

TOWN OF  
WESTFORD

## FEBRUARY 6, 2026 REVENUE OVERVIEW

## Summary:

Pre 1981, municipal budgets in Massachusetts were driven by expenditures. Local communities could raise taxes to the extent that the local authority appropriated. Then in 1982, Proposition 2 ½ (M.G.L. Ch. 59 ~ 21C) was enacted limiting the increase to the tax levy to 2.5%. Since that time, municipal budgets have been shaped by revenue limitations. There are six major revenue components that Westford uses to fund its annual operating budget; Property taxes, State Aid, Local Revenue, Enterprise Revenue, Other Available Funds, and Free Cash. Below is a brief analysis that displays the trends in revenue from Fiscal Year 2024 to Fiscal Year 2027.

\* These figures represent the levy limit, not the actual amount collected.

\*\*Amounts included are as appropriated at Town Meeting.

Revenue Source	FY24 Actual	FY25 Actual	FY26 Budget	FY26 Actual 12-31-25	FY27 Projected	Budget Increase \$\$	Budget Increase %
Property Taxes*	92,711,637	95,710,863	99,595,660	47,212,781	103,138,808	3,543,148	3.56%
Local Revenue	9,181,334	9,343,726	8,007,479	3,053,370	8,626,969	619,490	7.74%
State Aid	21,120,815	21,761,923	22,508,840	10,952,781	23,256,562	747,722	3.32%
Approp. From Free Cash**	5,133,955	2,661,448	3,654,348	3,670,105	3,670,105	15,757	0.43%
Free Cash Applied**	-	-	-	-	-	-	
<b>Total General Fund</b>	<b>128,147,741</b>	<b>129,477,959</b>	<b>133,766,327</b>	<b>64,889,037</b>	<b>138,692,444</b>	<b>4,926,117</b>	<b>3.68%</b>
Enterprise Revenue	8,464,102	9,506,035	12,028,572	5,109,820	10,607,999	(1,420,573)	-11.81%
Other Available Funds**	4,910,447	4,813,566	3,339,883	3,339,883	1,812,925	(1,526,958)	-45.72%
<b>Total Revenue</b>	<b>141,522,290</b>	<b>143,797,560</b>	<b>149,134,782</b>	<b>73,338,739</b>	<b>151,113,368</b>	<b>1,978,586</b>	<b>1.33%</b>

## DETAILED REVENUE SUMMARY

General Fund	FY23	FY24	FY25	FY26	FY27	FY27 vs FY26	
	Actual	Actual	Actual	Budget	Projected	Budget Inc. \$	% Inc.
<b>Property Taxes*</b>	<b>90,837,699</b>	<b>92,711,637</b>	<b>95,710,863</b>	<b>99,595,660</b>	<b>103,138,808</b>	<b>3,543,148</b>	<b>3.56%</b>
<b>Local Revenue</b>	<b>10,218,576</b>	<b>9,181,334</b>	<b>9,343,726</b>	<b>8,007,479</b>	<b>8,626,969</b>	<b>619,490</b>	<b>7.74%</b>
Motor Vehicle Excise	3,940,849	4,352,952	4,483,194	4,210,836	4,510,000	299,164	7.10%
Other Excise (Local Options)	1,234,766	1,316,145	1,446,896	1,216,000	1,340,000	124,000	10.20%
Penalties & Interest	351,322	230,883	228,146	225,000	230,625	5,625	2.50%
Payments in Lieu of Taxes	71,956	66,146	81,907	67,650	69,341	1,691	2.50%
Fees	268,206	251,575	309,652	250,000	531,250	281,250	112.50%
Dept. Revenue - Cemeteries	39,000	44,300	52,000	32,830	33,651	821	2.50%
Other Dept. Revenue	1,978	4,100	1,000	-	-	-	-
Licenses and Permits	1,255,298	1,350,522	1,361,806	1,111,950	1,139,749	27,799	2.50%
Special Assessments	5,460	9,590	6,887	5,188	5,318	130	2.51%
Fines and Forfeits	95,731	84,192	93,020	63,552	75,000	11,448	18.01%
Investment Income	454,419	847,270	626,536	450,000	500,000	50,000	11.11%
Miscellaneous Recurring	2,088,485	388,605	334,665	185,309	192,035	6,726	3.63%
Miscellaneous Non-Recurring	411,105	235,054	318,015	189,164	-	(189,164)	-100.00%
<b>State Aid</b>	<b>20,637,865</b>	<b>21,120,815</b>	<b>21,761,923</b>	<b>22,508,840</b>	<b>23,256,562</b>	<b>747,722</b>	<b>3.32%</b>
General Government Aid	2,491,974	2,543,891	2,670,462	2,646,008	2,698,924	52,916	2.00%
School Aid	17,655,537	17,886,329	18,380,835	19,095,622	19,771,756	676,134	3.54%
Tax Abatement Aid	29,287	143,532	144,461	175,373	188,127	12,754	7.27%
Offset Aid	461,067	547,063	566,164	591,837	597,755	5,918	1.00%
<b>Approp. From Free Cash**</b>	<b>2,257,539</b>	<b>5,133,955</b>	<b>2,661,448</b>	<b>3,654,348</b>	<b>3,670,105</b>	<b>15,757</b>	<b>0.43%</b>
<b>Free Cash Applied**</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL GENERAL FUND REVENUE</b>	<b>123,951,679</b>	<b>128,147,741</b>	<b>129,477,959</b>	<b>133,766,327</b>	<b>138,692,444</b>	<b>4,926,117</b>	<b>3.68%</b>
<b>Enterprise Revenue/Retained Earnings</b>	<b>7,649,134</b>	<b>8,464,102</b>	<b>9,506,035</b>	<b>12,028,572</b>	<b>10,607,999</b>	<b>(1,420,573)</b>	<b>-11.81%</b>
Water Enterprise	4,362,892	4,927,542	5,410,479	6,033,633	6,837,863	804,230	13.33%
Recreation Enterprise	1,004,490	1,073,671	1,230,540	1,278,281	1,341,526	63,245	4.95%
Ambulance Enterprise	1,098,263	1,243,682	1,564,161	1,687,407	1,067,500	(619,907)	-36.74%
Stormwater Enterprise	1,183,489	1,219,207	1,300,854	3,029,251	1,361,110	(1,668,141)	-55.07%
<b>Other Available Funds**</b>	<b>2,951,268</b>	<b>4,910,447</b>	<b>4,813,566</b>	<b>3,339,883</b>	<b>1,812,925</b>	<b>(1,526,958)</b>	<b>-45.72%</b>
Premium on BANS/Bonds Non-Exempt	538	258	-	-	-	-	-
Premium on BANS/Bonds Exempt	2,691	368	-	-	-	-	-
Capital Stabilization Fund	580,000	-	-	-	-	-	-
Overlay Surplus	100,000	100,000	100,000	100,000	133,600	33,600	33.60%
Community Preservation Funds	2,229,736	4,335,890	4,602,636	3,136,514	1,204,626	(1,931,888)	-61.59%
Other Available Funds	38,304	473,932	110,930	103,369	474,699	371,330	359.23%
<b>TOTAL ENTERPRISE / OTHER FUNDS</b>	<b>10,600,402</b>	<b>13,374,549</b>	<b>14,319,601</b>	<b>15,368,455</b>	<b>12,420,924</b>	<b>(2,947,531)</b>	<b>-19.18%</b>
<b>TOTAL REVENUES / AVAIL. FUNDS</b>	<b>134,552,082</b>	<b>141,522,290</b>	<b>143,797,560</b>	<b>149,134,782</b>	<b>151,113,368</b>	<b>1,978,586</b>	<b>1.33%</b>

## PROPERTY TAX

Property Tax is the primary source of revenue for the Town of Westford, which accounts for approximately 76% of General Fund revenue. Property taxes are levied on real property (land and buildings) and personal property (equipment).

Due to Proposition 2 ½, the levy limit increase for property taxes cannot exceed 2.5% unless the Select Board chooses to have an override question on the Town Meeting Warrant and Town Election. Both votes would require a majority vote in order to increase the tax levy above 2.5%. This amount does not include “New Growth” which are additional taxes added from new properties, nor does it pertain to debt exclusions. Debt exclusion dollars are raised to pay for debt service that voters have previously authorized. Below is the calculation for the FY27 projected levy limit:

FY26 LEVY LIMIT	97,437,648
PROP. 2 1/2 INCREASE	2,435,941
NEW GROWTH ESTIMATE	850,000
OVERRIDES	-
DEBT EXCLUSIONS	2,415,219
<b>TOTAL FY27 TAX LEVY</b>	<b>103,138,808</b>

Below is a table showing the tax levy calculation from Fiscal Years 2020 to 2026

TAX REVENUE:	FY20 TAX LEVY	FY21 TAX LEVY	FY22 TAX LEVY	FY23 TAX LEVY	FY24 TAX LEVY	FY25 TAX LEVY	FY26 TAX LEVY
Prior Year Base Tax Levy	75,930,116	78,898,206	82,208,606	85,134,705	88,155,336	91,227,164	94,191,906
Prop. 2 1/2 Increase	1,898,253	1,972,534	2,055,215	2,128,366	2,204,153	2,280,679	2,354,798
New Growth	1,069,837	1,334,726	870,884	892,263	856,873	684,063	890,944
Overrides	-	-	-	-	-	-	-
Debt Exclusions	2,964,409	2,997,311	2,993,991	2,687,412	1,485,882	1,553,001	2,172,349
Capital Outlay/Ammended Growth	-	-	-	-	10,802	-	-
Excess Levy Capacity	(30,531)	(21,424)	(12,786)	(5,047)	(1,409)	(34,044)	(14,337)
Total Property Tax Levy	<b>81,832,084</b>	<b>85,181,353</b>	<b>88,115,910</b>	<b>90,837,699</b>	<b>92,711,637</b>	<b>95,710,863</b>	<b>99,595,660</b>

**LOCAL REVENUE**

The summary below reflects the information submitted on page 3 of the recap.

