000.00	200,000.00										
7	155 - New Permitting System	DHO REC RRG	2	1.00	1.00										
8	155 - Server/Storage Replacements					1	60,000.00		1	30,000.00					
<b>Department 155 Totals</b>				<b>1,063,690.00</b>	<b>1,063,690.00</b>		<b>444,000.00</b>			<b>414,000.00</b>		<b>384,000.00</b>		<b>384,000.00</b>	
Department: 170 - PERMITTING OFFICE															
	Strategic Plan	FY2027				FY2028				FY2029		FY2030		FY2031	
		Priority #	Requested	Recommended	Approved	Priority #	Requested	Recommended	Approved	Priority #	Requested	Priority #	Requested	Priority #	Requested
2	170 - Comprehensive Master Plan					1	150,000.00								
<b>Department 170 Totals</b>							<b>150,000.00</b>								
Department: 199 - PUBLIC BUILDINGS															
	Strategic Plan	FY2027				FY2028				FY2029		FY2030		FY2031	
		Priority #	Recommended 11/14/2025	Update for 1/30/2026	Approved	Priority #	Requested	Recommended	Approved	Priority #	Requested	Priority #	Requested	Priority #	Requested
2	199 - Cameron Senior Center - HVAC Renovation	CEC RRG	1	1,200,000.00	1,200,000.00										
	-- Non-Excluded Debt			1,200,000.00	1,200,000.00										
3	199 - 51 Main Street Building Stabilization and Reuse Project	RRG	1	330,000.00	330,000.00										
	-- Free Cash			330,000.00	330,000.00										
4	199 - Design: Westford Museum ADA Upgrades and Exterior Restoration	CEC RRG QEO	1	1.00	290,000.00										
	-- Community Preservation Funds			1.00	290,000.00										
5	199 - Nabnasset Fire Station Generator Replacement	RRG	1	22,000.00	22,000.00										
	-- Free Cash			22,000.00	22,000.00										
6	199 - Replacement of Sprinkler System Dry Valve- Cameron	RRG	1	14,000.00	14,000.00										
	-- Free Cash			14,000.00	14,000.00										
7	199 - 30- Beacon -Roof Replacement and Building Stabilization Project	RRG	1	564,000.00	600,000.00										
	-- Non-Excluded Debt			564,000.00	600,000.00										



Plan		Priority #	Requested	Recommended	Approved	Priority #	Requested	Recommended	Approved	Priority #	Requested	Priority #	Requested	Priority #	Requested
2	300.13 - Replacement Stand-By Generator and ATS Switch		-	-	-	3	120,000.00	-	-		-		-		-
<b>Department 300 / Location 13 Totals</b>			-	-	-		<b>120,000.00</b>	-	-		-		-		-
<b>Department: 300 - WESTFORD PUBLIC SCHOOLS</b>															
<b>Location: 14 - ABBOT ELEMENTARY</b>															
Strategic Plan		FY2027				FY2028				FY2029		FY2030		FY2031	
		Priority #	Requested	Recommended	Approved	Priority #	Requested	Recommended	Approved	Priority #	Requested	Priority #	Requested	Priority #	Requested
2	300.14 - Repair of Main Sewer Line at Rear of Building	1	132,200.00	-	-		132,200.00	-	-		1.00		-		-
	.12 -- Free Cash		132,200.00	-	-		132,200.00	-	-		-		-		-
<b>Department 300 / Location 14 Totals</b>			<b>132,200.00</b>	-	-		<b>132,200.00</b>	-	-		<b>1.00</b>		-		-
<b>Department: 300 - WESTFORD PUBLIC SCHOOLS</b>															
<b>Location: 16 - DAY ELEMENTARY</b>															
Strategic Plan		FY2027				FY2028				FY2029		FY2030		FY2031	
		Priority #	Requested	Recommended	Approved	Priority #	Requested	Recommended	Approved	Priority #	Requested	Priority #	Requested	Priority #	Requested
2	300.16 - Day Replacement of Lockers - Including Costs Incidental and Related thereto	RRG QEO	-	-	-		-	-	-	1	185,000.00		-		-
<b>Department 300 / Location 16 Totals</b>			-	-	-		-	-	-		<b>185,000.00</b>		-		-
<b>Department: 300 - WESTFORD PUBLIC SCHOOLS</b>															
<b>Location: 31 - WESTFORD ACADEMY</b>															
Strategic Plan		FY2027				FY2028				FY2029		FY2030		FY2031	
		Priority #	Requested	Recommended	Approved	Priority #	Requested	Recommended	Approved	Priority #	Requested	Priority #	Requested	Priority #	Requested
2	300.31 - WA Roof, HVAC, and School BMS Systems Replacement (6 Schools)	SUS RRG QEO	24,695,000.00	-	-		24,695,000.00	-	-		-		-		-
