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# ANNUAL REPORT

# Town of Westford

For the Year Ending  
June 30

# 2025



Bandstand on Sugar Loaf Hill, Graniteville

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## On the Front Cover



**The bandstand From Quincy Day's 1900 glass plate negative**

**29 June 1907, Graniteville.** The bandstand which was situated on Sugar Loaf hill for many years, and which has been an "eye sore" to the village for several months, has been torn down. As the "boys" attempted to make a bonfire of it last Fourth of July night, the committee in charge thought it was best to remove the temptation by getting it out of the way before the glorious Fourth came around.

*Westford Wardsman*

The new bandstand is fast assuming shape on Sugar Loaf hill, and when completes will present an attractive appearance. It is intended to have a roof of the pergola type, with steps leading directly from the outside, which is entirely different from the original stand that was sitting on the same site several years ago.

*Westford Wardsman, 23 Dec. 1933, p. 2*

Fire of an undetermined origin completely destroyed the band stand on Sugar Loaf hill near the M. E. church shortly after two o'clock on Monday morning.

*Westford Wardsman, 4 April 1936*

# VOLUNTEER ACTIVITY FORM

## Town of Westford

GOOD GOVERNMENT STARTS WITH YOU

If you are interested in serving on a town committee, please fill out the Volunteer Activity Form on the town's website at [data.westfordma.gov/bc/newcaf.php](http://data.westfordma.gov/bc/newcaf.php).

Or fill out this form and mail it to the Town Manager, Town Hall, 55 Main Street, Westford, MA 01886.

All committee vacancies will be filled by those deemed most qualified to serve in a particular capacity.

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Home Address: \_\_\_\_\_

Mailing Address (if different from home address): \_\_\_\_\_

Phone Numbers: \_\_\_\_\_

Email Address: \_\_\_\_\_

Current Occupation/Current Employer: \_\_\_\_\_

Narrative: Please tell us how much time you have available and any education, experience, or special skills that may be relevant to the committee(s) you are interested in.

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Which committee/board(s) are you interested in (limit 5 per application)? A complete list of town committees and boards is available online at: [data.westfordma.gov/bc/boards.php](http://data.westfordma.gov/bc/boards.php)

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\_\_\_\_\_

\_\_\_\_\_

View the Select Board Appointment Process for Boards and Committees: <https://westfordma.gov/DocumentCenter/View/17101/Board-and-Committee-Appointment-Process-2025>

Scan this QR code with your smartphone to learn more:



# **TOWN OF WESTFORD MASSACHUSETTS**

## **Annual Report**

For the fiscal year ending June 30, 2025

**Annual Town Meeting**  
Saturday, March 22, 2025

**Annual Town Election**  
Tuesday, May 6, 2025

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# Elected Officials as of June 30, 2025

## BOARD OF HEALTH

Michelle Pitoniak-Crawford	15 Shelly Ln	<b>3-YEAR TERM</b> (2023-2026)
Maeghan Hughes	7 Blue Ridge Rd	(2023-2026)
Joanne Belanger	6 Marie Ann Dr	(2024-2027)
Stephanie D Granger	101 Russells Way	(2025-2028)
Stephan Goupil	19 Robinson Rd	(2025-2028)

## HOUSING AUTHORITY

Carol Engel	26 Lowell Rd	<b>3-YEAR TERM</b> (2021-2026)
Diane L. Holmes	14 Sandstone Rd	(2022-2027)
Nancy J. Cook	25 North Main St	(2023-2028)
Barbara Upperman	7 Church St	(2024-2029)
Patricia L. Dubey	30 Pleasant St	(2025-2030)

## JV FLETCHER LIBRARY TRUSTEES

Caroline Roache	38 Kirsi Cir	<b>3-YEAR TERM</b> (2023-2026)
Lynn Clermont	24 Byrne Ave	(2023-2026)
Marianne Fleckner	23R Almeria Cir	(2024-2027)
Mary Elizabeth Siegel	155 Westview Dr	(2025-2028)
Elizabeth Diercks	64 Lake Shore Dr South	(2025-2028)
Glen Secor	56 R Pleasant St	(2025-2028)

## MODERATOR

Angela Harkness	15 Castle Rd	<b>3-YEAR TERM</b> (2023-2026)
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## PLANNING BOARD

Dylan H. O'Connor	3 Lambert Way	<b>3-YEAR TERM</b> (2022-2027)
Joan Croteau	10 Boutwell Hill Rd	(2023-2026)
Darrin Wizst	1 Noonan Way	(2023-2028)
Michael Bonenfant	3 Hadley Rd	(2024-2029)
Robert L. Shaffer	7 Blakes Hill Rd	(2025-2030)

## SELECT BOARD

G. Thomas Clay	7 Ward Hill Rd	<b>3-YEAR TERM</b> (2023-2026)
Chris Barrett	13 Vose Hill Rd	(2023-2026)
John H. Cunningham	4 Butternut Rd	(2024-2027)
Noelle L. Donovan	11 Moore Rd	(2025-2028)
Sean P. Kelly	7 Chestnut Rd	(2025-2028)

## SCHOOL COMMITTEE

Valery Young	4 Marie Anne Dr	<b>3-YEAR TERM</b> (2023-2026)
William McDonald	32 Pierce Ave	(2023-2026)
Kathryn Clear	14 Sawmill Dr	(2024-2027)
Laurie Oliver	110 Lowell Rd	(2024-2027)
Shana Ann Farnsworth	83 Groton Rd	(2025-2028)
Jessica Lynn Silverman	10 Drawbridge Rd	(2025-2028)

# Appointed Officials as of June 30, 2025

## AFFORDABLE HOUSING TRUST

APPOINTED BY THE SELECT BOARD

		TERM EXPIRATION
Joan Croteau	10 Boutwell Hill Rd.	<b>2-YEAR TERM</b> 6/30/2027
J. Scott Hazelton	76 Nutting Rd.	6/30/2027
Marianne Nelson	4 Main St.	6/30/2027
Ragi Ramachandran	7 Apache Way	6/30/2027
Drew Vernalia	10 Groton Rd.	6/30/2027
Alden Wood	122 Depot St.	6/30/2027

## AGRICULTURAL COMMISSION

APPOINTED BY THE SELECT BOARD

		3-YEAR TERM
Joyce Bruno	26 Pierce Ave.	6/30/2026
Sharon A. Chew	12 Robinwood Cir.	6/30/2026
Joana Liu Donaher	90 Hildreth St.	6/30/2027
Noelle L. Donovan	11 Moore Rd.	6/30/2026
Mark O'Lalor	105 Concord Rd.	6/30/2026
Pooja Kapoor	99 Main St.	6/30/2027
Darren Teyssedou	14 Russells Way	6/30/2026

## BOARD OF ASSESSORS

APPOINTED BY THE TOWN MANAGER

		3-YEAR TERM
Diane Holmes	13 Sandstone Rd.	6/30/2028
Titus A. Palmer	15 Vose Rd.	6/30/2027

## BOARD OF CEMETERY COMMISSIONERS

APPOINTED BY THE TOWN MANAGER

		3-YEAR TERM
Linda Greene	11 Reinsway Cir.	6/30/2028
Jennifer Johnson	1 Court Rd.	6/30/2026
Mary D. Lyman	3 Tadmuck Ln.	6/30/2026
Terry M. Stader	2A Old Colony Dr.	6/30/2027

## BOARD OF WATER COMMISSIONERS

APPOINTED BY THE TOWN MANAGER

		3-YEAR TERM
Chauncey Chu	1 Green Needles Rd.	6/30/2026
Hugh C. Maguire	127 Cold Spring Rd.	6/30/2027
Titus A. Palmer	15 Vose Rd.	6/30/2026
Timothy Hall (alt.)	51 North Main St.	6/30/2028

## BUDGET TASK FORCE

APPOINTED BY THE SELECT BOARD

		DISBANDED MAY 14, 2024
Christopher Chew	23 Depot St.	No expiration date
G. Thomas Clay	7 Ward Hill Rd.	No expiration date
Shana A. Farnsworth	81 Groton Rd.	No expiration date
Kristina Greene	1 Chesapeake Dr.	No expiration date
Vibhu Jain	12 Chandler Rd.	No expiration date
Erika Kohl	4 Frances Hill Rd.	No expiration date

# Appointed Officials as of June 30, 2025

## **BUDGET TASK FORCE – CONTINUED**

APPOINTED BY THE SELECT BOARD

Kristen Las, Town Manager	55 Main St.
Jenny Lin	23 Depot St.
Amy Lundquist	6 Heritage Way
Dan O'Donnell, Finance Dir.	55 Main St.
Valery Young	4 Marie Ann Dr.

TERM EXPIRATION

**DISBANDED 5/14/2024**

No expiration date  
 No expiration date  
 No expiration date  
 No expiration date  
 No expiration date

## **BYLAW REVIEW COMMITTEE**

APPOINTED BY THE SELECT BOARD

Joan Croteau	10 Boutwell Hill Rd.
Laurie Shaw, Town Clerk	55 Main St.

**3-YEAR TERM**

6/30/2028  
 No expiration date

## **CAPITAL PLANNING COMMITTEE**

APPOINTED BY THE TOWN MANAGER

Chris Barrett	13 Vose Hill Rd.
Chris Chew	23 Depot St.
John Cunningham	4 Butternut Rd.
Heather Fitzpatrick	13 Shannon Cir.
Kristina V. Green	1 Chesapeake Dr.
Paul J. Hajjar	2 Park View Cir.
Kristen Las, Town Manager	55 Main St.
Jenny Lin, School Fin. Dir.	23 Depot St.
Thomas J. Mahanna	4 Butterfield Ln.
Dan O'Donnell, Finance Dir.	55 Main St.
Valery Young	4 Marie Ann Dr.

**3-YEAR TERM**

No expiration date  
 No expiration date

## **CLEAN ENERGY AND SUSTAINABILITY COMMITTEE**

APPOINTED BY THE SELECT BOARD

Michael Berlinski	37 Crown Rd.
Sriman Banerjee	1 Primrose Ln.
Gerald DiBello	6 Court Rd.
Erika Kohl	4 Frances Hill Rd.
Beth A. Perkins	9 Patriot Ln.
Matthew L. Riegert	8 Castle Rd.
Thomas L. Teller	9 Texas Rd.
Mark Tincknell	9 Joyce Cir.
Noelle L. Donovan	

**3-YEAR TERM**

6/30/2026  
 6/30/2026  
 6/30/2025  
 6/30/2027  
 6/30/2028  
 6/30/2028  
 6/30/2026  
 6/30/2026  
 6/30/2026

## **COMMISSION ON DISABILITY**

APPOINTED BY THE SELECT BOARD AND TOWN MANAGER

Dawn Brantley	2 Abbot Mill Ln.
Kathryn Clear	14 Sawmill Dr.
Wendy Gloyd	16 Pleasant St.
J. Scott Hazelton	76 Nutting Rd.
Lisa Potvin	21 South Chelmsford St.

**3-YEAR TERM**

2/26/2026  
 6/30/2028  
 6/30/2027  
 6/30/2026  
 2/26/2026

# Appointed Officials as of June 30, 2025

## COMMISSION ON DISABILITY – CONTINUED

APPOINTED BY THE SELECT BOARD AND TOWN MANAGER

		TERM EXPIRATION
Patricia Reppucci	15 Lucille Ave.	<b>3-YEAR TERM</b> 6/30/2027
Melanie Silverman	3 Vose Hill Rd.	6/30/2026
Matthew Tricca	23 Hyacinth Dr.	6/30/2026

## COMMUNICATIONS ADVISORY COMMITTEE

APPOINTED BY THE SELECT BOARD

		1-YEAR TERM
Robert S. Jefferies	11 Boston Rd	6/30/2026
Robert S. Rafferty	3 Bradford St.	6/30/2026
Thomas Spuhler	232 Concord Rd.	6/30/2026
Milind Tamaskar	5 Erins Way	6/30/2026
Michael Wells	55 Main St.	6/30/2026

## COMMUNITY BEHAVIORAL MENTAL HEALTH COMMITTEE

APPOINTED BY THE TOWN MANAGER

		3-YEAR TERM
Patricia Blackstock	28 Village Green Dr., N. Andover, MA	6/30/2026
Alison B. Christopher	55 Main St.	6/30/2026
Nancy J. Cook	25 North Main St.	6/30/2026
Rae Dick	55 Main St.	6/30/2026
Sarah Glatt	18 Bayberry Rd.	6/30/2026
Susan M. Hanly	26 Kirsi Cir.	6/30/2026
Nicole K. Laviolette	55 Main St.	6/30/2026
Richard K. Layne, Jr.	893 High St., Candia, NH	6/30/2026
Rebecca Lockwood	20 Willow St., Leominster, MA	6/30/2026
Courtney Moran	23 Depot St.	6/30/2026
Brittany Nash	55 Main St.	6/30/2026
Clare M. O'Brien	2 MacQuarrie Ln.	6/30/2026
Rachel C. O'Toole	12 North Hill Rd.	6/30/2026
James D. Peloquin	53 Main St.	6/30/2026
Andrea Peraner-Sweet	21 Kirsi Cir.	6/30/2026
Babita Kapur Piplani	2 Downs Rd.	6/30/2026
Mary E. Rockwood	3 Windsor Way	6/30/2026
Katherine Lee Steele-Dantin	236 Concord Rd.	6/30/2026
Jillian Thatcher	11 Misty Ln.	6/30/2026
Mary-Ellen Wildman	88 Powers Rd.	6/30/2026

## COMMUNITY PRESERVATION COMMITTEE

APPOINTED BY THE SELECT BOARD

		3-YEAR TERM
Marilyn Frank	6 Chamberlain Rd.	6/30/2028
Michael Furman	26 Palermo St.	6/30/2026
Kathleen A. Healy	95 North Main St.	6/30/2027
Diane Holmes	13 Sandstone Rd.	6/30/2026
Jamie Holmes	20 Moore Rd.	6/30/2028
Robert S. Jefferies	11 Boston Rd.	6/30/2027
Christine M. MacMillan	12 Maple St.	6/30/2027
Dylan O'Connor	3 Lambert Way	6/30/2027

# Appointed Officials as of June 30, 2025

## COMMUNITY PRESERVATION COMMITTEE – CONTINUED

APPOINTED BY THE SELECT BOARD

Robert Price	18 Stratton Hill Rd.
Robert Stafford	22 Leland Rd.

TERM EXPIRATION

**3-YEAR TERM**

6/30/2025

6/30/2026

## CONSERVATION COMMISSION

APPOINTED BY THE SELECT BOARD

Noel Almeida	41 West St.
Noelle L. Donovan	11 Moore Rd.
Eric Fahle	9 Long Sought For Pond
Marilyn Frank	6 Chamberlain Rd.
James S. Gozzo	6 Carolina Ln.
Ann R. Jefferies	11 Boston Rd.
Margaret Wheeler	171 Depot St.

**3-YEAR TERM**

6/30/2028

6/30/2026

6/30/2026

6/30/2028

6/30/2026

6/30/2027

6/30/2026

## CONSTABLE

APPOINTED BY THE SELECT BOARD

Patty Dubey	55 Main St.
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**2-YEAR TERM**

6/30/2027

## COUNCIL ON AGING

APPOINTED BY THE TOWN MANAGER

Nancy J. Cook	25 North Main St.
Helena Crocker	34 West St.
Patricia Dubey	30 Pleasant St.
Patricia A. Holmes	7 Church St.
Joseph Lapiana	46 Tenney Rd
Terry M. Stader	2A Old Colony Dr.
Robert Tierney	10 Tallard Rd
Barbara Upperman	7 Church St.
Kathryn S. Wilson	59 North Main St.