**Motor Vehicle Excise** – Payments are due 30 days after bills are sent out. The majority of estimated collections will be received in March.

**Local Option Taxes** – An additional .75% meals tax and 2% hotel tax were approved at the March 26, 2011 Annual Town Meeting and instituted on July 1, 2011.

**Penalties & Interest** – Fees collected on late property tax and motor vehicle excise payments.

**Payments in Lieu of Taxes** – Revenue collected from tax exempt properties, with MIT being the largest contributor.

**Fees** – Revenue includes Demand Fees, Municipal Lien Certificates, Planning Board Fees, Police Detail Admin Fees, Fire Alarm Monitoring Fees, and Bulk Curbside Pickup Fees. In FY27, the bag fees for the Pay-As-You-Throw Program (PAYT) are new.

**Dept. Revenue – Cemeteries** – Grave openings.

**Other Dept. Revenue** – Rentals and other departmental revenue.

**Licenses & Permits** – Inspection permits were 79.6% of the FY25 Actual Permit Revenue. Licenses and Permits are dependent upon new growth.

**Special Assessments** – Street and sidewalk betterments. Budget amount coincides with assessments due for FY27.

**Fines and Forfeits** – Health and smoking, civil substance possession, motor vehicle, parking violations, court fines, and animal fines.

**Investment Income** – After a series of three rate reductions in late 2025, lowering the federal funds target range to 3.50%-3.75%, the Federal Reserve opted to keep rates unchanged at its January 2026 meeting. A 6-month Treasury Bill is currently earning 3.50%.

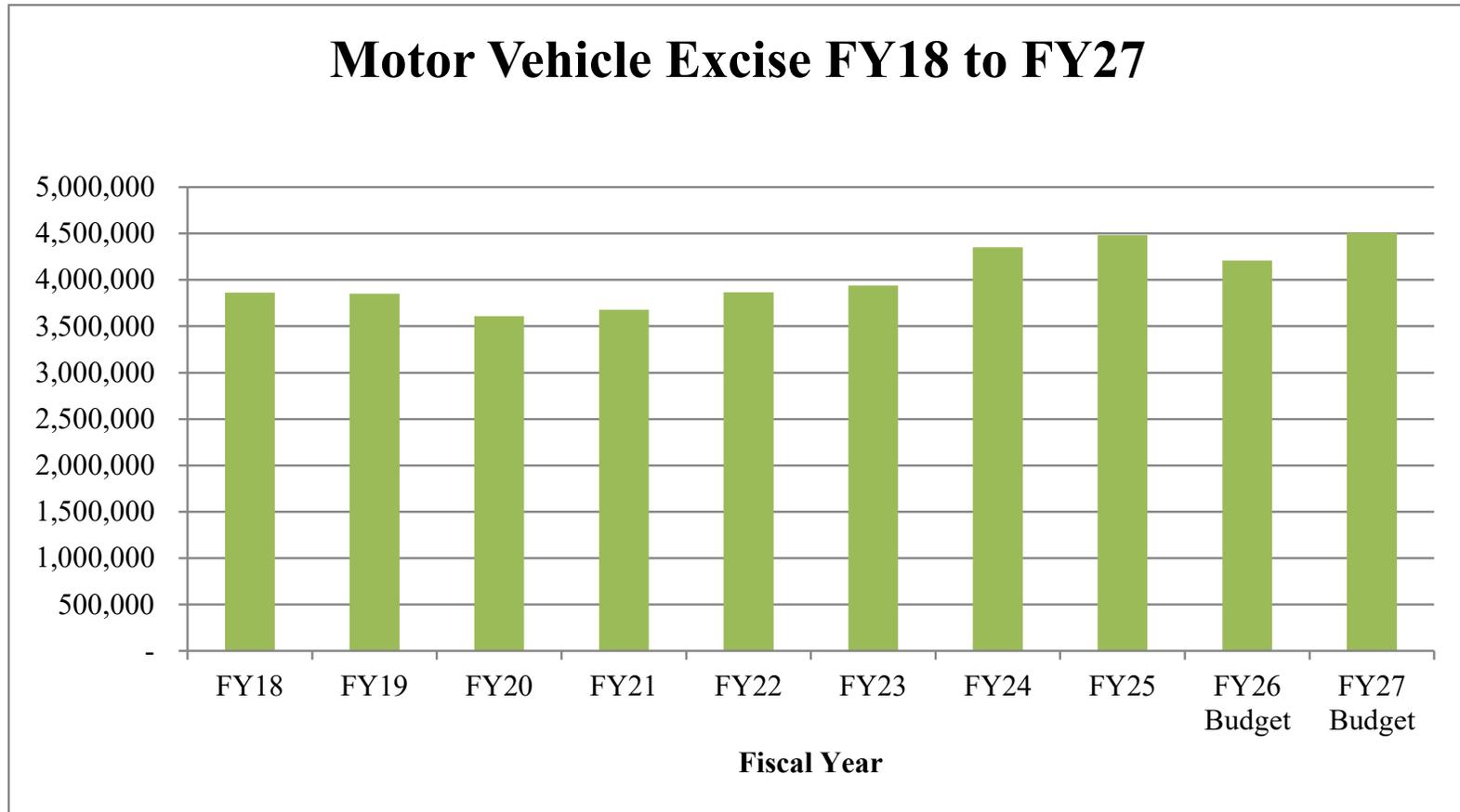
**Miscellaneous Recurring** – This category includes reimbursement for NVTHS School Resource Officer, CPE Program Receipts, and Medicaid Receipts. The Mass School Building Authority's advanced refunding for Stony Brook, Rita Miller, and Crisafulli schools ended in FY23 because the bond issue for the schools was paid in full.

**Miscellaneous Non-Recurring** – Sale of tax possession properties, sales of equipment, settlement proceeds, FEMA/MEMA reimbursements, and other revenue. These funds cannot be used to balance the following years' budget.

**Motor Vehicle Excise** – Excise tax commitments are billed on a calendar-year basis and are received from the Registry of Motor Vehicles in batches. The first commitment for calendar year 2026 will be received in February.

In FY23, the town issued 25,656 bills totaling \$4,028,589. In FY24, the town issued 25,918 bills totaling \$4,522,992. In FY25, the town issued 25,056 bills totaling \$4,464,486. This represents a decrease of 862 bills and a reduced commitment of \$58,506. Actual collections may vary from the committed amounts, as not all amounts due are collected in a timely manner.

Fiscal Year	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26 Budget	FY27 Budget
MV Excise	3,861,840	3,853,028	3,607,964	3,676,793	3,866,078	3,940,849	4,352,952	4,483,194	4,210,836	4,510,000



**Local Options Excise** – The Town of Westford voted at the March 26, 2011, Annual Town Meeting to adopt the local option excise taxes on meals and hotel (room occupancy). Both the 0.75% meals excise, and a 2% hotel excise were approved by that vote and were instituted effective July 1, 2011. The revenue from the local options excise taxes has been rising steadily over the past several years. Part of this is due to an increase in inflation. In the first two quarters for FY26, we collected hotel excise in the amount of \$438,197, which is \$6,413 more than the \$431,784 collected during the first two quarters of FY25. During that same period, Westford received meals excise of \$362,165, which is a decrease of \$14,018 from the first two quarters of FY25. The total amount collected so far in FY25 is \$800,362, which should exceed the budgeted amount of \$1,216,000 for the year. The budget for local options in FY27 is \$1,340,000, which is an increase of \$124,000 from FY25.

The Westford Regency ended operations in December 2025. We do not yet know the impact this will have on the Hotel Tax, but we will continue to track the quarterly payments and provide updates.

Below is a table showing the history of hotel occupancy excise and meals excise revenue since FY18.

Hotel	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Actual	FY26 Budget	FY26 Actual	FY27 Budget
Q1	212,085	196,884	213,747	67,017	119,165	186,653	194,774	221,806	600,000	225,419	615,000
Q2	208,884	232,855	188,513	37,213	156,588	210,199	201,391	209,977		212,778	
Q3	130,118	187,578	121,351	40,755	72,815	117,964	119,073	158,729			
Q4	141,047	126,564	63,495	55,652	116,072	120,501	133,911	144,052			
<b>Total</b>	<b>692,134</b>	<b>743,881</b>	<b>587,105</b>	<b>200,638</b>	<b>464,640</b>	<b>635,317</b>	<b>649,148</b>	<b>734,565</b>	<b>600,000</b>	<b>438,197</b>	<b>615,000</b>
<b>Meals</b>											
Q1	148,057	156,170	156,007	96,207	153,461	160,237	175,976	182,495	616,000	180,128	725,000
Q2	136,032	142,526	141,855	112,192	152,971	149,825	182,257	193,688		182,037	
Q3	108,434	109,156	123,040	90,832	104,369	139,905	143,760	160,089			
Q4	112,415	118,012	65,109	103,113	140,882	149,483	165,002	176,059			
<b>Total</b>	<b>504,939</b>	<b>525,864</b>	<b>486,013</b>	<b>402,344</b>	<b>551,682</b>	<b>599,449</b>	<b>666,996</b>	<b>712,332</b>	<b>616,000</b>	<b>362,165</b>	<b>725,000</b>
<b>Total Excise</b>	<b>1,197,073</b>	<b>1,269,745</b>	<b>1,073,118</b>	<b>602,981</b>	<b>1,016,322</b>	<b>1,234,766</b>	<b>1,316,145</b>	<b>1,446,896</b>	<b>1,216,000</b>	<b>800,362</b>	<b>1,340,000</b>

**Penalties & Interest** – Mass General Law allows Collectors to assess penalties and interest to unpaid balances. Westford charges interest on all unpaid tax bills starting on the day after the due date according to provisions found in MGL Chapters 59 and 60. Interest is intended to be penal in nature. The rates are as follows:

Real Estate and Personal Property Tax - 14%  
 Motor Vehicle Excise Tax 12%  
 Tax Title 16%

In addition to interest, demand fees are also added to delinquent tax bill notices. MGL Ch. 60, Sec 15 allows communities to charge up to \$30 for a demand fee. Westford has set the demand fee at \$10.00. There are various other fees and charges provided by law according to type of tax and stage of collection. Most common are the fees associated with unpaid excise tax bills. If allowed to go all the way through every stage of collection the added fees can total as much as \$69.00. The budgetary benefit of fees collected is relatively minor. The fees do, however, motivate taxpayers to make their payments timely and that helps to keep Westford fiscally sound.