	.31 -- Excluded Debt		24,695,000.00	-	-		24,695,000.00	-	-		-		-		-
<b>Department 300 / Location 31 Totals</b>			<b>24,695,000.00</b>	-	-		<b>24,695,000.00</b>	-	-		-		-		-
<b>Department: 300 - WESTFORD PUBLIC SCHOOLS</b>															
<b>Location: 39 - SYSTEMWIDE</b>															
Strategic Plan		FY2027				FY2028				FY2029		FY2030		FY2031	
		Priority #	Requested	Recommended	Approved	Priority #	Requested	Recommended	Approved	Priority #	Requested	Priority #	Requested	Priority #	Requested
2	300 - Chevy 2500 Plow Truck Vehicle Replacement	RRG	95,000.00	95,000.00	-		-	-	-		-		-		-
	-- Free Cash		95,000.00	95,000.00	-		-	-	-		-		-		-
2	300.39 - Kubota Tractor	RRG	90,000.00	90,000.00	-		-	-	-		-		-		-
	.39 -- Free Cash		90,000.00	90,000.00	-		-	-	-		-		-		-
<b>Department 300 / Location 39 Totals</b>			<b>185,000.00</b>	<b>185,000.00</b>	-		-	-	-		-		-		-
<b>Department: 405 - DEPARTMENT OF PUBLIC WORKS</b>															
Strategic Plan		FY2027				FY2028				FY2029		FY2030		FY2031	
		Priority #	Requested	Recommended	Approved	Priority #	Requested	Recommended	Approved	Priority #	Requested	Priority #	Requested	Priority #	Requested
2	405 - Vehicle replacement -SUV, Large		-	-	-	1	65,000.00	-	-		-		-		-
<b>Department 405 Totals</b>			-	-	-		<b>65,000.00</b>	-	-		-		-		-
<b>Department: 410 - ENGINEERING</b>															
Strategic Plan		FY2027				FY2028				FY2029		FY2030		FY2031	
		Priority #	Requested	Recommended	Approved	Priority #	Requested	Recommended	Approved	Priority #	Requested	Priority #	Requested	Priority #	Requested
2	410 - Littleton Road Widening Project Design	IEG SUS RRG	1,150,000.00	1,150,000.00	-		-	-	-		-		-		-
	-- State Grant		500,000.00	500,000.00	-		-	-	-		-		-		-
	-- Non-Excluded Debt		650,000.00	650,000.00	-		-	-	-		-		-		-
3	410 - Pleasant Street - Patten Road Sidewalk Construction	RRG QEO	1,000,000.00	1,000,000.00	-		-	-	-		-		-		-
	-- Non-Excluded Debt		1,000,000.00	1,000,000.00	-		-	-	-		-		-		-
	-- Free Cash		-	-	-		-	-	-		-		-		-
4	410 - Condition Assessment of Town-Owned Bridges	SUS RRG	85,000.00	85,000.00	-		-	-	-		-		-		-
	-- Free Cash		85,000.00	85,000.00	-		-	-	-		-		-		-
5	410 - Littleton Road Widening - Non-Participating Costs	IEG SUS RRG	-	-	-	1	500,000.00	-	-		-		-		-
6	410 - High Priority Intersections - Design	SUS RRG	-	-	-	2	150,000.00	-	-		-		-		-
7	410 - Dam Improvements Construction	SUS RRG	-	-	-	2	2,500,000.00	-	-		-		-		-
8	410 - North Main Street - Water Main & Roadway Design		-	-	-	3	150,000.00	-	-		-		-		-

9	410 - North Main Street - Water Main & Roadway Construction	RRG		-	-					3	1,250,000.00					
10	410 - 3 High Priority Intersections - Construction	SUS RRG		-	-					3	1,500,000.00					
11	410 - Robinson Road Sidewalk Design	RRG QEO		-	-					3	125,000.00					
12	410 - Robinson Road Sidewalk - Construction	REC SUS RRG QEO		-	-								3	750,000.00		
<b>Department 410 Totals</b>				<b>2,235,000.00</b>	<b>2,235,000.00</b>						<b>3,300,000.00</b>			<b>2,875,000.00</b>	<b>750,000.00</b>	
<b>Department: 421 - HIGHWAY DEPARTMENT</b>																
<b>GENERAL FUND</b>																
	Strategic Plan		FY2027				FY2028				FY2029		FY2030		FY2031	
			Priority #	Requested	Recommended	Approved	Priority #	Requested	Recommended	Approved	Priority #	Requested	Priority #	Requested	Priority #	Requested
2	421 - FY27 Pavement Management	RRG	1	1,300,000.00	1,300,000.00											
	-- Chapter 90			1,300,000.00	1,300,000.00											
3	421 - Vehicle Replacement - Front End Loader	RRG	1	330,000.00	330,000.00											
	-- Free Cash			330,000.00	330,000.00											
4	421 - Vehicle replacement - 6 wheel dump truck with plow	RRG	1	300,000.00	300,000.00					2	520,000.00	2	260,000.00			
	-- Free Cash			300,000.00	300,000.00											