**3-YEAR TERM**

6/30/2028

Member Emeritus

6/30/2028

6/30/2025

6/30/2027

6/30/2026

Member Emeritus

6/30/2028

6/30/2028

## CULTURAL COUNCIL

APPOINTED BY THE SELECT BOARD

Claire A. France	6 Country Rd.
Apparao Karri	102 Russells Way
Frances McDermott	4 Links Rd.
Babita Kapur Piplani	2 Downs Rd.
Seema P. Pusalkar	2 Sweetwood Cir.
Vidya Raman	11 Woodbury Dr.
Dongchun Wang	10 Quarry Hill Rd.

**3-YEAR TERM**

6/30/2027

6/30/2026

6/30/2027

6/30/2027

6/30/2028

6/30/2026

6/30/2027

## DIVERSITY, EQUITY, AND INCLUSION COMMITTEE

APPOINTED BY THE SELECT BOARD & SCHOOL COMMITTEE

Muhammed Ali	83 Tenney Rd.
Haining Bao	118 Carlisle Rd.
Dawn Brantley	2 Abbot Mill Ln.

**3-YEAR TERM**

7/13/2026

6/30/2026

6/30/2026

# Appointed Officials as of June 30, 2025

## **DIVERSITY, EQUITY, AND INCLUSION COMMITTEE – CONTINUED**

APPOINTED BY THE SELECT BOARD & SCHOOL COMMITTEE

		TERM EXPIRATION
Nancy J. Cook	25 North Main St.	<b>3-YEAR TERM</b> 6/30/2026
Catherine Creed	10 Vose Hill Rd.	7/13/2026
Joanne Derr	7 Preservation Way	7/13/2026
Joe Diamond	7 Trailside Way	6/30/2026
Wendy Gloyd	16 Pleasant St.	6/30/2026
Scott Harkness	15 Castle Rd.	6/30/2026
Cynthia King	82 Depot St.	7/13/2026
Madonna McKenzie	28 Cold Spring Rd.	6/30/2026
Marieclare O'Neal	12 Dana Dr.	7/13/2026
Meghna Patil	15 Blakes Hill Rd.	7/13/2026
Seema Pusalkar	2 Sweetwood Cir.	6/30/2026
Anjali Rajput	9 Timberlee Ln.	6/30/2026
Patricia Reppucci	15 Lucille Ave.	6/30/2026
Radhika Sriram	46 Boston Rd.	7/13/2026
Anita Tonakarn-Nguyen	9 Plain Rd.	7/13/2026

## **DOG PARK TASK FORCE**

APPOINTED BY THE SELECT BOARD

		3-YEAR TERM
Karen Hudson	5 Carlisle Rd.	6/30/2026
Chris M. Lengyel	16 Dana Dr.	6/30/2026
Cheryl McGrath	3 Jarvis Way	6/30/2026
Amy L. Verreault	27 Monadnock Dr.	6/30/2024

## **ECONOMIC DEVELOPMENT COMMITTEE**

APPOINTED BY THE SELECT BOARD

		3-YEAR TERM
Leonard Bruskiwitz	14 Butterfield Ln.	6/30/2027
G. Thomas Clay	7 Ward Hill Rd.	6/30/2027
Joseph Giniewicz	55 Main St.	6/30/2026
Bryan Jonathan Knight	22 Misty Ln.	5/07/2027
Kristen Las, Town Manager	55 Main St.	6/30/2027
Jeff Morrissette	55 Main St.	6/30/2027
Imran Nawaz	3 Rolling Meadow Ln.	6/30/2027
Michael Rinaldi	15 Buckingham Dr.	6/30/2027
Bruce J. Rosenberg	123 Westview Dr.	6/30/2027
Cheryl K. Serpe	7 Pershing St.	6/30/2027
Sundar Subramanian	63 Hildreth St.	6/30/2026
Mike Young	31 Heather Dr.	6/30/2025

## **EMERGENCY MANAGEMENT**

APPOINTED BY THE TOWN MANAGER

		1-YEAR TERM
Andy Sherman	53 Main St.	6/30/2028
Mike Denehy	55 Main St.	6/30/2028

# Appointed Officials as of June 30, 2025

## FENCE VIEWER

APPOINTED BY THE SELECT BOARD

Jim Gozzo 6 Carolina Ln.  
Albert Prescott 16 Lake Shore Dr. N.

TERM EXPIRATION

**1-YEAR TERM**

6/30/2026

6/30/2026

## FINANCE COMMITTEE

APPOINTED BY THE TOWN MODERATOR

Dennis J. Galvin	90 Concord Rd.	<b>3-YEAR TERM</b> 6/30/2026
Kristina V. Greene	1 Chesapeake Dr.	6/30/2027
Nate McKinnon	8 Sherlock Ln	6/30/2027
Shinji Yue	10 Shannon Cir	6/30/2026
Shelby M. MacLeod	60 Main St.	6/30/2028
Beth O. Morrison	10 Kelly Rd.	6/30/2026
Hari K. Vetsa	4 Mamie Ln.	6/30/2028
John Fryer	7 Wilson Farm Rd.	6/30/2027
Jonathan Leffers	6 Blades Rd	6/30/2027

## HEALTH INSURANCE TRUST

APPOINTED BY THE SELECT BOARD

Jesse Beyer	55 Main St.	<b>3-YEAR TERM</b> 6/30/2027
John H. Cunningham	4 Butternut Rd.	6/30/2027
Christine Collins	55 Main St.	6/30/2027
Nate Mackinnon	8 Sherlock Ln.	6/30/2027
Pamela Hicks	55 Main St.	6/30/2027
Kristine Jussaume	55 Main St.	6/30/2027
Dan O'Donnell	55 Main St.	6/30/2027

## HEALTHY WESTFORD COMMITTEE

APPOINTED BY THE SELECT BOARD

Rae A. Dick	55 Main St.	<b>3-YEAR TERM</b> 6/30/2025
Don Galya	11 Mark Vincent Dr.	6/30/2026
William H. Harman	7A Old Colony Rd.	6/30/2026
Sean P. Kelly	7 Chestnut Rd.	6/30/2025
Katherine M. Russell	3 Maura Cir.	6/30/2027

## HISTORICAL COMMISSION

APPOINTED BY THE SELECT BOARD

Brian G. Alcorn	18 Boston Rd.	<b>3-YEAR TERM</b> 6/30/2026
Brenda J. Grant	3 Sawmill Rd.	6/30/2026
David G. Gutbrod	74 Depot St.	6/30/2026
Dave Meichsner	21 Shawnee Pl.	6/30/2026
Robert Stafford	22 Leland Rd.	6/30/2026

# Appointed Officials as of June 30, 2025

## INSURANCE ADVISORY COMMITTEE

TERM EXPIRATION

VOTED BY UNIONS

Marilyn Frank	Retiree Representative	No expiration date
Rick Harbaum	AFSCME/School Custodian	No expiration date
Keri Evinson	CWA Chief Union Steward	No expiration date
Ellen D. Rainville	Non-union Representative	No expiration date
Chris Ricard	WSOA-Police Supervisors	No expiration date
Tim Whitcomb	OPEIU	No expiration date
Kristine Jussaume	WEA/Unit A Teachers	No expiration date

## LOWELL REGIONAL TRANSIT AUTHORITY

APPOINTED BY SELECT BOARD

**3-YEAR TERM**

Robert Rafferty	3 Bradford St.	6/30/2025
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## MBTA COMMUNITIES MULTI-FAMILY HOUSING ADVISORY COMMITTEE

APPOINTED BY TOWN MANAGER

**3-YEAR TERM**

Paul F. Alphen	9 Boutwell Hill Rd.	5/8/2026
Joan Croteau	10 Boutwell Hill Rd.	5/8/2026
James Kazeniac	4 Robinson Rd.	5/8/2026
Carolyn Lumenello	4 Old Colony Rd.	5/8/2026
Scott D. Mackay	7 Crown Rd.	5/8/2026
Alexander J. Mancuso	53 Hildreth St.	5/8/2026
Samuel Palmer	222 Littleton Rd.	5/8/2026
Christopher P Sanders	4 Koala Bear Ln.	5/8/2026
Cheryl K. Serpe	7 Pershing St.	5/8/2026
Drew Vernalia	10 Groton Rd.	5/8/2026
Hari K. Vetsa	4 Mamie Ln.	5/8/2026

## MONUMENTS AND MEMORIALS COMMITTEE

APPOINTED BY SELECT BOARD

**3-YEAR TERM**

David Christiana	65 Boston Rd.	6/30/2025
Nancy J. Cook	22 North Main St.	6/30/2025
Marilyn P. Day	51 Graniteville Rd.	6/30/2025
Linda Greene	11 Reinsway Cir.	6/30/2025
Beaver S.C. Rogers	55 Main St.	6/30/2025
Terry M. Stader	2A Old Colony Dr.	6/30/2025

## NASHOBA VALLEY TECHNICAL HIGH SCHOOL DISTRICT

APPOINTED BY THE SCHOOL COMMITTEE  
& SELECT BOARD

**3-YEAR TERM**

Alicia Mallon	86 Tadmuck Rd.	3/31/2026
Abbie Matthew (alt.)	2 Phillips Dr.	3/31/2025

# Appointed Officials as of June 30, 2025

## **NORTHERN MIDDLESEX COUNCIL OF GOVERNMENTS**

APPOINTED BY SELECT BOARD & PLANNING BOARD

David Christiana	65 Boston Rd.	6/30/2025
Nancy J. Cook	22 North Main St.	6/30/2025
Chris Barrett	13 Vose Hill Rd.	6/30/2025
Joan Croteau	10 Boutwell Hill Rd.	6/30/2026
Jim Silva	98 Chamberlain Rd.	6/30/2025

TERM EXPIRATION

### **1-YEAR TERM**

## **PARKERVILLE SCHOOLHOUSE COMMITTEE**

APPOINTED BY TOWN MANAGER

Heidi Hatke	78R Carlisle Rd.	6/30/2026
June W. Kennedy	31 Old Lowell Rd.	6/30/2027
Jo-Anne Lund	43 Hildreth St.	6/30/2026
Ruth Margetts	14 Hidden Valley Rd.	6/30/2025
Florence Michaelides	55 Main St.	6/30/2026
Joseph Morano	233 Concord Rd.	6/30/2025
John A. Wilder	61 Carlisle Rd.	6/30/2027

### **3-YEAR TERM**

## **PARKS AND RECREATION COMMISSION**

APPOINTED BY TOWN MANAGER

Chris Barrett	13 Vose Hill Rd.	6/30/2025
Kathleen M. Burns	2 LaSalette Rd.	6/30/2024
Lauren Forbes	91 Carlisle Rd.	6/30/2024
Michael S. Furman	26 Palermo St.	6/30/2025
Elizabeth Garber	156 Plain Rd.	6/30/2027
Brock A. Moses	14 Old Lowell Rd.	6/30/2026
Jacqueline Murphy	3 Misty Ln.	6/30/2024
Courtney Young	4 Main St.	6/30/2024

### **3-YEAR TERM**

## **PEDESTRIAN SAFETY COMMITTEE**

APPOINTED BY SELECT BOARD

Chris Barrett	13 Vose Hill Rd.	6/30/2026
Jessica Boulanger	36 Elm Rd.	6/30/2027
Don Galya	11 Mark Vincent Rd.	6/30/2026
J. Scott Hazelton	76 Nutting Rd.	6/30/2025
Thomas M. Hinkle	10 Maple Rd.	6/30/2025
Kate Hollister	25 Vine Brook Rd.	6/30/2024
Karen Hudson	35 Carlisle Rd.	6/30/2025
Jeffrey Olshan	7 Landmark Rd.	6/30/2024
Mingquan Zheng	3 Joyce Cir.	6/30/2024

### **3-YEAR TERM**

# Appointed Officials as of June 30, 2025

## PERMANENT TOWN BUILDING COMMITTEE

APPOINTED BY SELECT BOARD

		TERM EXPIRATION
Nancy Cook	22 North Main St.	<b>3-YEAR TERM</b> 6/30/2025
J. Scott Hazelton	76 Nutting Rd.	6/30/2026
Chris Karpinsky	116 Carlisle Rd.	6/30/2026
Thomas J. Mahanna	4 Butterfield Ln.	6/30/2026
Jeanne K. Roberts	1 Hildreth St.	6/30/2026
James Zegowitz	178 Carlisle Rd.	6/30/2026

## PERSONNEL ADVISORY COMMITTEE

APPOINTED BY SELECT BOARD

		3-YEAR TERM
Joan E. Bennett	74 Parkhurst Dr.	6/30/2027
Pam Hicks	55 Main St.	6/30/2025
Kristen Las, Town Manager	55 Main St.	6/30/2025
Denise Vuilleumier	1210 Princeton Way	6/30/2027

## RECYCLING COMMISSION

APPOINTED BY TOWN MANAGER

		3-YEAR TERM
Kris Erickson	41 Keyes Rd.	6/30/2025
George H. Haines	2 Canter Cir.	6/30/2025
Elizabeth P. Sawyer	6 Holly Ln.	6/30/2027
Nick R. Schott	18 Spruce Rd.	6/30/2024
Charles Stark	14 Christopher Rd.	6/30/2025
Kenneth Teal	3 Beaver Dam Dr.	6/30/2025

## REGISTRARS OF VOTERS

APPOINTED BY SELECT BOARD

		3-YEAR TERM
Laurie Shaw, Town Clerk	55 Main St.	No expiration date
Alisa Nakashian-Holsberg	6 Betty Ln.	3/31/2027
John H. Ricketson	5 Westford Hills Rd.	3/31/2026
Beverly A. Woods	74 Tenney Rd.	3/31/2025

## SCHOLARSHIP AND GRANT COMMITTEE

APPOINTED BY SELECT BOARD

		3-YEAR TERM
Kristi Bates	23 Pierce Ave.	6/30/2027
Andrea Mejia	23 Depot St.	6/30/2025
Brock Moses	1 Old Lowell Rd.	6/30/2027
Seema Pusalkar	2 Sweetwood Cir.	6/30/2027

## TAX POSSESSION SALES COMMITTEE

APPOINTED BY SELECT BOARD

		3-YEAR TERM
David R. Earl	8B Old Colony Dr.	6/30/2026
William H. Harman	7A Old Colony Dr.	6/30/2025

# Appointed Officials as of June 30, 2025

## TOWN FOREST COMMITTEE

APPOINTED BY TOWN MANAGER

Alicia Mallon	86 Tadmuck Rd.
Abbie Matthew (alt.)	2 Phillips Dr.
Kyle Fox	55 Main St.
James S. Gozzo	6 Carolina Ln.
Hugh C. Maguire	127 Cold Spring Rd.