**Penalties & Interest - Fiscal Year 2018 to Fiscal Year 2027**

<b>FY18 Actual</b>	<b>FY19 Actual</b>	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Actual</b>	<b>FY24 Actual</b>	<b>FY25 Actual</b>	<b>FY26 Budget</b>	<b>FY26 Actual 12-31-25</b>	<b>FY27 Budget</b>
171,672	208,189	250,100	328,622	304,807	351,322	230,883	228,146	225,000	79,561	230,625

**Payments in Lieu of Taxes** – The revenue received from PILOTS are from agreements that the Select Board has entered into with non-profits in Westford. The largest contributor on an annual basis is MIT. These payments are typically received in June.

**Payment in Lieu of Taxes - Fiscal Year 2018 to Fiscal Year 2027**

<b>FY18 Actual</b>	<b>FY19 Actual</b>	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Actual</b>	<b>FY24 Actual</b>	<b>FY25 Actual</b>	<b>FY26 Budget</b>	<b>FY26 Actual 12-31-25</b>	<b>FY27 Budget</b>
65,345	88,152	89,526	87,726	73,802	71,956	66,146	81,907	67,650	-	69,341

**Fees** – The table below shows a brief history of different types of fees charged by the Town of Westford. Police administration fees are dependent upon the amount of utility work and new growth performed in town. The detail administration fees tend to increase during road construction season. The fire box alarm fees are billed annually each October. Other fees generally include copy fees, returned check fees, and other small amounts charged by departments. As of December 31, 2025, revenue generated through fees is tracking at 66% of the annual projection. New in the FY27 budget is the Pay-As-You-Throw (PAYT) Fees where residents will given a 35-gallon container for weekly solid waste disposal, and then residents can purchase additional bags at \$2.75 each to dispose of additional waste. More information regarding the PAYT program can be found on the [Town's website](#).

Description	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Actual	FY26 Budget	FY26 Actual 12-31-25	FY27 Budget
DEMAND FEES	47,165	51,286	27,235	60,610	44,809	57,283	50,770	49,670	50,000	23,800	55,000
REG MOTOR VEHICLE FEES	320	20	260	20	60	100	160	100	100	120	100
CABLE FRANCHISE FEE	3,714	3,533	3,364	3,138	2,902	2,617	2,360	1,068	1,050	286	2,600
MUNICIPAL LIEN CERTIFICATE FEE	30,550	29,954	50,562	53,600	39,155	21,750	20,800	21,175	20,000	11,000	21,000
LATE FEES	8,575	4,475	1,325	3,575	2,923	5,000	2,175	4,050	2,000	550	2,200
BUSINESS CERTIFICATES	4,870	4,790	4,510	3,800	3,360	2,840	3,630	3,170	2,000	1,610	3,300
BIRTH CERTIFICATES	4,166	4,824	4,552	3,713	5,055	4,722	4,459	5,408	4,500	2,133	4,600
DEATH CERTIFICATES	8,147	10,324	10,164	11,417	12,682	11,166	10,566	13,504	10,500	5,184	10,500
PAY-AS-YOU-THROW FEES											275,000
BULK CURBSIDE PICKUP	17,459	18,040	19,225	25,876	24,555	18,255	15,085	14,395	10,000	9,570	15,000
PLANNING BD DEPT FEES	28,358	60,246	45,417	27,000	46,666	30,463	26,620	57,034	25,000	32,792	26,000
ZBA DEPT FEES	7,000	6,781	6,300	7,000	5,200	3,200	2,800	2,627	2,500	600	2,800
INSURANCE REPORT FEES	1,009										
DETAIL ADMINISTRATION FEES	41,935	40,100	49,037	20,262	28,699	38,554	31,368	51,536	48,000	39,424	33,000
ALARM MONITORING FEES	34,800	32,600	33,000	37,400	29,800	27,000	26,000	28,400	28,400	-	26,000
BOH DEPT FEES	2,085	798	510	459	-	1,307	2,260	-			2,150
DEPARTMENTAL/OTHER FEES	44,297	46,652	41,681	44,912	47,982	43,950	52,522	57,516	45,950	38,226	52,000
<b>Total</b>	<b>284,450</b>	<b>314,422</b>	<b>297,142</b>	<b>302,780</b>	<b>333,237</b>	<b>268,206</b>	<b>251,575</b>	<b>309,652</b>	<b>250,000</b>	<b>165,295</b>	<b>531,250</b>

**Departmental Revenue - Cemeteries** – The Westford Cemetery Commission adopted a revised [price structure](#) effective December 31, 2021. 60% of the purchase price of a burial lot or columbarium niche goes to the perpetual care non-expendable trust and 40% goes to the cemetery “sale of the lots” receipts reserved account. Below is a table displaying the fees charged for grave openings beginning in Fiscal Year 2018.

**Departmental Revenue - Cemeteries – Fiscal Year 2018 to Fiscal Year 2027**

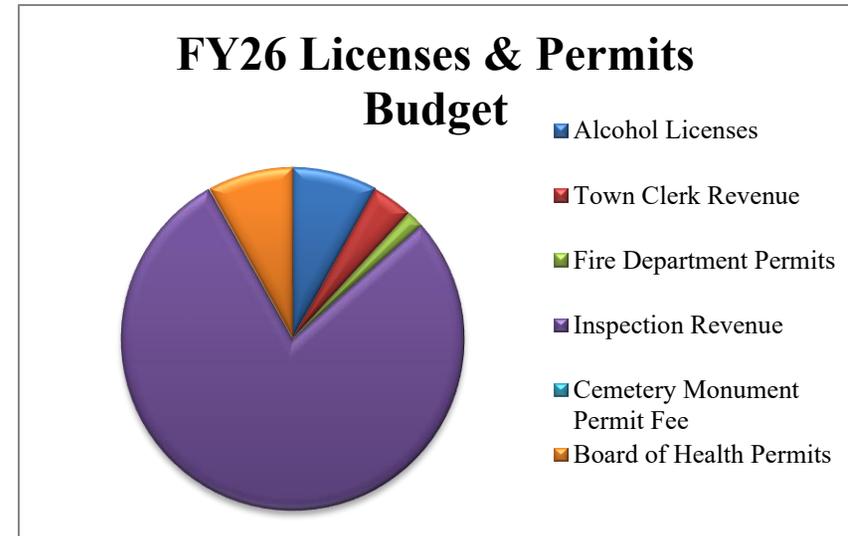
FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Budget	FY24 Actual	FY25 Actual	FY26 Budget	FY26 Actual 12-31-25	FY27 Budget
27,825	36,000	30,075	43,500	37,700	39,000	30,000	44,300	52,000	32,830	24,500	33,651

**Other Departmental Revenue** – There has been very little revenue collected in these accounts for the past several years, with the lease agreement for the Day Field (community gardens) and the rental of fire department equipment being the only source of revenue.

**Other Departmental Revenue – Fiscal Year 2018 to Fiscal Year 2027**

Account	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Actual	FY26 Budget	FY26 Actual 12-31-25	FY27 Budget
Rentals / Leases	-	-	1,000	1,000	4,473	1,978	4,100	1,000	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	<b>1,000</b>	<b>1,000</b>	<b>4,473</b>	<b>1,978</b>	<b>4,100</b>	<b>1,000</b>	-	-	-

**Licenses & Permits** – The majority of revenues from licenses and permits comes from inspection services (79.6% in FY25). The more construction being performed in town, the more inspection revenue received. Alcohol licenses are collected in December of each year. Dog licenses are due by March 31<sup>st</sup>. The majority of fire department permits come from fire alarm and smoke detector permits. Examples of Board of Health permits includes food, pool, tobacco, hauler (septic), installer (septic), stabling (horses), piggery, and beach permits. The Cemetery Commission charges \$20 as a monument permit fee for any type of headstone. The town is currently exceeding its target for the FY26 budget, collecting 68.9% of the budget 50.0% of the way through the year.



Account	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Actual	FY26 Budget	FY26 Actual 12-31-25	FY27 Budget
Alcohol Licenses	96,550	96,675	93,100	55,950	88,900	87,950	88,475	90,250	89,050	78,675	
Dog Licenses	38,598	36,144	33,246	36,332	36,245	35,094	31,910	33,079	32,000	2,878	
Other Town Clerk Licenses & Permits	15,027	13,382	12,708	14,810	14,210	13,410	9,855	10,055	10,500	5,875	
Fire Department Permits	28,560	26,865	27,910	33,335	31,356	27,630	21,300	18,950	18,250	10,400	
Building Permits	793,861	770,970	465,963	462,712	467,887	730,643	795,436	814,381	660,000	461,565	
Electrical Permits	92,060	137,605	82,578	88,176	128,113	100,930	116,299	115,188	80,000	60,950	
Plumbing Permits	55,505	103,970	55,375	46,830	40,705	54,400	56,710	50,394	50,000	22,435	
Gas Permits	33,210	76,855	62,900	41,445	36,890	36,110	35,180	35,203	30,000	19,974	
Other Inspection Revenue	27,587	34,604	42,271	54,440	33,154	49,784	58,202	69,113	51,650	28,378	
Cemetery Monument Permit Fee	600	460	460	840	755	985	2,315	1,425	500	625	
Board of Health Permits	125,460	131,931	123,635	130,825	149,182	118,363	134,840	123,769	90,000	74,860	
<b>Total</b>	<b>1,307,018</b>	<b>1,429,462</b>	<b>1,000,146</b>	<b>965,695</b>	<b>1,027,398</b>	<b>1,255,298</b>	<b>1,350,522</b>	<b>1,361,806</b>	<b>1,111,950</b>	<b>766,615</b>	<b>1,139,749</b>

**Special Assessments** – Revenue collected from betterments and other projects through the tax collection process. Below is a table reviewing the history of special assessments collected.