5	421 - Equipment Replacement - Wheeled Excavator	RRG	1	240,000.00	240,000.00											
	-- Free Cash			240,000.00	240,000.00											
6	421 - Vehicle Replacement - 3/4 Ton 4x4 Pickup Truck w/Plow						1	130,000.00								
7	421 - FY28 Pavement Management						1	1,200,000.00								
8	421 - Vehicle Replacement - 10 Wheel Dump Truck with Plow						1	590,000.00			2	270,000.00	2	270,000.00		
9	421 - 1 Compressor						2	55,000.00								
10	421 - Vehicle Replacement - Skid steer loader						2	75,000.00								
11	421 - Vehicle replacement - 6 wheel dump truck, rack body						2	260,000.00								
12	421 - Equipment replacement - backhoe loader						2	180,000.00								
13	421 - 3 High Priority Intersections - Construction									1	500,000.00					
14	421 - Portable Changeable Message Sign									1	40,000.00					
15	421 - Vehicle replacement - Wheel Loader									2	300,000.00					
16	421 - Vehicle replacement - 1 Ton dump truck with plow									2	80,000.00					
17	421 - Vehicle replacement - 1 Ton rack body dump truck with plow									2	80,000.00					
18	421 - Vehicle replacement - 1 Ton utility body call truck									2	80,000.00					
19	421 - Vehicle replacement - Excavator, rubber tire									2	250,000.00					
20	421 - Vehicle replacement - SUV, Mid-size, electric									2	55,000.00					
21	421 - Sweeper Scrubber											1	35,000.00			
22	421 - Front end Loader											2	260,000.00			
23	421 - Vehicle replacement - 1 Ton w/ flatbed dump, plow											2	160,000.00			
24	421 - Vehicle replacement - 1 Ton w/ flatbed, lift gate											2	80,000.00			
<b>Department 421 Totals</b>				<b>2,170,000.00</b>	<b>2,170,000.00</b>			<b>2,490,000.00</b>			<b>2,175,000.00</b>		<b>1,065,000.00</b>			
<b>Department: 427 - STORMWATER ENTERPRISE FUND</b>																
<b>ENTERPRISE FUND</b>																
	Strategic Plan		FY2027				FY2028				FY2029		FY2030		FY2031	
			Priority #	Requested	Recommended	Approved	Priority #	Requested	Recommended	Approved	Priority #	Requested	Priority #	Requested	Priority #	Requested
2	427 - Culvert Replacements - Design	SUS RRG	1	330,000.00	330,000.00		1	300,000.00			1	300,000.00	1	300,000.00		
	-- Stormwater Enterprise			330,000.00	330,000.00											
3	427 - Boutwell Brook Culverts (X2) Construction	SUS RRG	1	1,500,000.00	1,500,000.00											
	-- Stormwater Enterprise Debt			1,500,000.00	1,500,000.00											
4	427 - Robotic Total Station Survey Equipment	SUS RRG	1	30,000.00	30,000.00											
	-- Stormwater Enterprise			30,000.00	30,000.00											

	5	427 - Culvert Replacements - Construction	SUS RRG							1						2,000,000.00			1			2,000,000.00	1			2,000,000.00			
<b>Department 427 Totals</b>						1,860,000.00	1,860,000.00									2,300,000.00						2,300,000.00				2,300,000.00			
<b>Department: 442 - WASTEWATER MANAGEMENT</b>																													
			Strategic Plan			FY2027				FY2028				FY2029				FY2030				FY2031							
				Priority #	Requested	Recommended	Approved	Priority #	Requested	Recommended	Approved	Priority #	Requested	Recommended	Approved	Priority #	Requested	Recommended	Approved	Priority #	Requested	Recommended	Approved	Priority #	Requested	Recommended	Approved		
	2	442 - Compliance with ACOP	RRG	1	1.00																								
<b>Department 442 Totals</b>					1.00																								
<b>Department: 450 - WATER</b>																													
			Strategic Plan			FY2027				FY2028				FY2029				FY2030				FY2031							
				Priority #	Requested	Recommended	Approved	Priority #	Requested	Recommended	Approved	Priority #	Requested	Recommended	Approved	Priority #	Requested	Recommended	Approved	Priority #	Requested	Recommended	Approved	Priority #	Requested	Recommended	Approved		
	2	450 - Vehicle Replacement - Backhoe	CEC	1	175,000.00	151,000.00																							