TERM EXPIRATION

### 3-YEAR TERM

3/31/2026
3/31/2025
6/30/2025
6/30/2025
6/30/2025

## 35 TOWN FARM ROAD

APPOINTED BY SELECT BOARD

Dan Britko	88 Cold Spring Rd.
Lynn L. Cohen	16 Fletcher Rd.
Nancy J. Cook	25 North Main St.
Marilyn Day	51 Graniteville Rd.
Mike Denehy	65 Boston Rd.
David G. Gutbrod	74 Depot St.
Ellen S. Harde	39 Main St.
J. Scott Hazelton	76 Nutting Rd.
Diane Hendriks	11 Crown Rd.
Pat Louch	1 Pleasant St.
George E. Murray	14 Heywood Rd.
Robert J. Waskiewicz	120 Groton Rd.

No expiration date

# Democratic State Primary – September 3, 2024

<b>TOWN OF WESTFORD</b>								
<b>Democratic State Primary</b>								
<b>September 3, 2024</b>								
Official Results								
	PRECINCT 1	PRECINCT 2	PRECINCT 3	PRECINCT 4	PRECINCT 5	PRECINCT 6	PRECINCT 7	TOTAL
<b>Senator in Congress (Vote for ONE)</b>								
Blanks	11	23	21	30	22	18	15	140
Elizabeth Ann WARREN	265	289	398	362	313	267	382	2,276
Write Ins	6	5	4	8	5	6	4	38
<b>TOTALS</b>	<b>282</b>	<b>317</b>	<b>423</b>	<b>400</b>	<b>340</b>	<b>291</b>	<b>401</b>	<b>2,454</b>
<b>Representative in Congress (Vote for ONE)</b>								
Blanks	15	18	12	25	15	13	14	112
Lori Loureiro TRAHAN	266	295	407	373	323	272	381	2,317
Write Ins	1	4	4	2	2	6	6	25
<b>TOTALS</b>	<b>282</b>	<b>317</b>	<b>423</b>	<b>400</b>	<b>340</b>	<b>291</b>	<b>401</b>	<b>2,454</b>
<b>Councillor (Vote for ONE)</b>								
Blanks	33	39	44	52	42	34	43	287
Paul M DEPALO	248	276	376	346	297	255	356	2,154
Write Ins	1	2	3	2	1	2	2	13
<b>TOTALS</b>	<b>282</b>	<b>317</b>	<b>423</b>	<b>400</b>	<b>340</b>	<b>291</b>	<b>401</b>	<b>2,454</b>
<b>Senator in General Court (Vote for ONE)</b>								
Blanks	31	33	45	43	36	33	34	255
John J CRONIN	249	281	375	355	303	256	365	2,184
Write Ins	2	3	3	2	1	2	2	15
<b>TOTALS</b>	<b>282</b>	<b>317</b>	<b>423</b>	<b>400</b>	<b>340</b>	<b>291</b>	<b>401</b>	<b>2,454</b>
<b>Representative in General Court (Vote for ONE)</b>								
Blanks	19	34	11	32	24	19	15	154
James ARCIERO	261	279	409	365	313	268	383	2,278
Write Ins	2	4	3	3	3	4	3	22
<b>TOTALS</b>	<b>282</b>	<b>317</b>	<b>423</b>	<b>400</b>	<b>340</b>	<b>291</b>	<b>401</b>	<b>2,454</b>
<b>Clerk of Courts (Vote for ONE)</b>								
Blanks	33	43	44	47	41	36	43	287
Michael A SULLIVAN	249	271	376	350	298	255	356	2,155
Write Ins	0	3	3	3	1	0	2	12
<b>TOTALS</b>	<b>282</b>	<b>317</b>	<b>423</b>	<b>400</b>	<b>340</b>	<b>291</b>	<b>401</b>	<b>2,454</b>
<b>Register of Deeds (Vote for ONE)</b>								
Blanks	22	17	18	22	15	18	21	133
Karen M CASSELLA	83	97	121	101	95	94	119	710
Sokhary Chan CHAU	76	97	112	120	105	87	125	722
Joseph D READY	100	104	170	156	124	92	135	881
Write Ins	1	2	2	1	1	0	1	8
<b>TOTALS</b>	<b>282</b>	<b>317</b>	<b>423</b>	<b>400</b>	<b>340</b>	<b>291</b>	<b>401</b>	<b>2,454</b>
Total Democratic Ballots cast	282	317	423	400	340	291	401	2,454
<b>Total Registered Democrats</b>	<b>454</b>	<b>524</b>	<b>509</b>	<b>502</b>	<b>502</b>	<b>509</b>	<b>626</b>	<b>3,626</b>
<b>TOTAL REGISTERED VOTERS</b>	<b>2,471</b>	<b>2,649</b>	<b>2,847</b>	<b>2,451</b>	<b>2,596</b>	<b>2,955</b>	<b>3,077</b>	<b>19,046</b>
Total Voter Turnout (all primaries)	462	433	600	518	492	503	551	3,559
% Voter Turnout	19%	16%	21%	21%	19%	17%	18%	19%

# Republican State Primary – September 3, 2024

<b>TOWN OF WESTFORD</b>								
<b>Republican State Primary</b>								
<b>September 3, 2024</b>								
<b>Official Results</b>								
	PRECINCT 1	PRECINCT 2	PRECINCT 3	PRECINCT 4	PRECINCT 5	PRECINCT 6	PRECINCT 7	TOTAL
<b>Senator in Congress (Vote for ONE)</b>								
Blanks	3	1	1	5	3	4	1	18
Robert J ANTONELLIS	66	45	64	26	33	79	52	365
Ian CAIN	7	13	15	11	10	15	17	88
John DEATON	100	56	91	72	102	113	76	610
Write Ins	2	1	1	0	0	0	0	4
<b>TOTALS</b>	<b>178</b>	<b>116</b>	<b>172</b>	<b>114</b>	<b>148</b>	<b>211</b>	<b>146</b>	<b>1,085</b>
<b>Representative in Congress (Vote for ONE)</b>								
Blanks	159	102	148	102	132	179	138	960
Write Ins	19	14	24	12	16	32	8	125
<b>TOTALS</b>	<b>178</b>	<b>116</b>	<b>172</b>	<b>114</b>	<b>148</b>	<b>211</b>	<b>146</b>	<b>1,085</b>
<b>Councillor (Vote for ONE)</b>								
Blanks	43	28	38	28	33	47	25	242
Andrew J COUTURE	133	88	133	86	115	162	121	838
Write Ins	2	0	1	0	0	2	0	5
<b>TOTALS</b>	<b>178</b>	<b>116</b>	<b>172</b>	<b>114</b>	<b>148</b>	<b>211</b>	<b>146</b>	<b>1,085</b>
<b>Senator in General Court (Vote for ONE)</b>								
Blanks	35	22	30	14	27	39	21	188
Nicholas A PIRRO III	140	94	140	98	121	164	125	882
Write Ins	3	0	2	2	0	8	0	15
<b>TOTALS</b>	<b>178</b>	<b>116</b>	<b>172</b>	<b>114</b>	<b>148</b>	<b>211</b>	<b>146</b>	<b>1,085</b>
<b>Representative in General Court (Vote for ONE)</b>								
Blanks	167	105	155	105	134	188	142	996
Write Ins	11	11	17	9	14	23	4	89
<b>TOTALS</b>	<b>178</b>	<b>116</b>	<b>172</b>	<b>114</b>	<b>148</b>	<b>211</b>	<b>146</b>	<b>1,085</b>
<b>Clerk of Courts (Vote for ONE)</b>								
Blanks	168	107	158	106	138	190	144	1,011
Write Ins	10	9	14	8	10	21	2	74
<b>TOTALS</b>	<b>178</b>	<b>116</b>	<b>172</b>	<b>114</b>	<b>148</b>	<b>211</b>	<b>146</b>	<b>1,085</b>
<b>Register of Deeds (Vote for ONE)</b>								
Blanks	165	106	151	98	129	183	139	971
Write Ins	11	10	21	16	19	28	5	110
<b>TOTALS</b>	<b>176</b>	<b>116</b>	<b>172</b>	<b>114</b>	<b>148</b>	<b>211</b>	<b>144</b>	<b>1,081</b>
Total Republican Ballots cast	178	116	172	114	148	211	146	1,085
<b>Total Reg. Republicans</b>	<b>227</b>	<b>215</b>	<b>272</b>	<b>236</b>	<b>240</b>	<b>277</b>	<b>283</b>	<b>1,750</b>
TOTAL REGISTERED VOTERS	2,471	2,649	2,847	2,451	2,596	2,955	3,077	19,046
Total Voter Turnout (all primaries)	462	433	600	518	492	503	551	3,559
% Voter Turnout	19%	16%	21%	21%	19%	17%	18%	19%

# Libertarian State Primary – September 3, 2024

<b>TOWN OF WESTFORD</b>								
<b>Libertarian State Primary</b>								
<b>September 3, 2024</b>								
Official Results								
	PRECINCT 1	PRECINCT 2	PRECINCT 3	PRECINCT 4	PRECINCT 5	PRECINCT 6	PRECINCT 7	TOTAL
<b>Senator in Congress (Vote for ONE)</b>								
Blanks	11	23	21	30	22	18	15	140
Elizabeth Ann WARREN	265	289	398	362	313	267	382	2,276
Write Ins	6	5	4	8	5	6	4	38
<b>TOTALS</b>	<b>282</b>	<b>317</b>	<b>423</b>	<b>400</b>	<b>340</b>	<b>291</b>	<b>401</b>	<b>2,454</b>
<b>Representative in Congress (Vote for ONE)</b>								
Blanks	15	18	12	25	15	13	14	112
Lori Loureiro TRAHAN	266	295	407	373	323	272	381	2,317
Write Ins	1	4	4	2	2	6	6	25
<b>TOTALS</b>	<b>282</b>	<b>317</b>	<b>423</b>	<b>400</b>	<b>340</b>	<b>291</b>	<b>401</b>	<b>2,454</b>
<b>Councillor (Vote for ONE)</b>								
Blanks	33	39	44	52	42	34	43	287
Paul M DEPALO	248	276	376	346	297	255	356	2,154
Write Ins	1	2	3	2	1	2	2	13
<b>TOTALS</b>	<b>282</b>	<b>317</b>	<b>423</b>	<b>400</b>	<b>340</b>	<b>291</b>	<b>401</b>	<b>2,454</b>
<b>Senator in General Court (Vote for ONE)</b>								
Blanks	31	33	45	43	36	33	34	255
John J CRONIN	249	281	375	355	303	256	365	2,184
Write Ins	2	3	3	2	1	2	2	15
<b>TOTALS</b>	<b>282</b>	<b>317</b>	<b>423</b>	<b>400</b>	<b>340</b>	<b>291</b>	<b>401</b>	<b>2,454</b>
<b>Representative in General Court (Vote for ONE)</b>								
Blanks	19	34	11	32	24	19	15	154
James ARCIERO	261	279	409	365	313	268	383	2,278
Write Ins	2	4	3	3	3	4	3	22
<b>TOTALS</b>	<b>282</b>	<b>317</b>	<b>423</b>	<b>400</b>	<b>340</b>	<b>291</b>	<b>401</b>	<b>2,454</b>
<b>Clerk of Courts (Vote for ONE)</b>								
Blanks	33	43	44	47	41	36	43	287
Michael A SULLIVAN	249	271	376	350	298	255	356	2,155
Write Ins	0	3	3	3	1	0	2	12
<b>TOTALS</b>	<b>282</b>	<b>317</b>	<b>423</b>	<b>400</b>	<b>340</b>	<b>291</b>	<b>401</b>	<b>2,454</b>
<b>Register of Deeds (Vote for ONE)</b>								
Blanks	22	17	18	22	15	18	21	133
Karen M CASSELLA	83	97	121	101	95	94	119	710
Sokhary Chan CHAU	76	97	112	120	105	87	125	722
Joseph D READY	100	104	170	156	124	92	135	881
Write Ins	1	2	2	1	1	0	1	8
<b>TOTALS</b>	<b>282</b>	<b>317</b>	<b>423</b>	<b>400</b>	<b>340</b>	<b>291</b>	<b>401</b>	<b>2,454</b>
Total Democratic Ballots cast	282	317	423	400	340	291	401	2,454
<b>Total Registered Democrats</b>	<b>454</b>	<b>524</b>	<b>509</b>	<b>502</b>	<b>502</b>	<b>509</b>	<b>626</b>	<b>3,626</b>
<b>TOTAL REGISTERED VOTERS</b>	<b>2,471</b>	<b>2,649</b>	<b>2,847</b>	<b>2,451</b>	<b>2,596</b>	<b>2,955</b>	<b>3,077</b>	<b>19,046</b>
Total Voter Turnout (all primaries)	462	433	600	518	492	503	551	3,559