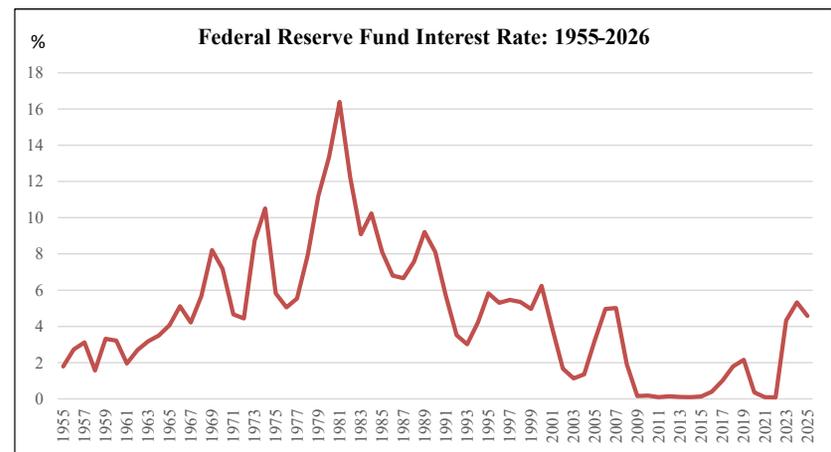
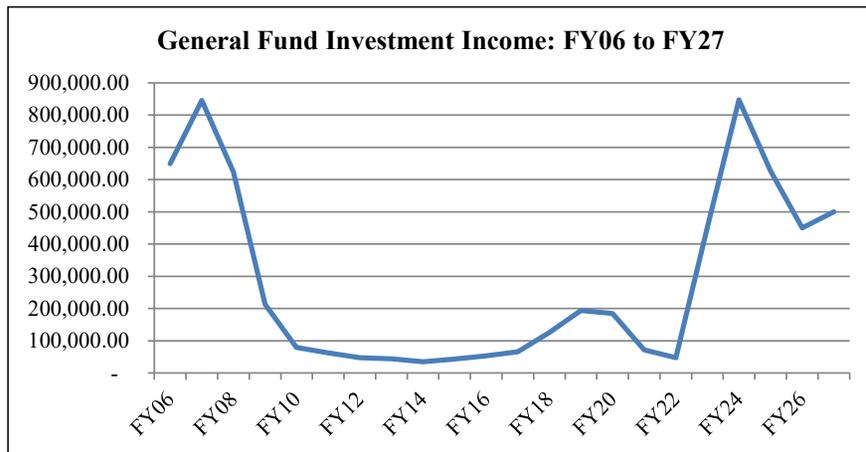
<b>Special Assessments – Fiscal Year 2018 to Fiscal Year 2027</b>											
<b>FY18 Actual</b>	<b>FY19 Actual</b>	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Actual</b>	<b>FY24 Actual</b>	<b>FY25 Budget</b>	<b>FY25 Actual</b>	<b>FY26 Budget</b>	<b>FY26 Actual 12-31-25</b>	<b>FY27 Budget</b>
19,936	7,618	7,560	6,202	6,521	5,460	9,590	5,087	6,887	5,188	2,132	5,318

**Fines & Forfeits** – Most of the fines collected are due to police involvement. Court fines are reimbursed from Ayer District Court. We have collected \$62,937 in fines, which is 99.0% of the FY26 budget halfway through the year. We have collected \$57,662 in motor vehicle infractions compared to \$35,730 during the same time period last year.

	<b>FY18 Actual</b>	<b>FY19 Actual</b>	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Actual</b>	<b>FY24 Actual</b>	<b>FY25 Budget</b>	<b>FY25 Actual</b>	<b>FY26 Budget</b>	<b>FY26 Actual 12-31-25</b>	<b>FY27 Budget</b>
Health & Smoking Fines	2,100	3,400	2,500	900	3,300	7,000	3,300	3,400	7,680	600	600	
Civil Substance Possession Fine	2,100	200	200	300	900	400	100	-	200	-	-	
Conservation Fines	100	-			-				500	-	50	
Motor Vehicle Infractions	25,465	38,810	37,444	52,277	42,422	79,676	68,115	53,000	75,670	55,052	57,662	
Parking Violations	5,267	6,239	10,861	5,479	6,521	7,900	11,652	5,000	8,960	5,000	4,375	
Court Fines	5,583	3,673	625	2,265	1,408	745	-					
Animal Fines	50	-	60			10	25	100	10	100	250	
Tree Warden Fines							1,000					
<b>Total</b>	<b>40,664</b>	<b>52,321</b>	<b>51,690</b>	<b>61,221</b>	<b>54,551</b>	<b>95,731</b>	<b>84,192</b>	<b>61,500</b>	<b>93,020</b>	<b>63,552</b>	<b>62,937</b>	<b>75,000</b>

**Investment Income** – The FY26 budget for investment income is \$450,000. Through November 30, 2025, investment earnings total \$238,424. For comparison, during the first five months of FY25, earnings totaled \$268,863. Net earnings are lower due to a combination of the Treasury reducing interest rates and the Town’s continued expenditure of the \$7.4 million in American Rescue Plan Act funds, all of which must be spent by December 31, 2026. Current investment rates of approximately 3.75% are slightly lower than the 4.25% earned during the prior fiscal year.

Actual General Fund investment earnings were \$184,250 in FY20, followed by \$71,538 in FY21, \$47,662 in FY22, \$454,419 in FY23, \$847,270 in FY24, and \$626,536 in FY25.



The projected budget for FY27 is \$500,000. The Town will continue to monitor market conditions and pursue investment opportunities that offer higher rates of return. One efficiency recently implemented is the use of a lockbox for motor vehicle payments with Leader Bank. This process not only saves staff time but also provides a competitive interest rate, allowing the Town to earn additional investment income compared to the current process.

Caution is necessary when developing projections, as the Treasury is expected to continue reducing interest rates, which will eventually result in a decline in investment income. Conservative forecasting is important, as overestimating revenues could lead to a structural deficit.

**Miscellaneous Recurring Revenue** – The largest portion of this revenue was an advanced refunding from the Massachusetts School Building Authority that has paid for a portion of the Crisafulli, Miller, and Stony Brook Schools. \$19,266,355 in principal was transferred to the town in order to pay down the corresponding share of debt service for the three school projects that had a total cost of \$41,000,000. Each year, a portion of the principal was used to offset the debt payment for the schools, thus lowering the amount collected through debt exclusions until 2023 when the debt was paid off. These amounts are no longer included in the revenue projections for FY24 and beyond, so there is an overall decrease in local revenue.

	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23
<b>Principal</b>										
Middle School	573,251.00	596,181.00	624,843.00	653,507.00	682,169.00	713,698.00	745,227.00	776,755.00	811,150.00	848,411.00
Elementary Schools	531,923.00	557,374.00	580,280.00	608,275.00	636,271.00	664,267.00	692,263.00	725,349.00	758,436.00	791,522.00
<b>Total - Offset to DE1</b>	<b>1,105,174.00</b>	<b>1,153,555.00</b>	<b>1,205,123.00</b>	<b>1,261,782.00</b>	<b>1,318,440.00</b>	<b>1,377,965.00</b>	<b>1,437,490.00</b>	<b>1,502,104.00</b>	<b>1,569,586.00</b>	<b>1,639,933.00</b>
<b>Interest</b>	<b>553,155.80</b>	<b>511,490.74</b>	<b>466,617.46</b>	<b>418,412.54</b>	<b>366,427.12</b>	<b>311,052.64</b>	<b>251,800.14</b>	<b>188,550.58</b>	<b>121,106.12</b>	<b>24,844.98</b>

Other miscellaneous recurring revenue streams include payments from the federal government for Medicaid reimbursements for our students. In FY15, the town also participated in a new federal program that allows communities that provide ambulance services to receive additional Medicaid funds. In addition, the town assesses the Nashoba Valley Technical High School for the salary and fringe benefits of the school resource officer. The contracted agreement is the settlement the town reached with the developer of Cornerstone Square. The town has received five annual payments of \$40,000 each from FY18 to FY22, which are earmarked to reimburse the Capital Stabilization Fund after an appropriation was made in July 2017 from the Capital Stabilization account to fund a portion of the new joint dispatch center. Lastly, the Senior Center Refinancing is a one-time entry as recommended by the Department of Revenue. In FY18, the town refinanced the Senior Center debt excluded bond payment, and this is the mechanism to record the excess tax revenue raised that year. In FY26, the Bond Proceeds are excess premium that we received to offset the J.V. Fletcher Library Renovation and Blanchard Middle School MSBA Excluded Debt. The chart below shows the miscellaneous recurring revenue from FY17 to FY26.