		--- Water Enterprise			175,000.00	151,000.00																							
	3	450 - Repair or Replacement of High Head and Backwash Pumps	RRG	1	1,000,000.00	1,000,000.00																							
		--- Water Enterprise			1,000,000.00	1,000,000.00																							
	4	450 - Replace Nutting Dehumidifiers	RRG	2	125,000.00	125,000.00																							
		--- Water Enterprise			125,000.00	125,000.00																							
	5	450 - Installation of 3rd Remote Meter Reading Collector	SUS RRG	2		37,237.00																							
		--- Water Enterprise				37,237.00																							
	5	450 - Design Engineering for Water Distribution System Improvements - North Main Street						1	60,000.00																				
	6	450 - Vehicle Replacement - 6 Wheel Dump Truck						1	157,900.00																				
	7	450 - Design Engineering for Water Distribution System Improvements - Bridge Street						1	43,200.00																				
	8	450 - Wilson Lane, Trails End Road, Hadley Road, Camp Road, and Knoll Road Water Main Replacements						1	600,000.00																				
	9	450 - Design Engineering for Residuals Storage Tank Construction - Nutting Road WTP						2	72,000.00																				
	10	450 - Residuals Storage Tank Construction - Nutting Road WTP						2	690,000.00																				
	11	450 - Ultraviolet Disinfection System Replacement - Forge Village WTP						2	720,000.00																				
	12	450 - Ultraviolet Disinfection System Replacement - Nutting Road WTP						2	900,000.00																				
	13	450 - Cote Pump Station Upgrade						2	75,600.00																				
	14	450 - Howard Road Pump Station Upgrade						2	126,480.00																				
	15	450 - Fletcher Pump Station Upgrade						2	19,440.00																				
	16	450 - Nutting Road Pump Station Upgrade						2	16,800.00																				
	17	450 - New Source Development						2	2,400,000.00																				
	18	450 - Water Distribution System Improvements - North Main Street										1	630,000.00																
	19	450 - Water Distribution System Improvements - Bridge Street										1	540,000.00																
<b>Department 450 Totals</b>					1,300,000.00	1,313,237.00			5,881,420.00																		1,170,000.00		
<b>Department: 491 - DPW - CEMETERY COMMISSION</b>																													
			Strategic Plan			FY2027				FY2028				FY2029				FY2030				FY2031							
				Priority #	Requested	Recommended	Approved	Priority #	Requested	Recommended	Approved	Priority #	Requested	Recommended	Approved	Priority #	Requested	Recommended	Approved	Priority #	Requested	Recommended	Approved	Priority #	Requested	Recommended	Approved		
	2	491 - Hillside Cemetery - Wall Repair																											
	3	491 - Heavy Duty equipment trailer						2	15,000.00																				
	4	491 - Equipment replacement - backhoe loader						2	180,000.00																				
	5	491 - Vehicle Replacement - Equipment Trailer										2	15,000.00																
	6	491 - Cemetery Department Software																									45,000.00		
<b>Department 491 Totals</b>									195,000.00								15,000.00										45,000.00		
<b>Department: 650 - DPW - PARKS &amp; GROUNDS MAINTENANCE</b>																													
			Strategic Plan			FY2027				FY2028				FY2029				FY2030				FY2031							
				Priority #	Requested	Recommended	Approved	Priority #	Requested	Recommended	Approved	Priority #	Requested	Recommended	Approved	Priority #	Requested	Recommended	Approved	Priority #	Requested	Recommended	Approved	Priority #	Requested	Recommended	Approved		
	2	650 - Design & Construction - Frost/Roudenbush Tennis Court Replacement	REC RRG	1	603,000.00	603,000.00																							
		--- Community Preservation Funds			603,000.00	603,000.00																							
		650 - Graniteville Ball Field Safety	REC																										