# General/ Presidential Election – November 5, 2024

	PRECINCT 1	PRECINCT 2	PRECINCT 3	PRECINCT 4	PRECINCT 5	PRECINCT 6	PRECINCT 7	TOTAL
<b>Electors of President and Vice President (Vote for One)</b>								
AYYADURAI and ELLIS	4	9	18	13	9	19	12	84
DE LA CRUZ and GARCIA	4	6	4	8	6	2	9	39
HARRIS and WALZ	1,207	1,244	1,469	1,351	1,346	1,368	1,558	9,543
OLIVER and TER MAAT	17	19	17	13	12	12	15	105
STEIN and CABALLERO-ROCA	18	20	23	15	14	26	20	136
TRUMP and VANCE	648	679	726	583	647	803	665	4,751
Write Ins	12	16	25	21	18	20	22	134
Under/Overvotes	18	16	24	17	27	20	23	145
TOTALS	1,928	2,009	2,306	2,021	2,079	2,270	2,324	14,937
<b>Senator in Congress (Vote for One)</b>								
Elizabeth Ann WARREN	1,095	1,190	1,345	1,236	1,237	1,290	1,462	8,855
John DEATON	787	785	901	729	793	917	809	5,721
Write Ins	3	5	5	8	0	5	2	28
Under/Overvotes	43	29	55	48	49	58	51	333
TOTALS	1,928	2,009	2,306	2,021	2,079	2,270	2,324	14,937
<b>Representative in Congress (Vote for One)</b>								
Lori Loureiro TRAHAN	1,447	1,522	1,773	1,563	1,599	1,721	1,838	11,463
Write Ins	41	54	43	47	47	54	40	326
Under/Overvotes	440	433	490	411	433	495	446	3,148
TOTALS	1,928	2,009	2,306	2,021	2,079	2,270	2,324	14,937
<b>Councillor (Vote for One)</b>								
Paul M DEPALO	1,091	1,182	1,371	1,259	1,211	1,297	1,448	8,859
Andrew J COUTURE	677	665	753	618	695	802	702	4,912
Write Ins	4	5	2	1	5	2	3	22
Under/Overvotes	156	157	180	143	168	169	171	1,144
TOTALS	1,928	2,009	2,306	2,021	2,079	2,270	2,324	14,937
<b>Senator in General Court (Vote for One)</b>								
John J CRONIN	1,106	1,219	1,415	1,297	1,284	1,319	1,490	9,130
Nicholas A PIRRO, III	685	664	750	616	657	801	700	4,873
Write Ins	2	5	2	2	3	3	6	23
Under/Overvotes	135	121	139	106	135	147	128	911
TOTALS	1,928	2,009	2,306	2,021	2,079	2,270	2,324	14,937
<b>Representative in General Court (Vote for One)</b>								
James ARCIERO	1,429	1,524	1,745	1,559	1,569	1,697	1,836	11,359
Write-ins	38	58	48	42	44	47	40	317
Under/Overvotes	461	427	513	420	466	526	448	3,261
TOTALS	1,928	2,009	2,306	2,021	2,079	2,270	2,324	14,937
<b>Clerk of Courts (Vote for One)</b>								
Michael A SULLIVAN	1,373	1,476	1,705	1,515	1,522	1,664	1,804	11,059
Write Ins	39	43	30	31	34	32	25	234
Under/Overvotes	516	490	571	475	523	574	495	3,644
TOTALS	1,928	2,009	2,306	2,021	2,079	2,270	2,324	14,937
<b>Register of Deeds (Vote for One)</b>								
Karen M CASSELLA	1,372	1,478	1,705	1,509	1,527	1,659	1,795	11,045
Write Ins	37	39	32	31	34	34	23	230
Under/Overvotes	519	492	569	481	518	577	506	3,662
TOTALS	1,928	2,009	2,306	2,021	2,079	2,270	2,324	14,937
<b>Question 1</b>								
Yes	1,369	1,428	1,532	1,392	1,452	1,614	1,554	10,341
No	453	483	660	509	511	535	658	3,809
Under/Overvotes	106	98	114	120	116	121	112	787
TOTALS	1,928	2,009	2,306	2,021	2,079	2,270	2,324	14,937
<b>Question 2</b>								
Yes	897	1,071	1,172	951	1,075	1,039	1,074	7,279
No	996	907	1,098	1,040	968	1,194	1,214	7,417
Under/Overvotes	35	31	36	30	36	37	36	241
TOTALS	1,928	2,009	2,306	2,021	2,079	2,270	2,324	14,937
<b>Question 3</b>								
Yes	843	1,023	1,061	955	996	988	1,088	6,954
No	995	897	1,143	983	975	1,169	1,120	7,282
Under/Overvotes	90	89	102	83	108	113	116	701
TOTALS	1,928	2,009	2,306	2,021	2,079	2,270	2,324	14,937
<b>Question 4</b>								
Yes	668	897	822	747	777	807	829	5,547
No	1,195	1,042	1,406	1,222	1,221	1,379	1,423	8,888
Under/Overvotes	65	70	78	52	81	84	72	502
TOTALS	1,928	2,009	2,306	2,021	2,079	2,270	2,324	14,937
<b>Question 5</b>								
Yes	683	786	778	749	749	871	930	5,546
No	1,182	1,154	1,456	1,217	1,246	1,322	1,320	8,897
Under/Overvotes	63	69	72	55	84	77	74	494
TOTALS	1,928	2,009	2,306	2,021	2,079	2,270	2,324	14,937
TOTAL VOTERS	2,490	2,691	2,873	2,494	2,637	2,967	3,136	19,288
Total voter participation	1,928	2,009	2,306	2,021	2,079	2,270	2,324	14,937
<b>Voter turnout</b>	<b>77.43%</b>	<b>74.66%</b>	<b>80.26%</b>	<b>81.03%</b>	<b>78.84%</b>	<b>76.51%</b>	<b>74.11%</b>	<b>77.44%</b>

# Annual Town Election – May 6, 2025

TOWN OF WESTFORD								
Annual Town Election								
May 6 2025								
OFFICIAL RESULTS								
	PRECINCT 1	PRECINCT 2	PRECINCT 3	PRECINCT 4	PRECINCT 5	PRECINCT 6	PRECINCT 7	TOTAL
<b>Select Board (3 Year Term) - Vote for 2</b>								
Blanks	24	13	25	33	23	25	21	164
NOELLE L DONOVAN	189	186	278	268	258	209	258	1,646
HEATHER MARIE FITZPATRICK	135	165	136	181	135	148	154	1,054
SEAN P KELLEY	205	194	302	312	265	240	278	1,796
MEGHAN FRANCIS O'CONNELL	109	134	106	140	94	114	111	808
Write Ins	0	0	3	0	3	0	0	6
TOTALS	662	692	850	934	778	736	822	5,474
<b>Board of Health (3 Year Term)-Vote for 2</b>								
Blanks	216	190	240	281	189	211	186	1,513
STEPHANIE GRANGER	226	253	311	333	303	273	320	2,019
STEPHAN GOUPIL	218	245	294	316	284	251	311	1,919
Write Ins	2	6	4	4	2	2	3	23
TOTALS	662	694	849	934	778	737	820	5,474
<b>Housing Authority (5 Year Term)- Vote for 1</b>								
Blanks	93	72	99	121	87	88	85	645
PATRICIA L DUBEY	235	271	323	344	300	280	326	2,079
Write Ins	3	3	3	2	2	0	0	13
TOTALS	331	346	425	467	389	368	411	2,737
<b>Library Trustees (3 Year Term)- Vote for 2</b>								
Blanks	203	169	217	262	181	201	181	1,414
ELIZABETH DIERCKS	227	260	313	336	303	269	323	2,031
GLEN SECOR	227	257	314	334	292	262	316	2,002
Write Ins	5	6	6	2	2	6	0	27
TOTALS	662	692	850	934	778	738	820	5,474
<b>Library Trustee (1 Year Term) - Vote for 1</b>								
Blanks	102	85	118	138	87	93	93	716
MARY ELIZABETH SIEGEL	228	258	306	328	301	274	317	2,012
Write Ins	1	3	1	1	1	2	0	9
Totals	331	346	425	467	389	369	410	2,737
<b>Planning Board (5 Year Term)- Vote for 1</b>								
Blanks	13	7	17	20	14	14	5	90
ROBERT L. SHAFFER JR.	175	191	228	262	244	198	268	1,566
MING ZHANG	143	148	180	185	130	156	138	1,080
Write Ins	0	0	0	0	1	0	0	1
TOTALS	331	346	425	467	389	368	411	2,737
<b>School Committee (3 Year Term) - Vote for 2</b>								
Blanks	206	177	230	257	187	201	173	1,431
SHANA ANN FARNSWORTH	223	257	306	336	300	267	324	2,013
JESSICA LYNN SILVERMAN	229	253	306	339	288	265	323	2,003
Write-Ins	4	5	5	2	3	7	1	27
TOTALS	662	692	847	934	778	740	821	5,474
Total Registered Voters	2,539	2,735	2,903	2,520	2,664	3,011	3,192	19,564
<b>Precinct Totals:</b>	331	346	425	467	389	368	411	2,737
Total Voter Turnout	13.0%	12.7%	14.6%	18.5%	14.6%	12.2%	12.9%	14.0%

# Special Town Meeting – October 21, 2024

## Meeting Minutes

A legal meeting of the inhabitants of the town of Westford, qualified to vote in the town affairs, was called by the Select Board, and was held at the Westford Academy gymnasium on Monday, October 21, 2024. The meeting commenced at 7:00 P.M. and the following business was transacted:

Election officers using poll pads checked in 666 voters throughout the evening and distributed electronic voting devices.

It was voted and passed by 2/3 majority, 499 Yes - 91 No to allow Department Heads, Staff and Town Counsel, who are non-voters, to address the meeting and sit with their respective boards and committees.

It was voted and passed 2/3 majority, 542 Yes - 45 No to accept the wording and waive the reading of the motions printed on the blue-colored document entitled 2024 Special Town Meeting Motions and dated October 21, 2024.

Town Moderator proposed a Consent Agenda of Articles 6, 7, 8, and 9. She said she would announce each article and if there were any objections to placing the article on the consent Agenda it should be indicated by saying "hold". The article would then be taken separately. Following this process article 9 received a hold and was taken separately.

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**Article 6 Amend Chapter 175 of the General Bylaws - Publication of Bylaw Amendments**

*Town Clerk*

**It was voted and passed by majority vote**

That the Town vote to amend Chapter 175 of the Town of Westford General Bylaws relative to the manner of publishing bylaw amendments as follows, with deletions shown in strikethrough:

§ 175.2 Approval and publication of amendments.

Any amendment to these bylaws shall go into effect upon its acceptance by a Town Meeting, its approval in the manner required by law, and upon

**A.** the publication of reference to the amendment at least two times in one or more newspapers, if any, published in the Town, otherwise in one or more newspapers in general circulation in the Town, and

**B.** posting copies of the bylaw amendment in at least five public places in the Town, including Town Hall, and in one or more public places in each precinct of the Town, in accordance with Massachusetts General Law chapter 40, section 32, as amended.

All bylaws or votes of the Town inconsistent therewith shall thereupon be repealed.

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**Article 7 Rescind Chapter 157 of the General Bylaws – Transient Merchants Bylaw**

*Town  
Manager*

**It was voted and passed by majority vote**

That the Town vote to amend Chapter 157 of the Town of Westford General Bylaws, Transient Merchants, by deleting the Chapter in its entirety because the subject matter of the existing Transient Merchants Bylaw is now addressed in the Solicitation and Canvassing Bylaw adopted pursuant to Article 19 at the April 27, 2024, Annual Town Meeting.

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**Article 8 Accept Cloverleaf Lane as a Public Way**

*Select Board*

**It was voted and passed by majority vote**

That the Town vote to accept Cloverleaf Lane as a Town public way as shown on a plan entitled "Asbuilt Plan - Plan & Profile - Cloverleaf Lane, Westford, Massachusetts," dated August 18, 2023, and "As-built Plan – Detail Plan of Right-of-Way, Cloverleaf Lane, Westford, Massachusetts," dated July 15, 2024, both prepared by Dresser, Williams & Way, Inc., as shown on the plans available in each room at Town Meeting, as heretofore laid out by the Select Board, and

further to authorize the Select Board to acquire by purchase, gift, eminent domain or otherwise, an easement in said way for all purposes for which public ways are used and maintained.

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**Article 9      **Authorize the Select Board to Acquire by Gift 2 vacant parcels of land located off Howard Road and 1 vacant parcel of land on Kirsi Circle for General Municipal Purposes****      *Select Board*

**It was voted and passed by majority vote**

That the Town vote to authorize the Select Board to acquire by gift from Aubrey D Acker, for general municipal purposes, three (3) vacant parcels of land, the first parcel being identified as Parcel ID 015 0096 0000 and containing approximately 5.29 acres off of Howard Road, the second parcel being identified as Parcel ID 010 0025 0000 and containing approximately 18.3 acres off of Howard Road, and the third parcel being identified as Parcel ID 027 0117 0000 and containing approximately 0.198 acres off of Kirsi Circle, as shown on plans available in each room at Town Meeting.

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### ZONING BYLAW AMENDMENTS

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**Article 1      **Amend the Zoning Bylaw to Define and Regulate Firearm Businesses and Related Terms****      *Planning Board*

Discussion on Article 1 ensued, a motion was made to terminate debate.

**Motion: It was voted and passed to terminate debate 555 Yes - 85 No**

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**Article 1      **Amend the Zoning Bylaw to Define and Regulate Firearm Businesses and Related Terms****      *Planning Board*

**Motion: It was voted and failed to pass 386 Yes - 263 No**

That the Town vote to amend Appendix A: Table of Principle Use Regulations and Section 10.2: General Definitions of the Zoning Bylaw, and to Create a new Section 6.6 of the Zoning Bylaw, to regulate by Special Permit the location, siting, design, placement, security, safety, monitoring and other requirements for Firearm Businesses in the Town of Westford; and to enumerate criteria for the establishment of Firearm Businesses in town to address public safety concerns arising from the use of land, buildings, and structures for the operation of such businesses, and the potential disruption of peace and quiet enjoyment of the community, and related changes, as shown on the handout titled "Article 1 – Zoning Bylaw Amendment – Firearm Business Bylaw".

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## ADMINISTRATIVE

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**Article 10 To Enable Citizens to Vote on Warrant Articles without Physically Attending Town Meeting**

*Citizen's  
Petition*

A motion was made and seconded to take Article 10 out of order to be discussed.

**Motion: It was voted and passed 447 Yes - 66 No to discuss article 10 immediately.**

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**Article 10 To Enable Citizens to Vote on Warrant Articles without Physically Attending Town Meeting**

*Citizen's  
Petition*

**Motion: It was voted passed by majority vote 333 Yes - 269 No**

That the Town vote to advise the Select Board to work with the Town Manager and with representatives in the state legislature (currently Jim Arciero, Representative and John Cronin, Senator) to introduce a bill to the legislature for the 2025-2026 session seeking authorization for the Town of Westford to revise the format of Town Meetings (both Annual and Special) to enable registered voters to vote on warrant articles without physically attending Town Meeting.

Two proposed methods of achieving this end would be (A) a ballot vote on warrant articles subsequent to Town Meeting using current ballot voting procedures, or (B) a hybrid Town Meeting, with people able to participate and vote on warrant articles either in-person or remotely (e.g. online).

There may be other more satisfactory methods of achieving the same end, that is to enable registered voters to vote on warrant articles without physically attending Town Meeting.

In this way, participating in decisions regarding the Town would be made available to those registered voters who, for one reason or another, are not able to physically attend Town Meeting, and are currently excluded from town decision-making.

The Town further advises that updates regarding the status and progress of this initiative, and the resulting bill in the State Legislature should be included in the Town Manager's monthly update.

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**Article 2 Amend the Zoning Bylaw to Define, Update and/or Regulate Additional Uses, and to Update Use Allowances for Contractor’s yard, General Service Establishment, Business or professional office, Medical Office, Brew pub, Brewery, distillery, or winery, Restaurant, and Massage Establishment**

*Planning Board*

Discussion took place regarding Article 2. A motion was made to move the question and seconded.

**Motion: it was voted and passed 352 yes – 19 no to end discussion on Article 2.**

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**Article 2 Amend the Zoning Bylaw to Define, Update and/or Regulate Additional Uses, and to Update Use Allowances for Contractor’s yard, General Service Establishment, Business or professional office, Medical Office, Brew pub, Brewery, distillery, or winery, Restaurant, and Massage Establishment**

*Planning Board*

**Motion: It was voted and passed by a 2/3 majority 318 Yes - 56 No**

That the Town vote to amend Section 10.2: General Definitions and Appendix A: Table of Principal Uses of the Zoning Bylaw to define and regulate Contractor’s yard, General service establishment, Business or professional office, Medical Office, Brew pub, and Brewery, distillery or winery; to allow Restaurant use within the Industrial Highway (IH) zoning district; to allow Massage Establishment within the Commercial Highway (CH), Industrial Highway (IH) and Industrial A (IA) zoning districts; and related changes, as shown on the handout titled “Article 2 – Zoning Bylaw Amendment – Define and/or Update Certain Uses”.

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**Article 3 Amend the Zoning Bylaw to Establish and/or Modify Parking Requirements for Several Uses**

*Planning Board*

**Motion: it was voted and passed by a 2/3 majority 312 Yes - 54 No**

That the Town will vote to amend Appendix D: Table of Parking Requirements of the Zoning Bylaw to establish and/or modify parking regulations for several uses, including Contractor’s yard, Business or professional office, Medical Office, Massage establishment, Brew pub, and Brewery, distillery or winery, and related changes, as shown on the handout titled “Article 3 – Zoning Bylaw Amendment – Parking Regulations.”