Miscellaneous Recurring Revenue – Fiscal Year 2018 to Fiscal Year 2027											
	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Actual	FY26 Budget	FY26 Actual 12-31-25	FY27 Budget
Medicaid Receipts	115,357	116,966	64,590	85,180	496,692	250,350	195,461	115,281	40,000	40,017	40,000
Medicaid Reimb - Ambulance	36,865	36,428	33,657	45,576	51,528	70,839	88,351	111,128	34,250	-	36,106
NVTHS SRO	86,418	86,983	93,330	96,716	98,799	102,518	104,793	108,256	111,059	-	115,929
Contracted Agreement	40,000	40,000	40,000	40,000	40,000	-	-	-	-	-	-
Bond Proceeds	-	43,550	-	-	-	-	-	-	189,164	-	-
<b>Total</b>	<b>278,640</b>	<b>323,927</b>	<b>231,577</b>	<b>267,472</b>	<b>687,019</b>	<b>423,707</b>	<b>388,605</b>	<b>334,665</b>	<b>374,473</b>	<b>40,017</b>	<b>192,035</b>

**Miscellaneous Non-Recurring Revenue** – This is a category of local revenue that allows us to properly account for and classify one-time revenues that are unexpected, unplanned, or non-recurring. Since this revenue is not budgeted, any revenue in this category will help our free cash situation at the end of the fiscal year.

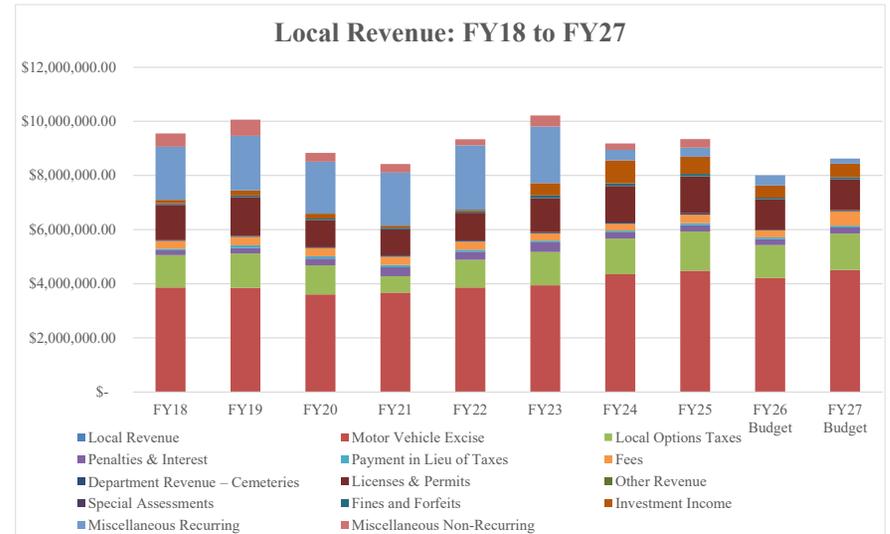
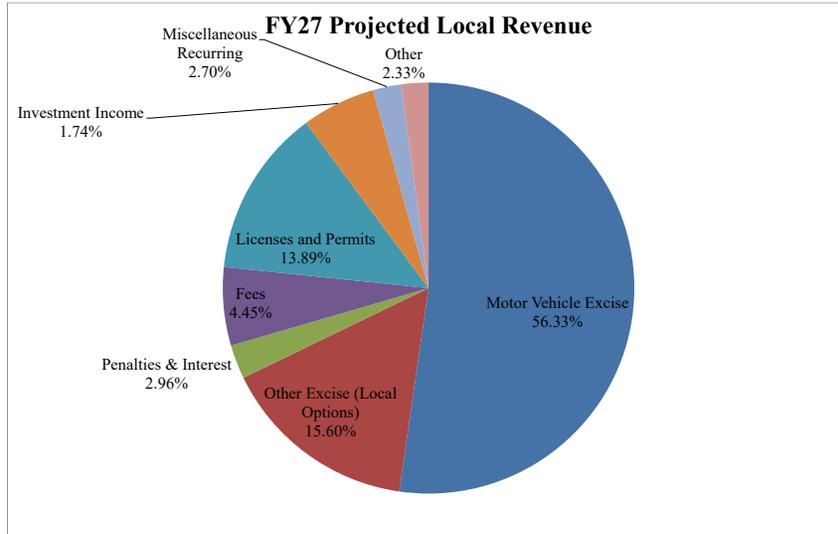
FY18 included the second and third payments from Newport Materials, totaling \$275,000. In FY19, we received the final payment of \$137,500 from Newport Materials. Tax title revenue has increased in FY19 partially due to a lender foreclosing on four development properties under the same owner and paying off the tax titles in August 2018. Tax title collections were also strong in FY21.

The largest revenue sources from FY22 through FY25 were through tax title, with the exception of the rebates we received in FY25. The Town Manager's office has been working diligently with the Facilities Department to identify energy efficiency projects using time sensitive incentives from Nation Grid. For the first weatherization projects for Westford Academy and Rita Miller, the rebate check was issued to the Town of Westford rather than the contractor. The Town now needs an appropriation (currently under Article 5 at the March 22, 2025 Annual Town Meeting) to then reappropriate the funds to cover the shortfall in our Green Communities Grant.

Lastly, the Town Manager's office has been working with departments to auction off surplus vehicles and equipment. In FY25, we raised \$44,608 dollars from the auctions. Just this month, we sold two police cruiser for over \$7,000 where we were only offered \$1,400 from the dealership to trade them in. The Police Department uses these trade-in funds to outfit the new cruisers each year, so we will be asking for a budget transfer at the end of the year.

Account	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Actual	FY26 Actual 12-31-25
Tax Title	69,729	235,854	177,262	218,006	143,332	344,209	132,588	19,767	39,764
Workers Comp Insurance Recovery	81,949	89,292	81,259	52,526	49,536	43,202	33,767	8,753	-
Restitution	1,000	1,513	-	5	75	3,045	3,231	2,149	1,733
Sale of Tax Possessions	4,765	-	-	-	-	-	-	-	-
Sale of Vehicles, Equipment	250	-	-	25,912	-	-	-	44,608	-
Settlement Proceeds	275,000	145,527	2,114	5,698	-	-	-	4,000	-
Health Program Reimbursement	6,792	-	-	-	-	-	-	-	-
Otherwise Unclassified	43,973	33,617	58,943	13,823	30,045	20,649	65,467	238,739	23,185
FEMA Reimbursement	813	92,983	-	-	-	-	-	-	-
MEMA Reimbursement	-	-	526	-	-	-	-	-	-
<b>Total</b>	<b>484,270</b>	<b>598,786</b>	<b>319,578</b>	<b>315,970</b>	<b>222,988</b>	<b>411,105</b>	<b>235,054</b>	<b>318,015</b>	<b>64,681</b>

**Local Revenue Summary**



Local Revenue	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26 Budget	FY27 Budget
Motor Vehicle Excise	3,861,840	3,853,028	3,607,964	3,676,793	3,866,078	3,940,849	4,352,952	4,483,194	4,210,836	4,510,000
Local Options Taxes	1,197,073	1,269,745	1,073,118	602,981	1,016,322	1,234,766	1,316,145	1,446,896	1,216,000	1,340,000
Penalties & Interest	171,672	208,189	250,100	328,622	304,807	351,322	230,883	228,146	225,000	230,625
Payment in Lieu of Taxes	65,345	88,152	89,526	87,726	73,802	71,956	66,146	81,907	67,650	69,341
Fees	284,450	314,422	297,142	302,780	297,000	268,206	251,575	309,652	250,000	531,250
Department Revenue – Cemeteries	27,825	36,000	30,075	43,500	37,700	39,000	44,300	52,000	32,830	33,651
Licenses & Permits	1,307,018	1,429,462	1,000,146	965,695	1,027,398	1,255,298	1,350,522	1,361,806	1,111,950	1,139,749
Other Revenue	-	-	1,000	1,000	4,473	1,978	4,100	1,000	-	-
Special Assessments	19,936	7,618	7,560	6,202	6,521	5,460	9,590	6,887	5,188	5,318
Fines and Forfeits	40,664	52,321	51,690	61,221	54,551	95,731	84,192	93,020	63,552	75,000
Investment Income	126,200	193,455	184,250	71,538	47,662	454,419	847,270	626,536	450,000	500,000
Miscellaneous Recurring	1,963,507	2,012,945	1,920,867	1,958,127	2,377,711	2,088,485	388,605	334,665	374,473	192,035
Miscellaneous Non-Recurring	484,270	598,786	319,578	315,970	222,988	411,105	235,054	318,015	-	-
<b>Total Local Revenue</b>	<b>9,549,801</b>	<b>10,064,123</b>	<b>8,833,016</b>	<b>8,422,155</b>	<b>9,337,011</b>	<b>10,218,576</b>	<b>9,181,334</b>	<b>9,343,726</b>	<b>8,007,479</b>	<b>8,626,969</b>

**STATE AID** - In FY26, State Aid is projected to account for 17.22% of General Fund revenues.

**Chapter 70** – Chapter 70 is the primary state aid program for public elementary and secondary education and establishes minimum spending requirements for each municipality’s share of school costs. For FY26, the Town received the minimum per-student increase of \$150, resulting in additional funding of \$676,650, or a 3.70% increase.

For FY27, the Governor’s budget released on January 28, 2026 allocates an additional minimum contribution of \$75 per student, totaling \$333,075. This matches the minimum contribution proposed in the January 2025 Governor’s budget before the final budget was ultimately approved at \$150 per student.

More information regarding Chapter 70 can be found at <http://www.doe.mass.edu/finance/chapter70>.

**Unrestricted Government Aid** – In FY10, Lottery and Additional Assistance funding were combined into one line item by the state. Proceeds from the state lottery are distributed to communities with the intention of having an equalizing effect. Those communities with a lower Equalized Property Valuations (EQV) receive a higher share of aid. The FY26 budget had a \$28,785, or 1.13% increase for Unrestricted Aid. The Governor’s budget earmarked an additional \$65,985, or a 2.50% increase for FY27. The state has committed to increasing the Unrestricted Aid based on the estimated growth in tax revenues.