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**Article 4 Amend the Zoning Bylaw relative to the use of Temporary Trailers to achieve consistency with G.L. c. 40 §3**

*Planning Board*

**Motion: It was voted and passed by a 2/3 majority 321 Yes - 20 No**

That the Town vote to amend Section 3.2.1.4: Residential Accessory Uses – Temporary Trailer of the Zoning Bylaw to increase the permissible time

period under certain circumstances for the use of a Temporary Trailer from 6 months to 12 months, as shown on the handout titled "Article 4 – Zoning Bylaw Amendment – Temporary Trailers."

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## GENERAL BYLAW AMENDMENTS

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**Article 5** A discussion took place regarding Article 5. There was a motion to move the question and seconded. *Town Moderator*

**Motion: it was voted to move the question passed 289 yes -10 no**

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**Article 5** **Amend Chapter 51 of the General Bylaws – Motions for Reconsideration at Town Meetings** *Town Moderator*

**Motion: It was voted and passed 267 Yes - 30 No**

That the Town vote to amend Chapter 51 of the Town of Westford General Bylaws, Town Meeting, by amending Section 51.7 relative to Motions for Reconsideration, as shown below with deletions shown in ~~strikethrough~~:

§51.7 Reconsideration of votes.

No vote taken at any Town Meeting or at an adjourned session of any meeting shall be reconsidered ~~at any adjourned session of the meeting~~, except upon the affirmative vote of two-thirds of the meeting.

**Motion made for meeting to adjourn and passed by a majority vote.  
The meeting was adjourned at 9:20 pm.**

# Annual Town Meeting – March 22, 2025

## Meeting Minutes

A legal meeting of the inhabitants of the Town of Westford qualified to vote in town affairs was called by the Select Board and held at the Westford Academy gymnasium on Saturday, March 22, 2025, and the following business was transacted.

Election Officers and volunteers acted as tellers in the lobby of Westford Academy using Poll Pads to check in voters and hand out electronic voting devices. Over the course of the meeting 511 voters were checked in.

Town Moderator Angela Harkness called the 296th Annual Town Meeting to order at 9:01 am.

The moderator began the meeting by informing those in attendance the votes would be taken by using electronic handheld clickers and reviewed the procedures to be used for electronic voting.

It was voted unanimously to allow department heads, staff, and Town Counsel, who are non-voters, to address the meeting and sit with their respective boards and committees.

It was voted unanimously to waive the reading of the motions and accept the wording as printed in the green motions' booklet entitled 2025 Annual Town Meeting Motions, dated March 22, 2025.

The Moderator suggested a Consent Agenda consisting of Articles 1, 2, 3, 6, 9, 11, 12, 13, 15, 17, 18, and 23, to be voted on together in one vote.

Articles 2 & 17 were put on hold and removed from the Consent Agenda. The remaining consent agenda items were passed unanimously as follows: 1, 3, 6 (dismissed), 9, 11, 12, 13, 15, 18, and 23.

Motion was made and seconded to take Article 20 out of order.

Motion failed to achieve a majority - **83 Yes - 276 No**

<b>Article</b>	<b>Subject</b>	<b>Action Taken</b>
1	Accept Town Reports	Passed Unanimously
2	Approve FY25 Budget Supplemental Appropriations and Transfers	Motion passed by a majority <b>354 Yes - 14 No</b>
3	Appropriate for Perchlorate Expenses	Passed Unanimously
4	Appropriate for Energy Efficiency Projects	Motion passed by a majority <b>385 Yes - 19 No</b>
5	Approve Capital Appropriations	1st motion passed by a majority <b>352 Yes - 42 No</b>  2nd motion passed by two thirds <b>342 Yes - 51 No</b>  3rd motion passed by two thirds <b>269 Yes - 131 No</b>  4th motion passed by two thirds <b>270 Yes - 147 No</b>  Non-binding resolution passed by a majority - <b>144 Yes - 119 No</b>
6	Approve Supplemental Appropriation for PFAS Treatment Plants	Motion to dismiss article passed by voice vote, <b>Article 6 dismissed</b>
7	Approve MSBA Colonel John Robinson School Feasibility Study	Passed by two thirds, <b>347 Yes - 66 No</b>
8	Approve Community Preservation Committee Recommendations	Passed by a majority vote
9	Authorize Revolving Funds	Passed Unanimously
10	Approve FY26 Operating Budget	Motion passed by a majority <b>233 Yes - 17 No</b>
11	Appropriate Chapter 90 Local Transportation Funds	Passed Unanimously
12	Appropriate from Water Enterprise OPEB Stabilization	Passed Unanimously
13	Adopt MGL c.59 §5, Clause 22I Veterans Tax Exemption COLA	Passed Unanimously
14	Establish a 300th Anniversary Celebration Fund	Passed by a majority vote
15	Authorize Select Board to Accept Easements	Passed Unanimously

Article	Subject	Action Taken
16	Authorize Select Board to Acquire Easements for Stony Brook Bridge Project	Motion passed by a majority <b>233 Yes - 45 No</b>
17	Authorize Select Board to Accept Easements for West Street/North Main Pedestrian Safety Improvements	Passed by a majority vote
18	Authorize Select Board to Accept Easements for Acton Road and Reed Brook Culvert Projects	Passed Unanimously
19	Update Floodplain Zoning Bylaw	Motion passed by two thirds <b>254 Yes - 22 No</b>
20	Adopt the Specialized Energy Code	Motion was voted and failed to achieve a majority <b>165 No - 137 Yes</b>
21	Fines for Violations of Dog Control Bylaw - Tickets	Passed by a majority vote
22	Resolution to Accept Boston Road as a Public Way	Passed by a majority vote
23	Accept Diane Lane as a Public Way	Passed Unanimously
24	Amend the General Bylaws to Change the Date and Time of annual Elections	Majority voted to dismiss

**Article 1 Accept Town Reports**

*Town  
Manager*

**Motion: It was voted and passed unanimously.**

That the Town accept the Reports of Town Officers, Boards and Committees for the Fiscal Year 2024.

**Article 3 Appropriate for Perchlorate Expenses**

*Town  
Manager*

**Motion: It was voted and passed unanimously.**

That the Town appropriate from Free Cash the sum of \$110,000 (ONE HUNDRED TEN THOUSAND DOLLARS) for the purpose of providing funds to address associated issues regarding perchlorate contamination.

**Article 6 Approve Supplemental Appropriation for PFAS Treatment Plants**

*Capital  
Planning  
Committee*

**Motion: It was moved to dismiss this article, voted and passed by voice vote, Article 6 dismissed**

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**Article 9 Authorize Revolving Funds**

*Town  
Manager*

**Motion: It was voted and passed unanimously.**

That the Town vote, pursuant to MGL c. 44, Section 53E½ as most recently amended by Section 86 of Chapter 218 of the Acts of 2016, to establish limitations on expenditures from the revolving funds established by Chapter 138.1 of the General Bylaws, entitled, "Revolving Funds" as follows:

<b>REVOLVING ACCOUNT</b>	<b>FY25 EXPENDITURE LIMIT</b>
Lease of Town Buildings: 65 & 73 Main St & 170 Plain Rd	\$150,000
Electric Vehicle Charging Station Revolving	\$10,000
Recycling Revolving	\$40,000
Recreation Field Maintenance	\$150,000
Senior Center Fitness Room	\$25,000
Senior Center Programs	\$65,000
School Parking	\$80,000
School Bus/Transportation	\$950,000
East Boston Camps Maintenance	\$80,000
Immunizations and Clinical Services	\$100,000
Community Gardens	\$15,000
Town Forest Management	\$25,000

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**Article 11 Appropriate Chapter 90 Local Transportation Funds for Roadway Maintenance and Other Eligible Expenses**

*Town  
Manager*

**Motion: It was voted and passed unanimously.**

That the Town appropriate the proceeds due to the Town under the provisions of MGL c.90 for the purposes set forth in said Chapter.

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**Article 12 Appropriate Funds from Water Enterprise Other Post Employment Benefits Stabilization Fund to the Water Enterprise Budget**

*Water  
Commissioners*

**Motion: It was voted and passed unanimously.**

That the Town transfer the sum of \$25,822 (TWENTY FIVE THOUSAND EIGHT

HUNDRED TWENTY TWO DOLLARS) from the Water Enterprise Other Post Employment Stabilization Fund to the Water Enterprise Expenses to pay for the FY26 retiree benefits.

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**Article 13      Adopt MGL c.59 §5, Clause 22I Veterans Tax Exemption  
Cost of Living Adjustment**

*Board of  
Assessors*

**Motion: It was voted and passed unanimously.**

That the Town vote to accept the new local option statute, Clause Twenty-second I under MGL Chapter 59, Section 5 (enacted by Section 23 of Chapter 178 of the Act of 2024, the so-called HERO Act), that would increase the amount of the tax exemption granted to qualifying veterans on their domiciles annually by a cost-of-living adjustment based on the consumer price index.

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**Article 15      Authorize the Select Board to Accept Easements**

*Select Board*

**Motion: It was voted and passed unanimously.**

That the Town authorize the Select Board, during Fiscal Year 2026, to accept any and all easements for sidewalk, drainage, utility purposes, public access to trails, or other public purposes as they may deem in the Town's best interests.

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**Article 18      Authorize the Select Board to Accept Easements for the Acton Road  
Culvert Project and for the Reed Brook Culvert (East Prescott and  
North Main Street) Project**

*Select Board*

**Motion: It was voted and passed unanimously.**

That the Town vote to authorize the Select Board to acquire, by purchase, gift, and/or eminent domain, for public way purposes, including culvert installation, operation, maintenance, repair and replacement, easements as follows:

A.      On properties located at or near Acton Road, as shown on plans entitled "Draft Easement Plan Acton Road Culvert," dated January 16, 2025, prepared by TEC, Inc., a copy of which is on file with the Town Clerk, as said plans may be amended;

B.      On properties located at or near East Prescott Street and North Main Street, at Reed Brook, as shown on plans entitled "North Main Street Culvert Replacement," dated January 21, 2025, prepared by Tighe & Bond, a copy of which is on file with the Town Clerk, as said plans be amended;

on such terms and conditions as the Select Board deems to be in the best interests of the Town; and to transfer the care, custody, and control of the portions of the Town-owned properties shown on the aforesaid plans from the board or officer having custody of the same for the purposes for which such properties are currently held to the Select Board for the foregoing purposes and

further to dedicate said portions of the Town-owned properties to said public way purposes, and, if applicable, authorize the Select Board to submit petitions to the General Court to permit the foregoing under Article 97 of the Massachusetts Constitution or otherwise; and to execute any and all documents and instruments necessary or convenient to carry out the purposes of this article.

**Article 23 Accept Diane Lane as a Public Way**

*Select Board*

**Motion: It was voted and passed unanimously.**

That the Town vote to accept Diane Lane as a Town public way pursuant to Massachusetts General Laws Chapter 82, as laid out by the Select Board, and further to authorize the Select Board to acquire by purchase, gift, eminent domain, an easement in said way for all purposes for which public ways are used and maintained.

**Article 2 Approve FY25 Budget Supplemental Appropriations and Transfers**

*Town Manager*

**Motion: It was voted and passed by a majority 354 Yes - 14 No**

That the Town appropriate from Free Cash the sum of \$629,000 (SIX HUNDRED TWENTY NINE THOUSAND DOLLARS) in order to supplement the following operating budgets in Fiscal Year 2025:

423 Snow & Ice	\$400,000
543 Veterans Services Expenses	\$9,000
945 Risk Management	\$220,000

*And further,*

That the Town appropriate from Recreation Retained Earnings the sum of \$55,000 (FIFTY FIVE THOUSAND DOLLARS) in order to supplement the following operating budgets in Fiscal Year 2025:

630 Recreation Enterprise Expenses	\$55,000
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*And further,*

That the Town make the following line item transfers within the operating budget for Fiscal Year 2025:

FROM	TO	AMOUNT
610 Library Personal Services	610 Library Expenses	\$37,000
710 Debt Service	310 Town Capital Projects Fund	\$100,000
710 Debt Service	320 School Capital Projects Fund	\$285,000

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**Article 4 Appropriate for Energy Efficiency Projects***Town  
Manager***Motion: it was voted and passed by a majority 385 Yes - 19 No**

That the Town appropriate from Free Cash the sum of \$200,000 (TWO HUNDRED THOUSAND DOLLARS) for the purpose of providing funds to address performing capital improvement projects within town and school facilities for the purpose of improving energy efficiency, which projects may include, but not be limited to: lighting improvement projects, transformer upgrades, weatherization, and other energy efficiency projects and conservation measures; and to authorize the Town Manager to authorize the use of such funds for projects within town facilities and the School Superintendent to authorize the use of such funds for projects within school facilities.

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**Article 5 Approve Capital Appropriations***Capital  
Planning  
Committee***First Motion: \$5.2 million in capital request including town and school projects.****It was voted and passed by a majority 352 Yes - 42 No**

That the Town appropriate from Free Cash the sum of \$2,639,048 (TWO MILLION SIX HUNDRED THIRTY NINE THOUSAND FORTY EIGHT DOLLARS) to provide for the following capital requests, including costs incidental and related thereto; and, further, to authorize the Select Board to enter into all agreements and take all related actions necessary or appropriate to effectuate the purposes of this vote:

<b>DEPARTMENT</b>	<b>AMOUNT</b>	<b>PURPOSE</b>	<b>RECOMMENDATION</b>
Technology	\$50,000	Town computer replacements	
Technology	\$380,000	School computer replacements	
Technology	\$25,000	Server & storage replacements	
Technology	\$150,000	Town copier replacements	
Public Buildings	\$70,000	Replace the DPW Synchro Flow Pump System	
Public Buildings	\$28,000	Replace the 2nd floor air conditioning unit at the technology building	
Police	\$40,396	Taser Replacement	

<b>DEPARTMENT</b>	<b>AMOUNT</b>	<b>PURPOSE</b>	<b>RECOMMENDATION</b>
Schools	\$180,000	Replace Nabnasset Elementary School Library rooftop HVAC unit	
Schools	\$40,000	Replace Robinson Elementary School curbing	
Schools	\$90,000	Replace Blanchard Middle School standby generator	
Schools	\$50,000	Replace or repair Abbot Elementary School Wastewater Treatment Plant exterior wood siding, roof, and trim	
Schools	\$400,000	Replace Blanchard Elementary School Wastewater Treatment Plant roof and HVAC	
DPW - Engineering	\$530,000	Town Owned Dams – Engineering, design, and construction for maintenance and repairs for the two town owned dams	
DPW - Engineering	\$150,000	Pedestrian Safety - Pleasant Street and Patten Road Pedestrian Safety Improvements, engineering, design and construction	
DPW - Highway	\$250,000	Vehicle Replacement – Bucket truck, purchase and equip	Capital Planning Committee recommends (7-1)
DPW - Highway	\$205,652	Plows for four (4) DPW trucks	

*And further,*

That the Town appropriate from Water Enterprise retained earnings the sum of \$818,968 (EIGHT HUNDRED EIGHTEEN THOUSAND NINE HUNDRED SIXTY EIGHT DOLLARS) to provide for the following capital request and costs incidental and related thereto:

<b>DEPARTMENT</b>	<b>AMOUNT</b>	<b>PURPOSE</b>
Water Enterprise	\$86,939	Vehicle Replacement – 4x4 Utility Truck with plow
Water Enterprise	\$27,621	Leak detection equipment
Water Enterprise	\$100,000	New source investigation
Water Enterprise	\$546,000	Forge Village #1 and #2 Pump Station Upgrades, engineering, design and construction
Water Enterprise	\$58,408	Surveillance cameras

*And further,*

That the Town appropriate from Stormwater Enterprise retained earnings the sum of \$1,600,000 (ONE MILLION SIX HUNDRED THOUSAND DOLLARS) to provide for the following capital request and costs incidental and related thereto:

<b>DEPARTMENT</b>	<b>AMOUNT</b>	<b>PURPOSE</b>
Stormwater	\$1,600,000	Construction – Reed Brook and Acton Road Culverts

*And further,*

That the Town appropriate from Ambulance Enterprise retained earnings the sum of \$170,757 (ONE HUNDRED SEVENTY THOUSAND SEVEN HUNDRED FIFTY SEVEN DOLLARS) to provide for the following capital request and costs incidental and related thereto:

<b>DEPARTMENT</b>	<b>AMOUNT</b>	<b>PURPOSE</b>
Ambulance Enterprise	\$170,757	Three (3) cardiac monitors

**Second Motion: \$1.385 million for a new rescue pumper fire truck.**

**It was voted and passed by two thirds 342 Yes - 51 No**

That the Town appropriate the sum of \$1,385,000 (ONE MILLION THREE HUNDRED EIGHTY FIVE THOUSAND DOLLARS) to purchase and equip a new rescue pumper fire truck for the Fire Department, including costs incidental and related thereto, and that to meet this appropriation, the Town Treasurer, with the approval of the Select Board, is hereby authorized to borrow said amount under and pursuant to MGL c. 44, Section 7, or any other enabling authority, and to issue bonds or notes of the Town therefor.