**Veterans Benefits** – Under Chapter 115, Section 6 of Massachusetts General Laws (M.G.L. Ch. 115), the Commonwealth provides a uniform program of financial and medical assistance for indigent veterans and their dependents. Qualifying veterans and their dependents receive necessary financial assistance for food, shelter, clothing, fuel, and medical care in accordance with a formula which considers the number of dependents and income from all sources. Benefits paid out in accordance with state guidelines are reimbursed 75%. The amounts Westford has received over the past few years has leveled off as our Veterans Service Officer continues to get our veterans the proper support from other agencies.

**Tax Exemption Aid for Veterans, Blind Persons, Surviving Spouses and the Elderly** – Chapter 59, Section 5 of M.G.L.s details the requirements for assistance. The town is partially reimbursed for these exemptions towards property taxes.

**State Owned Land** – Much like payment in lieu of taxes, the state pays the town an amount to make up for lost property tax revenue on state owned land.

**Charter Tuition Reimbursement** – Municipal and regional school districts pay tuition for resident pupils attending Commonwealth Charter Schools. Parents have a choice to send their children to charter schools and have the town pay the tuition. The state reimburses the town a portion of these costs.

**School Construction** – The state provides an offsetting revenue stream to pay for a portion of school building projects. The two projects recently reimbursed through this funding have been the Blanchard Middle School and Westford Academy addition. The note for the Blanchard M.S. was paid off in Fiscal Year 2011 and the note for Westford Academy was paid off in Fiscal Year 2021. The town no longer receives the \$1,557,026 since the Westford Academy debt is fully paid.

**Offset Items** – These items are amounts that constitute categorical aid, i.e., funds that must be spent for specific municipal and regional school district programs. These items can be spent without an appropriation in the local budget.

**Public Libraries** – The funding for Public Libraries includes three grant awards: The Library Incentive Grant (LIG) that encourages municipalities to maintain minimum levels of service, the Municipal Equalization Grant (MEG) to help compensate libraries with relatively less revenue, and the Nonresident Circulation Offset (NRC) that helps offset the cost of circulating materials to residents of other communities.

**School Choice** – To provide funding to school districts for accepting pupils from other districts.

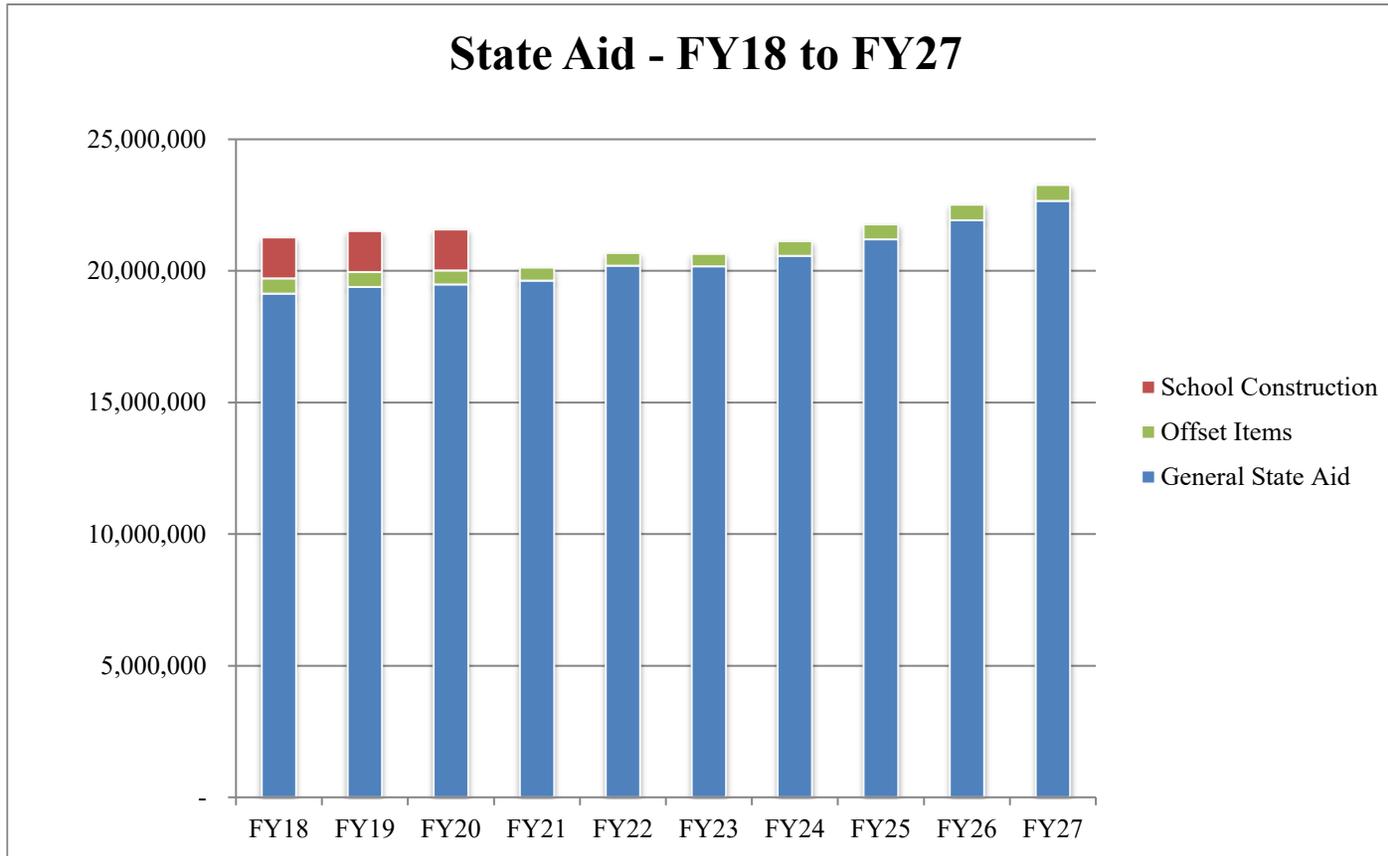
The following table displays the history of state aid revenue from FY18 to FY27. The amounts listed for FY27 are the Town Manager budget recommendation as presented on December 9, 2025. are the Governor Healy's budget proposal which was released on January 22, 2025. The figures in FY26 are subject to change as the state budget works its way through the legislature. Historically, we receive the final amounts at the end of July.

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
<b>Revenue</b>										<b>TMR Budget</b>
Chapter 70	16,853,055	17,010,375	17,144,235	17,144,235	17,281,815	17,551,275	17,830,755	18,305,619	18,982,269	19,657,269
Unrestricted Aid	2,123,074	2,197,382	2,256,711	2,256,711	2,335,696	2,461,824	2,540,602	2,616,820	2,645,605	2,698,517
Extended Polling Hours		3,528		11,147						
Veterans' Benefits	41,597	40,614	44,027	52,085	24,511	11,717	8,397	11,375	27,754	39,032
Exempt: Vets, Blind, Surv Spouses	69,191	113,854	21,084	21,084	236,537	17,570	135,135	133,086	147,619	149,095
State-Owned Land	227	227	240	248	269	347	391	403	403	407
Charter Tuition Reimbursement	42,682	26,149	21,224	140,877	97,826	104,262	55,574	75,216	113,353	114,487
Pupil Transportation			250		16,305					
Other Revenue From State				3,727	206,849	29,803	2,898	53,239		
<b>Subtotal</b>	<b>19,129,826</b>	<b>19,392,129</b>	<b>19,487,771</b>	<b>19,630,113</b>	<b>20,199,808</b>	<b>20,176,798</b>	<b>20,573,752</b>	<b>21,195,759</b>	<b>21,917,003</b>	<b>22,658,807</b>
School Construction	1,557,026	1,557,026	1,557,026	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>1,557,026</b>	<b>1,557,026</b>	<b>1,557,026</b>	<b>-</b>						
<b>Offset Items - Reserve for Direct Expenditure</b>										
Public Libraries	26,240	27,933	27,885	28,783	39,438	48,769	53,529	60,996	60,548	61,153
School Choice Receiving Tuition	552,174	538,445	496,773	463,085	443,764	412,298	493,534	505,168	531,289	536,602
<b>Subtotal</b>	<b>578,414</b>	<b>566,378</b>	<b>524,658</b>	<b>491,868</b>	<b>483,202</b>	<b>461,067</b>	<b>547,063</b>	<b>566,164</b>	<b>591,837</b>	<b>597,755</b>
<b>Total State Aid</b>	<b>21,265,266</b>	<b>21,515,533</b>	<b>21,569,455</b>	<b>20,121,981</b>	<b>20,683,010</b>	<b>20,637,865</b>	<b>21,120,815</b>	<b>21,761,923</b>	<b>22,508,840</b>	<b>23,256,562</b>

Town Manager Recommended Budget vs. Governor’s Budget: Below is a table showing the difference between the original FY27 State Aid projection and the Governor’s budget released on January 28, 2026. The overall General Fund shortfall is \$281,867. For comparison, the General Fund budgets for FY24 through FY26 exceeded the Governor’s original budget by \$155,203, \$337,744, and \$195,114, respectively.

<b>REVENUE</b>				
<b>STATE AID</b>	<b>FY26 State Aid</b>	<b>FY27 Original Projection - Financial Model</b>	<b>FY27 Governor's Budget 01/28/2026</b>	<b>Variance (Financial Model vs Governor's)</b>
Chapter 70	18,982,269.00	19,657,269.00	19,315,344.00	(341,925.00)
Unrestricted Aid	2,645,605.00	2,698,517.00	2,711,590.00	13,073.00
Veterans' Benefits	27,754.00	39,032.00	20,794.00	(18,238.00)
Exempt: Vets, Blind, Surv Spouses	147,619.00	149,095.00	163,412.00	14,317.00
State-Owned Land	403.00	407.00	403.00	(4.00)
Charter Tuition Reimbursement	113,353.00	114,487.00	44,212.00	(70,275.00)
<b>Subtotal</b>	<b>21,917,003.00</b>	<b>22,658,807.00</b>	<b>22,255,755.00</b>	<b>(403,052.00)</b>
<b>OFFSET ITEMS-RESERVE FOR DIRECT EXPENDITURE</b>				
Public Libraries	60,548.00	61,153.00	61,293.00	140.00
School Choice Receiving Tuition	531,289.00	536,602.00	787,362.00	250,760.00
<b>Subtotal</b>	<b>591,837.00</b>	<b>597,755.00</b>	<b>848,655.00</b>	<b>250,900.00</b>
<b>TOTAL STATE AID</b>	<b>22,508,840.00</b>	<b>23,256,562.00</b>	<b>23,104,410.00</b>	<b>(152,152.00)</b>
<b>EXPENSES</b>				
<b>STATE &amp; COUNTY ASSESSMENTS</b>	<b>FY26 State Aid</b>	<b>FY27 Original Projection - Financial Model</b>	<b>FY27 Governor's Budget 01/28/2026</b>	<b>Variance (Financial Model vs Governor's)</b>
Special Education Ch 71	12,901.00	13,224.00	15,069.00	1,845.00
Mosquito Control	120,515.00	123,528.00	122,779.00	(749.00)
Air Pollution Control District	9,773.00	10,017.00	9,303.00	(714.00)
Regional Transit Authority	194,358.00	199,217.00	199,213.00	(4.00)
Registry MV-Non-Renewal Surcharge	10,040.00	10,291.00	11,160.00	869.00
School Choice Sending Tuition	241,480.00	247,517.00	205,335.00	(42,182.00)
Charter School Sending Tuition	289,401.00	296,636.00	216,386.00	(80,250.00)
<b>Total</b>	<b>878,468.00</b>	<b>900,430.00</b>	<b>779,245.00</b>	<b>(121,185.00)</b>
<b>Net General Fund Budget Impact</b>			<b>Total G/F Variance</b>	<b>(281,867.00)</b>

STATE AID – Here is the state aid trend over the past ten years. In FY26, we saw the greatest overall increase in funding from one year to the next.



Enterprise Revenue – Enterprise Funds are authorized under Massachusetts General Laws, Ch. 44, Sec. 53F1/2. Westford currently has four enterprise funds: Water, Ambulance, Recreation and Stormwater. The Stormwater Enterprise was the latest one established at the October 28, 2019 Special Town Meeting. Below is a summary of Enterprise Revenue from FY18 to FY27.

Enterprise	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Actual	FY26 Budget	FY26 Actual 12-31-25	FY27 Budget
Water	4,030,118.31	4,696,291.26	4,726,414.99	4,617,448.10	4,350,871.29	4,329,444.48	4,896,089.28	5,402,095.76	5,214,665.00	3,096,575.18	6,028,347.00
Recreation	1,217,826.07	1,298,692.36	851,271.34	285,808.09	929,972.16	1,004,489.63	1,073,670.76	1,230,540.18	1,223,281.00	515,388.71	1,151,000.00
Ambulance	915,862.18	985,148.33	1,000,605.26	871,206.92	980,224.23	1,098,262.78	1,243,681.99	1,564,161.28	975,000.00	648,472.72	1,180,000.00
Stormwater				1,032,303.89	1,143,521.39	1,183,489.08	1,219,207.15	1,300,854.36	979,251.00	823,561.16	1,001,110.00
<b>Total</b>	<b>6,163,806.56</b>	<b>6,980,131.95</b>	<b>6,578,291.59</b>	<b>6,806,767.00</b>	<b>7,404,589.07</b>	<b>7,615,685.97</b>	<b>8,432,649.18</b>	<b>9,497,651.58</b>	<b>8,392,197.00</b>	<b>5,083,997.77</b>	<b>9,360,457.00</b>

Enterprises can either be self-supporting or receive financial assistance from the town. Below is a table displaying the General Fund subsidies provided to the various enterprises from FY18 to FY27. The Water Enterprise 6.5% rate increase began on July 1, 2025 to help pay for rising costs, including inflationary pressures and PFAS remediation. The Recreation Enterprise's Westford Partnership for Children after school program has been seeing increases in enrollment and revenue, resulting in not having a general subsidy for the second year in a row. The Ambulance Enterprise has also seen an increase in revenue in FY25-26, as rates increased in October 2024 and the number of calls continues to increase. Lastly, the Stormwater Enterprise General Fund subsidy is remaining level funded from FY26 to FY27.

Enterprise General Fund Subsidies: FY18 to FY27										
	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Actual	FY26 Actual	FY27 Budget
Water	0	0	0	0	0	0	0	0	0	0
Recreation	148,133	93,237	45,938	47,153	149,896	34,705	263,227	35,927	0	0
Ambulance	494,403	540,823	526,801	437,078	666,324	589,944	605,371	786,441	605,337	406,966
Stormwater	0	0	0	600,000	392,188	600,000	600,000	600,000	600,000	600,000
<b>Total</b>	<b>642,536</b>	<b>634,060</b>	<b>572,739</b>	<b>1,084,231</b>	<b>1,208,408</b>	<b>1,224,649</b>	<b>1,468,598</b>	<b>1,422,368</b>	<b>1,205,337</b>	<b>1,006,966</b>

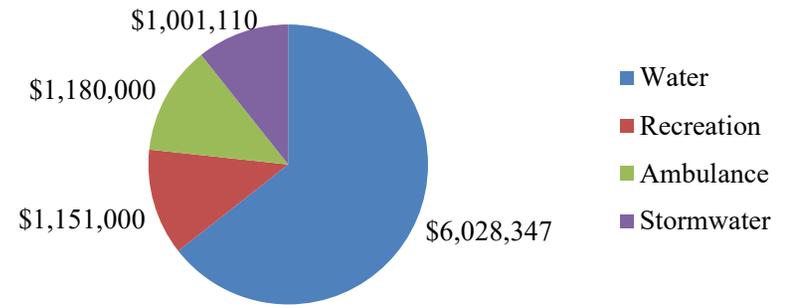
**Water Enterprise** – The Water Enterprise submitted a five-year plan during last year's budget process. The plan included a detailed operating budget and revenue projections. The Water Enterprise continues to be self-sustaining as they continue to update the town's infrastructure on an annual basis. At the April 26, 2024, Annual Town Meeting, the Town appropriated \$24.5m to build two PFAS Treatment Plants. The project is underway and expected to be completed in June 2027.

**Recreation Enterprise** - In FY25, the non-override budget subsidy decreased from \$263,227 to \$35,927 and we applied \$200,000 in Recreation Enterprise Retained Earnings to offset the budget. In FY26, the budget was balanced using \$1,043,281 in Revenue and \$180,000 from retained earnings without the need for a general fund subsidy. For FY27, we are projecting using \$1,151,000 in Revenue and \$190,526 in retained earnings to fund the \$1,341,526 budget request.

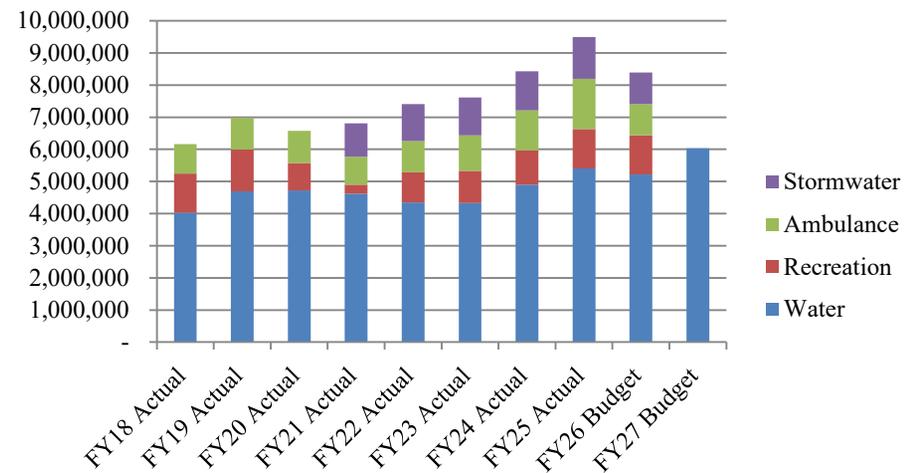
**Ambulance Enterprise** – The Advanced Life Support program was implemented in August of 2010. Since that time, the Fire Department has been focused on developing the program by both training current employees and hiring paramedics when vacancies occur. Due to the increased number of calls for service and an increase in rate, revenue has increased over the past few years from \$1,098,263 in FY23, \$1,243,682 in FY24, and \$1,564,161 in FY25. Through the first six months of FY26, Ambulance Enterprise Revenue is \$648,473.

**Stormwater Enterprise** – The Stormwater Management Enterprise fees were initially assessed in October 2020. The fee per residence range between \$37.50 to \$150.00 for this fiscal year, but will increase by 8% for FY27. The amount depends upon the impervious square footage on the property. Commercial properties will be charged depending upon how many Equivalent Residential Units (ERU’s) of impervious surface are located on their property. \$823,561 was collected by the end of December, 2024.

### FY27 Enterprise Revenue Budget



### Enterprise Revenue - FY18 to FY27



OTHER AVAILABLE FUNDS – A complete list of special revenue funds can be found in the annual town report.

**Capital Stabilization Fund** - This fund was established at the October 20, 2008 Special Town Meeting. At the October 16, 2021 Special Town Meeting, the town voted to appropriate \$470,000 from the proceeds of the sale of 63 Main Street to the Capital Stabilization Fund. Lastly, the town approved the appropriation \$580,000 from Capital Stabilization at the June 11, 2022 Town Meeting to build a fire training tower on Forge Village Road. The proceeds from the sale of 35 Town Farm Rd. are earmarked to reimburse the Capital Stabilization Fund. The current balance as of December 31, 2025 is \$611,633.