**Third Motion: \$800,000 for pedestrian safety improvements on North Main Street and West Street**

**It was voted and passed by two thirds 269 Yes - 131 No**

That the Town appropriate the sum of \$800,000 (EIGHT HUNDRED THOUSAND DOLLARS) for the engineering, design, and construction of pedestrian safety improvements located at, around and in the proximity of the intersection West Street and North Main Street, including costs incidental and related thereto, and that to meet this appropriation, the Town Treasurer, with the approval of the Select Board, is hereby authorized to borrow said amount under and pursuant to MGL c. 44, Section 7, or any other enabling authority, and to issue bonds or notes of the Town therefor.

**Fourth Motion: A \$2 million request to replace the synthetic turf field at Nutting Road**

**It was voted and failed to achieve a two thirds majority 270 Yes - 147 No**

That the Town appropriate the sum of \$2,000,000 (TWO MILLION DOLLARS) to purchase and install synthetic turf at the Nutting Road Community Fields located at 60 Nutting Road, and to remove and dispose of the existing turf, including costs incidental and related thereto, and that to meet this appropriation, the Town Treasurer, with the approval of the Select Board, is hereby authorized to borrow said amount under and pursuant to MGL c. 44, Section 7, or any other enabling authority, and to issue bonds or notes of the Town therefor.

**Non-Binding Resolution**

**It was voted and passed by a majority 144 Yes - 119 No**

Requesting the Select Board to explore using CPA and other funding sources to improve the Nutting road Field as a natural grass field.

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**Article 7 Approve MSBA Colonel John Robinson School Feasibility Study***Robinson  
School  
Building***Motion: It was voted and passed by two thirds, 347 Yes - 66 No**

That the Town appropriate the sum of \$1,600,000 (ONE MILLION SIX HUNDRED THOUSAND DOLLARS) for the purpose of paying costs of the feasibility study to replace or upgrade the facilities for the Colonel John Robinson School located at 60 Concord Road, Westford, MA, including the payment of all costs incidental or related thereto, and for which the Town may be eligible for a grant from the Massachusetts School Building Authority ("MSBA"), said amount to be expended under the direction of the Robinson School Building Committee. To meet this appropriation the Town Treasurer, with the approval of the Select Board is authorized to borrow said amount under and pursuant to MGL Chapter 44, or pursuant to any other enabling authority. The Town acknowledges that the MSBA's grant program is a non-entitlement, discretionary program based on need, as determined by the MSBA, and any costs the Town incurs in excess of any grant approved by and received from the MSBA shall be the sole responsibility of the Town, and that the amount of borrowing authorized pursuant to this vote shall be reduced by any grant amount set forth in the Feasibility Study Agreement that may be executed between the Town and the MSBA.

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**Article 8 Approve Community Preservation Committee Recommendations***Community  
Preservation  
Committee***Motion: It was voted and passed by a majority on a voice vote**

That the Town hear and act on the recommendations of the Westford Community Preservation Committee in accordance with MGL c. 44B, and appropriate from Community Preservation Funds the sum of \$2,047,346 (TWO MILLION FORTY SEVEN THOUSAND THREE HUNDRED FORTY SIX DOLLARS) for the purposes set forth below; and further to authorize the Select Board to enter into grant agreements with any private entities receiving funding pursuant to this vote, and further to authorize the Select Board to acquire appropriate deed restrictions as may be required or appropriate pursuant to the Community Preservation Act:

\$341,746	From Undesignated Fund Balance to the Community Housing Reserve. This allocation more than covers the required 10% for Community Housing.	Community Housing Reserve
\$350,000	From Undesignated Fund Balance for the Forge/VFW Softball Field Lighting Improvement project located at 52 West Prescott Street and any other related costs.	Westford Parks & Recreation Commission
\$350,000	From Undesignated Fund Balance for the Westford Academy Trustee Field Lighting Improvement project located at 30 Patten Rd and any other related costs.	Westford Public Schools

\$890,000	Transfer From Undesignated Fund Balance to the Conservation Trust Fund for future open space land purchases and any other related costs.	Westford Conservation Commission
\$50,000	Transfer from the Community Housing Fund Balance to the Affordable Housing Trust Fund for the Westford Rental Assistance Program (WERAP) and any other related costs.	Westford Affordable Housing Trust
\$50,000	Transfer from the Community Housing Fund Balance to the Affordable Housing Trust Fund for a Multi-Family Detailed Needs Assessment, Targeting Specific Affordable and Senior Housing Needs and any other related costs.	Westford Affordable Housing Trust
\$15,600	From Undesignated Fund Balance for the Meadowbrook Farm Food Insecurity and Sustainability Project, specifically to provide electrical, plumbing and insulation to the food storage shed and any other related costs.	Meadowbrook Farm

**Article 10 Approve Fiscal Year 2026 Operating Budget**

*Town  
Manager*

**Motion: It was voted and passed by a majority 233 Yes - 17-No**

That the Town vote to raise and appropriate the sum of \$137,649,144 (ONE HUNDRED THIRTY SEVEN MILLION SIX HUNDRED FORTY NINE THOUSAND ONE HUNDRED FORTY FOUR DOLLARS) for the operation and maintenance of Town Departments for the Fiscal Year July 1, 2025 through June 30, 2026, such sums to be expended for such purposes under the direction of the respective town officers, boards and committees and further that all items be raised and appropriated except for the following:

Fund 100 General Fund: \$100,000 shall be appropriated from Overlay Surplus;

Fund 240 Community Preservation Fund: \$1,089,168 shall be appropriated from Community Preservation Fund Fiscal 2026 Revenue;

Fund 280 Town Revolving Funds: \$3,000 shall be appropriated from Senior Center Fitness Room Revolving 53 E ½;

Fund 280 Town Revolving Funds: \$19,197 shall be appropriated from Immunization and Clinical Revolving 53 E ½;

Fund 280 Town Revolving Funds: \$7,350 shall be appropriated from East Boston Camps Maintenance Revolving 53 E ½;

Fund 280 Town Revolving Funds: \$13,000 shall be appropriated from Lease of Town Buildings: 65 & 73 Main St & 170 Plain Rd Revolving 53 E ½;

Fund 290 Opioid Settlement Proceeds: \$25,000 shall be appropriated from the Opioid Settlement Funds

Fund 600 Water Enterprise Fund: \$4,914,665 shall be appropriated from Water Enterprise Revenue, and \$300,000 shall be appropriated from Water Enterprise Retained Earnings;

Fund 630 Recreation Enterprise Fund: \$1,043,281 shall be appropriated from Recreation Enterprise Revenue, and \$180,000 shall be appropriated from Recreation Enterprise Retained Earnings

Fund 640 Ambulance Enterprise Fund: \$925,000 shall be appropriated from Ambulance Enterprise Revenue, \$50,000 shall be appropriated from Ambulance Enterprise Retained Earnings, and \$605,337 shall be raised and appropriated;

Fund 650 Stormwater Enterprise Fund: \$979,251 shall be appropriated from Stormwater Enterprise Revenue and \$600,000 shall be raised and appropriated;

Fund 820 Expendable Trust: \$10,000 shall be appropriated from the Cemetery Perpetual Care Expendable Trust.

	<b>FY24 Actual</b>	<b>FY25 Budget</b>	<b>Fiscal 2026 TMR</b>	<b>FY25/FY26 Variance</b>	<b>FY25/ FY26 %</b>
<b>122 GENERAL GOVERNMENT SELECT BOARD</b>					
Personal Services Expenses	0	0	0	0	N/A
<b>TOTAL</b>	<b>26,761</b>	<b>21,410</b>	<b>21,675</b>	<b>265</b>	<b>1.2%</b>
<b>123 TOWN MANAGER</b>					
Personal Services Expenses	506,677	527,074	552,850	25,776	4.9%
<b>TOTAL</b>	<b>541,558</b>	<b>544,634</b>	<b>572,400</b>	<b>27,766</b>	<b>5.1%</b>
<b>131 FINANCE COMMITTEE</b>					
Personal Services Expenses	0	0	0	0	N/A
Reserve Fund (Transfers Out)	2,515	2,524	2,533	9	0.4%
	0	100,000	100,000	0	0.0%
	0	(27,000)	0	27,000	-100.0%
<b>TOTAL</b>	<b>2,515</b>	<b>75,524</b>	<b>102,533</b>	<b>27,009</b>	<b>35.8%</b>
<b>132 FINANCE DEPARTMENT</b>					
Personal Services Expenses	163,638	158,780	161,922	3,142	2.0%
<b>TOTAL</b>	<b>163,713</b>	<b>160,215</b>	<b>163,657</b>	<b>3,442</b>	<b>2.1%</b>

	<b>FY24 Actual</b>	<b>FY25 Budget</b>	<b>Fiscal 2026 TMR</b>	<b>FY25/FY26 Variance</b>	<b>FY25/ FY26 %</b>
<b>135 TOWN ACCOUNTANT</b>					
Personal Services	297,148	341,078	344,810	3,732	1.1%
Expenses	43,589	51,185	52,385	1,200	2.3%
<b>TOTAL</b>	<b>340,737</b>	<b>392,263</b>	<b>397,195</b>	<b>4,932</b>	<b>1.3%</b>
<b>141 BOARD OF ASSESSORS</b>					
Personal Services	301,504	337,945	347,028	9,083	2.7%
Expenses	47,053	25,750	23,300	(2,450)	-9.5%
<b>TOTAL</b>	<b>348,557</b>	<b>363,695</b>	<b>370,328</b>	<b>6,633</b>	<b>1.8%</b>
<b>145 TREASURER / COLLECTOR</b>					
Personal Services	292,865	290,504	296,464	5,960	2.1%
Expenses	44,786	49,850	53,050	3,200	6.4%
<b>TOTAL</b>	<b>337,651</b>	<b>340,354</b>	<b>349,514</b>	<b>9,160</b>	<b>2.7%</b>
<b>151 LEGAL SERVICES</b>					
Personal Services	0	0	0	0	N/A
Expenses	169,359	140,500	153,000	12,500	8.9%
<b>TOTAL</b>	<b>169,359</b>	<b>140,500</b>	<b>153,000</b>	<b>12,500</b>	<b>8.9%</b>
<b>152 HUMAN RESOURCES</b>					
Personal Services	281,428	296,856	303,460	6,604	2.2%
Expenses	20,956	16,859	19,600	2,741	16.3%
Compensation Reserve (Transfers Out)	35,045	325,000	700,000	375,000	115.4%
	0	(112,492)	0	112,492	-100.0%
<b>TOTAL</b>	<b>337,430</b>	<b>526,223</b>	<b>1,023,060</b>	<b>496,837</b>	<b>94.4%</b>
<b>155 TECHNOLOGY</b>					
Personal Services	365,178	381,668	385,491	3,823	1.0%
Expenses	620,701	631,268	692,528	61,260	9.7%
<b>TOTAL</b>	<b>985,879</b>	<b>1,012,936</b>	<b>1,078,019</b>	<b>65,083</b>	<b>6.4%</b>
<b>161 TOWN CLERK</b>					
Personal Services	266,563	304,138	290,212	(13,926)	-4.6%
Expenses	37,800	47,958	46,400	(1,558)	-3.2%
<b>TOTAL</b>	<b>304,363</b>	<b>352,096</b>	<b>336,612</b>	<b>(15,484)</b>	<b>-4.4%</b>
<b>170 PERMITTING DEPARTMENT</b>					
Personal Services	257,109	314,828	320,827	5,999	1.9%
Expenses	46,717	49,332	48,963	(369)	-0.7%
<b>TOTAL</b>	<b>303,826</b>	<b>364,160</b>	<b>369,790</b>	<b>5,630</b>	<b>1.5%</b>
<b>171 CONSERVATION COMMISSION</b>					
Personal Services	92,784	104,324	108,219	3,895	3.7%
Expenses	5,797	7,650	7,800	150	2.0%
<b>TOTAL</b>	<b>98,582</b>	<b>111,974</b>	<b>116,019</b>	<b>4,045</b>	<b>3.6%</b>

	<b>FY24 Actual</b>	<b>FY25 Budget</b>	<b>Fiscal 2026 TMR</b>	<b>FY25/FY26 Variance</b>	<b>FY25/ FY26 %</b>
<b>175 PLANNING BOARD</b>					
Personal Services	98,169	100,133	100,132	(1)	0.0%
Expenses	17,803	10,709	15,759	5,050	47.2%
<b>TOTAL</b>	<b>115,972</b>	<b>110,842</b>	<b>115,891</b>	<b>5,049</b>	<b>4.6%</b>
<b>176 ZONING BOARD OF APPEALS</b>					
Personal Services	0	0	0	0	N/A
Expenses	1,665	2,405	2,700	295	12.3%
<b>TOTAL</b>	<b>1,665</b>	<b>2,405</b>	<b>2,700</b>	<b>295</b>	<b>12.3%</b>
<b>192 TOWN HALL MAINTENANCE</b>					
Personal Services	48,548	50,226	50,726	500	1.0%
Expenses	56,103	65,599	65,099	(500)	-0.8%
<b>TOTAL</b>	<b>104,652</b>	<b>115,825</b>	<b>115,825</b>	<b>0</b>	<b>0.0%</b>
<b>199 PUBLIC BUILDINGS &amp; PROPERTIES MAINTENANCE</b>					
Personal Services	81,482	96,674	98,306	1,632	1.7%
Expenses	169,262	187,057	199,760	12,703	6.8%
<b>TOTAL</b>	<b>250,744</b>	<b>283,731</b>	<b>298,066</b>	<b>14,335</b>	<b>5.1%</b>
<b>TOTAL GENERAL GOVERNMENT</b>	<b>4,433,962</b>	<b>4,918,787</b>	<b>5,586,284</b>	<b>667,497</b>	<b>13.6%</b>
	<b>FY24 Actual</b>	<b>FY25 Budget</b>	<b>Fiscal 2026 TMR</b>	<b>FY25/FY26 Variance</b>	<b>FY25/ FY26 %</b>
<b>210 PUBLIC SAFETY POLICE DEPARTMENT</b>					
Personal Services	5,469,459	5,884,010	5,801,638	(82,372)	-1.4%
Expenses	549,221	617,903	605,364	(12,539)	-2.0%
<b>TOTAL</b>	<b>6,018,681</b>	<b>6,501,913</b>	<b>6,407,002</b>	<b>(94,911)</b>	<b>-1.5%</b>
<b>215 PUBLIC SAFETY COMMUNICATIONS</b>					
Personal Services	793,452	879,361	881,524	2,163	0.2%
Expenses	39,909	55,225	54,560	(665)	-1.2%
<b>TOTAL</b>	<b>833,361</b>	<b>934,586</b>	<b>936,084</b>	<b>1,498</b>	<b>0.2%</b>
<b>220 FIRE DEPARTMENT</b>					
Personal Services	3,983,181	3,960,644	4,018,283	57,639	1.5%
Expenses	399,662	388,606	408,500	19,894	5.1%
<b>TOTAL</b>	<b>4,382,843</b>	<b>4,349,250</b>	<b>4,426,783</b>	<b>77,533</b>	<b>1.8%</b>
<b>241 BUILDING DEPARTMENT</b>					
Personal Services	395,565	409,966	424,609	14,643	3.6%
Expenses	7,501	14,095	14,595	500	3.5%
<b>TOTAL</b>	<b>403,066</b>	<b>424,061</b>	<b>439,204</b>	<b>15,143</b>	<b>3.6%</b>