**Overlay Surplus** – Overlay is an annual account to cover anticipated abatements and exemptions of committed real and personal property taxes for that fiscal year. The overlay amount is determined by the Board of Assessors and may be raised in the tax rate without appropriation. Remaining balances in the overlay accounts are needed for pending abatements or outstanding Appellate Tax Board decisions. Excess overlay is determined, certified, and transferred by vote of the Board of Assessors to an Overlay Surplus Account. Overlay surplus may be appropriated for any lawful purpose or closed to the General Fund at the end of the year. For FY27, we are recommending to appropriate \$133,600 to offset the General Fund budget and to continue funding for an economic development consultant.

**Other Available Funds – Misc.** – See the below table for a *draft* list of FY27 appropriations:

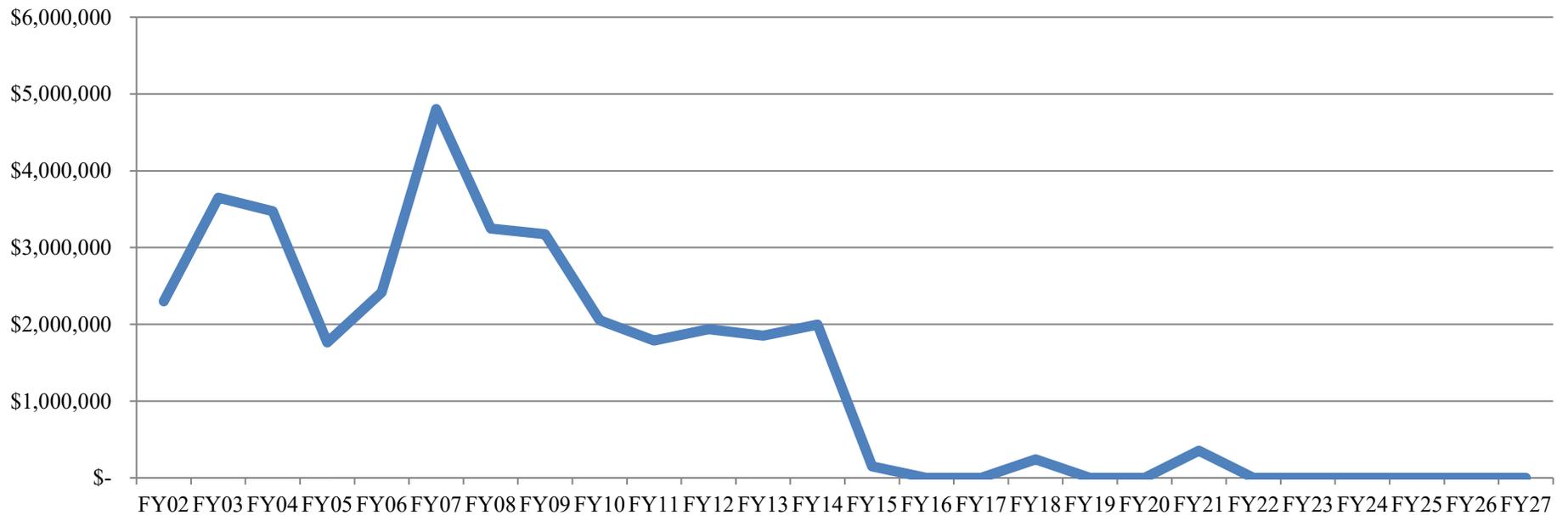
<b>Fund</b>	<b>Amount</b>	<b>Purpose</b>
Senior Center Fitness Revolving	\$3,000	To offset 541 Council on Aging budget
Personal Services Offsets	\$28,282	To fund the additional nurse hours and p/t help at Stony Brook Conservation Land
Roudenbush Revolving	\$13,000	To offset the debt service for the Roudenbush Building construction
Cemetery Perpetual Care Trust	\$10,000	To offset the operations of the Cemetery Department
Opioid Settlement Proceeds	\$25,000	To supplement the salary of the Community Wellness Coordinator
Summer Village Inspection Gift	\$11,727	To offset additional inspection hours for the Building Department
Overlay	\$133,600	To offset the FY27 budget
<b>Total</b>	<b>\$224,009</b>	

Community Preservation Funds – The Community Preservation Act (CPA) allows Westford to preserve the community character in the areas of open space, community housing, historical resources, and land for recreational use. Westford residents currently pay a 3% property tax surcharge to fund such projects. The Community Preservation Committee does not spend the revenue in the fiscal year that it is received. Rather, it is “banked” for the next fiscal year, which creates a healthy return on the investments.

Revenue History					
Fiscal Year	Penalties / Interest	Other Taxes - CPA Surcharge	CPA - State Share	Earnings on Investments / Market Adjustments	Total
2003	1,395.53	927,877.35	815,485.00	32,765.41	1,777,523.29
2004	2,724.99	1,010,454.76	924,436.00	76,600.82	2,014,216.57
2005	1,820.31	1,077,557.22	1,005,454.00	120,934.60	2,205,766.13
2006	1,433.27	1,139,232.16	1,078,627.00	116,414.27	2,335,706.70
2007	1,978.27	1,188,066.11	1,137,231.00	197,197.75	2,524,473.13
2008	2,348.42	1,220,210.29	1,190,322.00	289,460.41	2,702,341.12
2009	2,204.36	1,250,223.28	885,461.00	228,229.44	2,366,118.08
2010	2,527.72	1,284,730.99	485,429.00	175,070.12	1,947,757.83
2011	2,929.67	1,303,521.74	386,547.00	144,429.70	1,837,428.11
2012	2,355.58	1,361,387.74	385,895.00	106,484.46	1,856,122.78
2013	2,488.53	1,407,988.61	402,455.00	41,425.07	1,854,357.21
2014	2,915.23	1,456,660.02	818,612.00	63,390.85	2,341,578.10
2015	3,840.41	1,568,218.57	514,377.00	72,906.91	2,159,342.89
2016	4,048.90	1,644,891.63	513,583.00	96,236.22	2,258,759.75
2017	3,933.95	1,702,514.48	373,932.00	106,405.88	2,186,786.31
2018	4,115.34	1,755,479.40	324,179.00	146,892.05	2,230,665.79
2019	4,685.50	1,853,920.51	381,872.00	130,040.91	2,370,518.92
2020	5,406.12	1,965,218.56	500,852.00	190,616.28	2,662,092.96
2021	7,771.81	2,078,040.50	636,005.00	606,920.95	3,328,738.26
2022	6,922.01	2,164,286.25	1,015,749.00	(71,511.66)	3,115,445.60
2023	7,916.59	2,290,217.23	934,577.00	412,355.53	3,645,066.35
2024	4,800.35	2,338,409.64	517,403.00	556,840.09	3,417,453.08
2025	5,647.01	2,455,982.49	478,172.00	717,980.27	3,657,781.77
2026 12/31/25	1,792.11	1,212,918.10	466,310.00	357,562.08	2,038,582.29
<b>Total</b>	<b>88,001.98</b>	<b>37,658,007.63</b>	<b>16,172,965.00</b>	<b>4,915,648.41</b>	<b>58,834,623.02</b>

FREE CASH – Free Cash, which is certified as of July 1 each year by the Commonwealth’s Department of Revenue (DOR), represents the portion of General Fund surplus revenue that is unrestricted and available for appropriation. These funds, once certified, are historically used to fund the capital plan, snow and ice deficit, and any expenditure shortfalls that may occur during the year due to unforeseen circumstances. Free Cash is generated when the actual operating expenses are less than the amount budgeted, or when actual revenues exceed the original estimates. Below is a graph showing the amount of Free Cash used to balance the budget each year. In FY15, the town used \$149,339.07 at the October 2014 Special Town Meeting to balance the budget. The town was successful in FY16 and FY17 in not applying Free Cash, but in FY18 we appropriated \$241,143 to close a funding gap that was caused from a large drop off in new growth. In FY21, the COVID-19 pandemic caused a decrease in state aid and local revenue, so \$352,712 in Free Cash was applied to fund the gap. Of the \$352,712 in Free Cash applied, \$110,460 was to fund the prior snow & ice deficit. For FY27, we are proposing a balanced budget without the use of Free Cash.

### Free Cash Applied to Balance Operating Budget



REVENUES:	FY18 Budget	FY19 Budget	FY20 Budget	FY21 Budget	FY22 Budget	FY23 Budget	FY24 Budget	FY25 Budget	FY26 Budget	FY27 Budget
Tax Revenue	75,011,644	78,279,346	81,832,084	85,181,353	88,115,910	90,837,699	92,711,637	95,710,863	99,595,660	103,138,808
Local Revenue	8,102,955	8,280,007	8,465,701	7,956,260	7,738,424	8,266,131	7,463,398	7,717,769	8,007,479	8,626,969
State Aid	21,247,945	21,433,600	21,693,368	20,122,029	20,270,627	20,722,236	21,087,696	21,675,207	22,508,840	23,256,562
Free Cash - Appropriations	3,343,554	2,915,912	3,498,709	1,427,713	2,374,289	2,257,539	5,133,955	2,661,448	3,654,348	3,670,105
Free Cash - Offset Tax Rate	241,143	-	-	352,712	-	-	-	-	-	-
Available Funds	2,478,964	5,661,970	4,617,650	2,753,266	3,449,248	2,951,268	4,910,447	4,813,566	3,339,883	1,812,925
Enterprise Revenue	6,505,176	8,018,813	7,366,214	8,024,580	8,132,449	8,053,357	9,060,362	7,944,322	12,028,572	10,607,999
<b>TOTAL REVENUE</b>	<b>116,931,381</b>	<b>124,589,648</b>	<b>127,473,725</b>	<b>125,817,913</b>	<b>130,080,947</b>	<b>133,088,230</b>	<b>140,367,495</b>	<b>140,523,175</b>	<b>149,134,782</b>	<b>151,113,368</b>

### FY27 Projected Revenue