	<b>FY24 Actual</b>	<b>FY25 Budget</b>	<b>Fiscal 2026 TMR</b>	<b>FY25/FY26 Variance</b>	<b>FY25/ FY26 %</b>
<b>244 SEALER WEIGHTS &amp; MEASURES</b>					
Personal Services	0	0	0	0	N/A
Expenses	16,500	16,500	25,000	8,500	51.5%
<b>TOTAL</b>	<b>16,500</b>	<b>16,500</b>	<b>25,000</b>	<b>8,500</b>	<b>51.5%</b>
<b>291 EMERGENCY MANAGEMENT</b>					
Personal Services	9,700	9,894	10,092	198	2.0%
Expenses	2,450	2,450	2,450	0	0.0%
<b>TOTAL</b>	<b>12,150</b>	<b>12,344</b>	<b>12,542</b>	<b>198</b>	<b>1.6%</b>
<b>292 ANIMAL CONTROL</b>					
Personal Services	47,079	50,170	50,759	589	1.2%
Expenses	3,684	3,975	4,375	400	10.1%
<b>TOTAL</b>	<b>50,763</b>	<b>54,145</b>	<b>55,134</b>	<b>989</b>	<b>1.8%</b>
<b>294 TREE WARDEN</b>					
Personal Services	2,993	3,122	3,184	62	2.0%
Expenses	27,083	30,000	30,000	0	0.0%
<b>TOTAL</b>	<b>30,076</b>	<b>33,122</b>	<b>33,184</b>	<b>62</b>	<b>0.2%</b>
<b>TOTAL PUBLIC SAFETY</b>	<b>11,747,440</b>	<b>12,325,921</b>	<b>12,334,933</b>	<b>9,012</b>	<b>0.1%</b>

	<b>FY24 Actual</b>	<b>FY25 Budget</b>	<b>Fiscal 2026 TMR</b>	<b>FY25/FY26 Variance</b>	<b>FY25/ FY26 %</b>
<b>EDUCATION</b>					
<b>300 WESTFORD PUBLIC SCHOOLS TOTAL</b>	<b>65,889,564</b>	<b>67,585,355</b>	<b>69,388,572</b>	<b>1,803,217</b>	<b>2.7%</b>
<b>310 NASHOBA TECH TOTAL</b>	<b>1,396,089</b>	<b>1,484,842</b>	<b>1,792,307</b>	<b>307,465</b>	<b>20.7%</b>
<b>TOTAL EDUCATION</b>	<b>67,285,653</b>	<b>69,070,197</b>	<b>71,180,879</b>	<b>2,110,682</b>	<b>3.1%</b>

	<b>FY24 Actual</b>	<b>FY25 Budget</b>	<b>Fiscal 2026 TMR</b>	<b>FY25/FY26 Variance</b>	<b>FY25/ FY26 %</b>
<b>PUBLIC WORKS</b>					
<b>405 DEPARTMENT OF PUBLIC WORKS</b>					
Personal Services	1,881,260	2,034,148	1,968,189	(65,959)	-3.2%
Expenses	1,031,762	983,095	1,042,895	59,800	6.1%
<b>TOTAL</b>	<b>2,913,022</b>	<b>3,017,243</b>	<b>3,011,084</b>	<b>(6,159)</b>	<b>-0.2%</b>

	<b>FY24 Actual</b>	<b>FY25 Budget</b>	<b>Fiscal 2026 TMR</b>	<b>FY25/FY26 Variance</b>	<b>FY25/ FY26 %</b>
<b>430 WASTE DISPOSAL SERVICES</b>					
Personal Services	0	0	0	0	N/A
Expenses	2,146,508	2,641,789	2,612,442	(29,347)	-1.1%
<b>TOTAL</b>	<b>2,146,508</b>	<b>2,641,789</b>	<b>2,612,442</b>	<b>(29,347)</b>	<b>-1.1%</b>
<b>442 WASTEWATER TREATMENT MANAGEMENT</b>					
Personal Services	0	0	0	0	N/A
Expenses	242,650	259,864	281,845	21,981	8.5%
<b>TOTAL</b>	<b>242,650</b>	<b>259,864</b>	<b>281,845</b>	<b>21,981</b>	<b>8.5%</b>
<b>491 CEMETERY DEPARTMENT</b>					
Personal Services	156,839	160,227	169,172	8,945	5.6%
Expenses	34,173	34,850	35,620	770	2.2%
<b>TOTAL</b>	<b>191,012</b>	<b>195,077</b>	<b>204,792</b>	<b>9,715</b>	<b>5.0%</b>
<b>TOTAL PUBLIC WORKS</b>	<b>5,493,193</b>	<b>6,113,973</b>	<b>6,110,163</b>	<b>(3,810)</b>	<b>-0.1%</b>
	<b>FY24 Actual</b>	<b>FY25 Budget</b>	<b>Fiscal 2026 TMR</b>	<b>FY25/FY26 Variance</b>	<b>FY25/ FY26 %</b>
<b>HEALTH &amp; HUMAN SERVICES</b>					
<b>510 BOARD OF HEALTH</b>					
Personal Services	428,238	489,503	501,648	12,145	2.5%
Expenses	19,320	20,900	23,200	2,300	11.0%
<b>TOTAL</b>	<b>447,558</b>	<b>510,403</b>	<b>524,848</b>	<b>14,445</b>	<b>2.8%</b>
<b>541 COUNCIL ON AGING</b>					
Personal Services	491,812	517,744	527,307	9,563	1.8%
Expenses	103,160	93,198	100,250	7,052	7.6%
<b>TOTAL</b>	<b>594,973</b>	<b>610,942</b>	<b>627,557</b>	<b>16,615</b>	<b>2.7%</b>
<b>543 VETERANS SERVICES</b>					
Personal Services	83,503	83,747	85,946	2,199	2.6%
Expenses	22,011	42,050	26,050	(16,000)	-38.0%
<b>TOTAL</b>	<b>105,514</b>	<b>125,797</b>	<b>111,996</b>	<b>(13,801)</b>	<b>-11.0%</b>
<b>TOTAL HEALTH &amp; HUMAN SERVICES</b>	<b>1,148,044</b>	<b>1,247,142</b>	<b>1,264,401</b>	<b>17,259</b>	<b>1.4%</b>

	<b>FY24 Actual</b>	<b>FY25 Budget</b>	<b>Fiscal 2026 TMR</b>	<b>FY25/FY26 Variance</b>	<b>FY25/ FY26 %</b>
<b>CULTURE &amp; RECREATION</b>					
610 <b>LIBRARY</b>					
Personal Services	1,448,426	1,481,588	1,474,421	(7,167)	-0.5%
Expenses	338,846	307,214	352,200	44,986	14.6%
<b>TOTAL</b>	<b>1,787,272</b>	<b>1,788,802</b>	<b>1,826,621</b>	<b>37,819</b>	<b>2.1%</b>
650 <b>PARKS &amp; GROUNDS</b>					
Personal Services	412,913	459,085	465,295	6,210	1.4%
Expenses	40,701	46,456	46,650	194	0.4%
<b>TOTAL</b>	<b>453,614</b>	<b>505,541</b>	<b>511,945</b>	<b>6,404</b>	<b>1.3%</b>
660 <b>LAND MANAGEMENT</b>					
Personal Services	0	0	0	0	N/A
Expenses	94,461	54,300	54,800	500	0.9%
<b>TOTAL</b>	<b>94,461</b>	<b>54,300</b>	<b>54,800</b>	<b>500</b>	<b>0.9%</b>
670 <b>HISTORICAL COMMISSION</b>					
Personal Services	0	0	0	0	N/A
Expenses	13,054	14,250	15,950	1,700	11.9%
<b>TOTAL</b>	<b>13,054</b>	<b>14,250</b>	<b>15,950</b>	<b>1,700</b>	<b>11.9%</b>
<b>TOTAL CULTURE &amp; RECREATION</b>	<b>2,348,400</b>	<b>2,362,893</b>	<b>2,409,316</b>	<b>46,423</b>	<b>2.0%</b>
<b>DEBT SERVICE</b>					
710 <b>DEBT SERVICE</b>					
Principal & Interest	3,220,449	3,566,124	4,242,010	675,886	19.0%
<b>TOTAL</b>	<b>3,220,449</b>	<b>3,566,124</b>	<b>4,242,010</b>	<b>675,886</b>	<b>19.0%</b>
<b>TOTAL DEBT SERVICE</b>	<b>3,220,449</b>	<b>3,566,124</b>	<b>4,242,010</b>	<b>675,886</b>	<b>19.0%</b>
<b>UNCLASSIFIED</b>					
940 <b>OTHERWISE UNCLASSIFIED</b>					
Expenses	(1,632,835)	(1,870,301)	(1,712,890)	157,411	-8.4%
<b>TOTAL</b>	<b>(1,632,835)</b>	<b>(1,870,301)</b>	<b>(1,712,890)</b>	<b>157,411</b>	<b>-8.4%</b>
945 <b>EMPLOYEE BENEFITS &amp; MISCELLANEOUS</b>					
Expenses	10,345,566	11,227,278	11,613,148	385,870	3.4%
<b>TOTAL</b>	<b>10,345,566</b>	<b>11,227,278</b>	<b>11,613,148</b>	<b>385,870</b>	<b>3.4%</b>
990 <b>TRANSFERS TO/FROM TRUSTS</b>					
Expenses	12,857,528	13,280,173	14,187,292	907,119	6.8%
<b>TOTAL</b>	<b>12,857,528</b>	<b>13,280,173</b>	<b>14,187,292</b>	<b>907,119</b>	<b>6.8%</b>
<b>TOTAL UNCLASSIFIED</b>	<b>21,570,259</b>	<b>22,637,150</b>	<b>24,087,550</b>	<b>1,450,400</b>	<b>6.4%</b>
<b>TOTAL GENERAL FUND</b>	<b>117,247,399</b>	<b>122,242,187</b>	<b>127,215,536</b>	<b>4,973,349</b>	<b>4.1%</b>

	<b>FY24 Actual</b>	<b>FY25 Budget</b>	<b>Fiscal 2026 TMR</b>	<b>FY25/FY26 Variance</b>	<b>FY25/ FY26 %</b>	
<b>ENTERPRISE FUNDS</b>						
240	<b>COMMUNITY PRESERVATION FUND</b>					
	Personal Services	5,211	9,000	9,000	0	0.0%
	Expenses	6,000	15,000	15,000	0	0.0%
	Principal & Interest	983,490	1,097,028	1,065,168	(31,860)	-2.9%
	<b>TOTAL</b>	<b>994,701</b>	<b>1,121,028</b>	<b>1,089,168</b>	<b>(31,860)</b>	<b>-2.8%</b>
600	<b>WATER ENTERPRISE FUND</b>					
	Personal Services	1,245,754	1,407,457	1,516,547	109,090	7.8%
	Expenses	1,795,219	2,053,110	2,043,221	2,043,221	-0.5%
	Reserve Fund	0	250,000	250,000	0	0.0%
	Principal & Interest	1,008,905	1,310,191	1,404,897	94,706	7.2%
	<b>TOTAL</b>	<b>4,049,878</b>	<b>5,020,758</b>	<b>5,214,665</b>	<b>193,907</b>	<b>3.9%</b>
630	<b>RECREATION ENTERPRISE FUND</b>					
	Personal Services	817,727	880,092	917,136	37,044	4.2%
	Expenses	368,683	369,135	306,145	(62,990)	-17.1%
	<b>TOTAL</b>	<b>1,186,409</b>	<b>1,249,227</b>	<b>1,223,281</b>	<b>(25,946)</b>	<b>-2.1%</b>
640	<b>AMBULANCE ENTERPRISE FUND</b>					
	Personal Services	965,372	988,357	947,179	(41,178)	-4.2%
	Expenses	533,292	698,084	633,158	(64,926)	-9.3%
	<b>TOTAL</b>	<b>1,498,663</b>	<b>1,686,441</b>	<b>1,580,337</b>	<b>(106,104)</b>	<b>-6.3%</b>
650	<b>STORMWATER ENTERPRISE FUND</b>					
	Personal Services	33,913	120,094	119,201	(893)	-0.7%
	Expenses	883,021	982,620	1,007,039	24,419	2.5%
	Principal & Interest	200,570	320,550	453,011	132,461	41.3%
	<b>TOTAL</b>	<b>1,117,503</b>	<b>1,423,264</b>	<b>1,579,251</b>	<b>155,987</b>	<b>11.0%</b>
<b>TOTAL OPERATING BUDGET</b>		<b>126,094,554</b>	<b>132,742,905</b>	<b>137,902,238</b>	<b>5,159,333</b>	<b>3.9%</b>

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**Article 14     Establish a 300th Anniversary Celebration Fund***Select Board***Motion: It was voted and passed by a majority on a voice vote**

That the Town vote pursuant to MGL Chapter 44, Section 53I to establish a 300th Anniversary Celebration Fund for the purpose of receiving and investing such sums as may be appropriated by the Town of Westford, any and all sums received by way of income from the sale of commemorative items, and any and all sum from admission charges for commemorative ceremonies or events; and, provided further that the Treasurer shall keep such funds separate from other monies, funds or property of the Town, and the principal and interest thereof may, from time to time upon the authorization of the majority of the Select Board, or of any special committee established to plan such celebration with the written approval of the Town Manager, be expended for the purposes of such celebration in the year of such celebration and in the year preceding or succeeding same and that any surplus remaining in said special fund after such celebration is concluded shall be transferred by the Treasurer into the general fund of the Town.

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**Article 16     Authorize Select Board to Acquire Easements for Stony Brook Bridge Project***Select Board***Motion: It was voted and passed by a majority 233 Yes - 45 No**

That the Town vote to (a) authorize the Select Board to acquire, by purchase, gift and/or eminent domain, on such terms as the Select Board deems appropriate, the land and/or permanent and temporary easements in, on, under, over, across and along certain parcels of land located on or near Stony Brook Bridge at or near Polley Road, and approximately shown on plans entitled "Massachusetts Department of Transportation Highway Division Plan and Profile of Stony Brook Road Over Stony Brook Bridge No. W-26-002 (26D)", dated December 11, 2024, prepared by TEC The Engineering Corp., on file with the Town Clerk, as said plans may be amended from time to time and/or incorporated into an easement plan, and land within 200 feet of said parcels, for public way purposes, including without limitation, for the construction, installation, inspection, maintenance, improvement, repair, replacement and/or relocation of a bridge, rights of way, sidewalks, drainage, utilities, driveways, retaining ways, guardrails, slopes, grading, rounding, construction, landscaping, and other structures and/or appurtenances, to enable the Town to undertake the Stony Brook Bridge Improvement Project and for any and all purposes and uses incidental or related thereto; (b) transfer the care, custody, and control of the portions of the Town-owned properties shown on the aforesaid plans from the board or officer having custody of the same for the purposes for which such properties are currently held to the Select Board for the foregoing purposes and further to dedicate said portions of the Town-owned properties to said public way purposes, and, if applicable, authorize the Select Board to submit petitions to the General Court to permit the foregoing under Article 97 of the Massachusetts Constitution or otherwise; (c) authorize the Select Board to temporarily relocate the occupants of the property located at 58 Stony

Brook Road, and operate, manage and maintain said property during said temporary relocation; (d) raise and appropriate, transfer from available funds, and/or borrow a sum of money to fund the foregoing project and any and all costs incidental or related thereto, including, without limitation, the cost of any land/easement acquisitions, appraisals, and surveys; and, further, (e) authorize the Select Board to enter into all agreements and take any and all actions as may be necessary or appropriate to effectuate the foregoing.

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**Article 17     **Authorize Select Board to Accept Easements for West Street/North Main Pedestrian Safety Improvements****

*Select Board*

**Motion: It was voted and passed by a majority on a voice vote**

That the Town vote to authorize the Select Board to acquire, by purchase, gift, and/or eminent domain, for public way and sidewalk purposes, including, without limitation, for pedestrian safety improvements, easements on properties located at West Street, on or near North Main Street, as shown on plans entitled "Westford North Main Street & West Street Easement Exhibit," dated January 17, 2025, prepared by TEC The Engineer Corp., a copy of which is on file with the Town Clerk, as said plans may be amended, on such terms and conditions as the Select Board deems to be in the best interests of the Town, and to execute any and all documents and instruments necessary or convenient to carry out the purposes of this article.

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**Article 19     **Update Floodplain Zoning Bylaw****

*Planning Board*

**Motion: It was voted and passed by two thirds 254 Yes - 22 No**

That the Town vote Amend Section 8.2 of the Zoning Bylaw to update the Town's Floodplain Overlay District Bylaw by incorporating the district boundaries based on the latest Federal Emergency Management Agency (FEMA) Flood Insurance Rate Maps (FIRM), as shown on the handout titled "2025 Floodplain Bylaw".

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**Article 20     **Adopt the Specialized Energy Code****

*Select Board*

**Motion: It was voted and failed to achieve a majority 165 No - 137 Yes**

That the Town vote to amend Chapter 150 of the Town's General Bylaws, Stretch Energy Code, by deleting the Chapter in its entirety and replacing it with the following new Chapter 150, entitled "Specialized Energy Code", for the purpose of regulating the design and construction of buildings for the effective use of energy and reduction of greenhouse gas emissions, pursuant to the entirety of 225 CMR 22 and 23 including Appendices RC and CC, including future editions, amendments or modifications thereto, with an effective date of July 1, 2026.

## **Chapter 150: Specialized Energy Code**

### **§ 150-1 Definitions**

International Energy Conservation Code (IECC) – The International Energy Conservation Code (IECC) is a building energy code created by the International Code Council. It is a model code adopted by many state and municipal governments in the United States for the establishment of minimum design and construction requirements for energy efficiency, and is updated on a three-year cycle. The baseline energy conservation requirements of the MA State Building Code are the IECC with Massachusetts amendments, as approved by the Board of Building Regulations and Standards and published in state regulations as part of 780 CMR.

Specialized Energy Code – Codified by the entirety of 225 CMR 22 and 23 including Appendices RC and CC, the Specialized Energy Code adds residential and commercial appendices to the Massachusetts Stretch Energy Code, based on amendments to the respective net-zero appendices of the International Energy Conservation Code (IECC) to incorporate the energy efficiency of the Stretch energy code and further reduce the climate impacts of buildings built to this code, with the goal of achieving net-zero greenhouse gas emissions from the buildings sector no later than 2050.

Stretch Energy Code - Codified by the combination of 225 CMR 22 and 23, not including Appendices RC and CC, the Stretch Energy Code is a comprehensive set of amendments to the International Energy Conservation Code (IECC) seeking to achieve all lifecycle cost-effective energy efficiency in accordance with the Green Communities Act of 2008, as well as to reduce the climate impacts of buildings built to this code.

### **§ 150-2 Purpose**

The purpose of 225 CMR 22.00 and 23.00 including Appendices RC and CC, also referred to as the Specialized Energy Code is to provide a more energy efficient and low greenhouse gas emissions alternative to the Stretch Energy Code or the baseline Massachusetts Energy Code, applicable to the relevant sections of the building code for both new construction and existing buildings.

### **§ 150-3 Applicability**

This energy code applies to residential and commercial buildings.

### **§ 150-4 Specialized Code**

The Specialized Code, as codified by the entirety of 225 CMR 22 and 23 including Appendices RC and CC, including any future editions, amendments, or modifications, is herein incorporated by reference into the Town of Westford General Bylaws, Chapter 150.

The Specialized Code is enforceable by the Local Building Inspector or Building Commissioner.

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**Article 21 Fines for Violations of Dog Control Bylaw - Tickets**

Town  
Manager

**Motion: It was voted and passed by a majority on a voice vote**

That the Town vote to amend Chapter 84 of the Town's General Bylaws, Dogs, to increase the fines for violations of said chapter to make them consistent with MGL Chapter 140, Section 173A, by amending Sections 84.3 and 84.6, as shown below, with additions shown in bold and deletions shown in strikethrough:

§84.3 Violations and penalties. Whoever violates any provision of this section shall be punished according to the following procedure and schedule of fines, which are hereby declared to be an alternative to the procedure and schedule set forth in Massachusetts General Laws chapter 140, section 173A:

First offense:	\$10 50 fine
Second offense	\$25 100 fine
Third and each subsequent offense	\$50 300 fine
Fourth and subsequent offense	\$500 fine

§84.6 Nuisance dogs; violations and penalties.

A. No person shall own or keep in the Town any dog which, by biting, barking, howling, scratching or crying, or in any other manner disturbs the peace and quiet of any neighborhood, destroys private property, or endangers the safety of any person.

B. Any violation of this section may be enforced by the Animal Control Officer through non-criminal disposition procedure in accordance with the following schedule of fines:

First offense:	<del>warning</del> \$50 fine
Second offense:	<del>\$25</del> 100 fine
Third offense:	<del>\$50</del> 300 fine
Each Fourth and subsequent offense:	<del>\$100</del> 500 fine

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**Article 22 Resolution to Accept Boston Road as a Public Way**

Select Board

**Motion: It was voted and passed by a majority on a voice vote**

That the Town vote a non-binding resolution to support the layout and acceptance by the Town of Westford of an approximately 1,780 foot section of Boston Road, beginning at the current limit of State Highway Layout, at or about 44/45 Boston Road, and terminating approximately 100 feet south of Blake's Hill Road; said portion of road is currently operated and maintained by the Commonwealth of Massachusetts, said layout and acceptance to occur at a future Town Meeting after the completion of the Boston Road Improvement Project, so-called.

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**Article 24 Amend the General Bylaws to Change the Date and Time of annual Elections**

*Citizens'  
Petition*

**Motion: A motion was made to dismiss Article 24 which was voted and passed by a majority on a voice vote, Article 24 dismissed.**

That the Town vote to amend Chapter 51, Section 51.1 A of the Westford General Bylaws relating to the time of the Annual Town Elections, as shown below, with additions shown in bold and deletions shown in strikethrough;

A. Date and time of Annual Town Elections. The Annual Meeting for the election of Town officers and the determination of matters as by law or vote of the Town are required to be elected or determined by ballot shall be held on the first Tuesday Saturday of May each year. The polls shall be open at 7:00 am and shall remain open until 8:00 pm.

# Select Board

Westford strives to be a welcoming and inclusive community that honors its history and traditions. We are driven towards innovation and progress, balancing growth with preservation and a commitment to creating a sustainable future.

The Westford Select Board is the Town's chief policy-making and governing body. The Select Board helps guide the overall direction of local government and ensures that town policies and services reflect the needs and priorities of the Westford community.

### Key responsibilities include:

- Setting policy and establishing priorities for town government, including public safety, education, infrastructure, growth, and environmental and historic resource protection.
- Enforcing town bylaws and regulations to ensure that decisions made by Town Meeting are carried out.
- Appointing key officials and boards, including the Town Manager, Town Counsel, Conservation Commission, Board of Appeals, and other committees and advisory groups.
- Providing leadership and serving as a liaison between Town government and residents, while encouraging citizen participation.
- Supporting long-range planning and fiscal responsibility, often working closely with the Town Manager on budgets and strategic goals.

FY2025 marked the fourth year in which the Select Board was authorized to approve expenditures of American Rescue Plan Act (ARPA) funds to help offset increased expenses resulting from COVID. During this period, the Select Board appropriated a total of \$7,417,970.84 in ARPA funding across 124 separate requests. As of the close of FY2025,

**G. Thomas Clay**  
*Chair*

**Chris Barrett**  
*Vice Chair*

**John H. Cunningham**  
*Clerk*

**Noëlle L. Donovan**  
*Member*

**Sean P. Kelly**  
*Member*



*The Westford Select Board (from left to right) G. Thomas Clay, Chair; Chris Barrett, Vice Chair; John H. Cunningham, Clerk; and members Noëlle L. Donovan and Sean P. Kelly.*

all ARPA funds were fully appropriated.

- Called for Special Town Meeting, October 21, 2024, and Annual Town Meeting, March 22, 2025.
- Notable Retirement: Thanked Fire Chief Joseph Targ After 37 of service – Welcomed Fire Chief Mike Denehy.
- Retiring Select Board Members – Andrea Peraner-Sweet and Chair Scott Hazelton.
- Welcomed 2 new Select Board Members – Sean Kelly and Noëlle Donovan.

- Approved the Town of Westford Strategic Plan, February 2025.
- Approved a Vision and Mission Statement for the Diversity, Equity and Inclusion Committee.
- Appointed Members to the Robinson School Building Committee and signed the Colonel John Robinson Elementary School MSBA Feasibility Agreement.
- Established the 300th Anniversary Celebration Committee.
- Established a Tax rate for FY 2025.
- Accepted the Layout of Cloverleaf Lane and Diane Lane.
- Approved the Roudenbush Community Center Lease.
- Approved new contract with Town Manager Kristen Las FY27-FY29.
- Co-Sponsored the Acton-Westford Pride Festival at NARA Park on June 21, 2025 and accepted a donation to support the Town of Acton for \$2,500.
- Established 2 membership seats for High School Juniors/Seniors on the Diversity, Equity and Inclusion Committee.
- Continued to work through the FY 25 Select Board/Town Manager Goals.
- Continued to work with Choice Housing Opportunities for Intergenerational and Community Endeavors Inc. (CHOICE) to create senior affordable housing and new home for the Westford Food Pantry at 35 Town Farm Road.
- Supported the Municipal Empowerment Act to give Westford the resources to maintain and deliver vital service, streamline operations, and attract talented

workers and permanently enable hybrid public meetings.

- Approved All Way Stop Control Safety Improvements at the Forge Village Road/ Cold Spring Road intersection and Forge Village Road/Town Farm Road intersection.
- Approved Contract with Office and Professional Employees International Union (OPEIU) for FY26-FY28.

Neither the daily operations of the Town nor the accomplishments outlined above would be possible without the hard work, dedication, and commitment of Town staff, boards and committees, elected officials, and countless volunteers. The Board extends its heartfelt thanks and appreciation to all who contribute their time and effort to make Westford the wonderful place it is to live and work. We could not do it without you.

**Additional information about the Westford Select Board is available online:**  
[www.westfordma.gov/297/Select-Board](http://www.westfordma.gov/297/Select-Board)

# Town Manager's Office

## Mission Statement:

The Town Manager's Office is committed to being responsive, ethical, and transparent while providing quality, innovative and effective service to all town departments, federal and state agencies, the business community, and our residents at large. We foster and promote effective working relationships with all town employees, boards, committees and commissions. We are committed to annually presenting a fiscally responsible operating budget that accomplishes the goals of the Select Board.

## Summary of Responsibilities:

The Town Manager shall be the chief administrative officer of the town, shall act as the agent for the Select Board and shall be responsible to said board for the proper operation of town affairs for which the Town Manager is given responsibility under this act. The Town Manager, under the policy direction of the Select Board, shall supervise, direct and be responsible for the efficient administration of all officers appointed by the Town Manager and their respective departments and of all functions for which the Town Manager is given responsibility, authority or control by this act, by by-law, by other Town Meeting vote, or by vote of the Select Board. The Town Manager shall have the power to delegate, authorize or direct any subordinate or employee of the town to exercise any power, duty or responsibility which the office of Town Manager is authorized to exercise under this act. All actions that are performed under such delegation shall be deemed to be the actions of the Town Manager.

**Number of Staff:** four (4) full-time.

## Key initiatives completed this year:

- Adoption of the Strategic Plan by the Select Board and Implementation of the Strategic Plan by the Town Manager's Office and other staff [www.westfordma.gov/1628/Town-Wide-Strategic-Plan](http://www.westfordma.gov/1628/Town-Wide-Strategic-Plan)

**Kristen Las**  
*Town Manager*

**Mike Edwards**  
*Assistant Town Manager of Strategic Operations*

**Pam McNiff**  
*Project Procurement Specialist*

**Nicole Laviolette**  
*Community Wellness Coordinator*



*Westford Town Manager, Kristen Las*

- Continued work on the Town Facilities Assessment Project.
- Rewrote job advertisements to be more pertinent to Westford in an effort to attract more candidates.
- Updated performance appraisal documents to be more focused on Town goals and accomplishments of those goals.
- Supported the Employee Wellness Committee and the outreach they are providing to staff.
- Awarded contract to Capital Strategic

Solutions to assist in creating a comprehensive communications plan and provide townwide communications support.

**Notable milestones or successes:**

- Hired new Fire Chief - Mike Denehy.
- Hired new Building Commissioner - Erik Tardiff.
- Hired new Veterans Service Officer - Colin Bode.
- Rolled out new 5-year solid waste and collection and recycling processing contract.
- Developed a Capital Planning website.
- Provided oversight to the Library Renovation and Expansion Project.
- Finalized lease negotiations and a M.O.U with the Roudenbush Community Center that will lead to greater collaboration.
- Began utilizing our town LinkedIn page.
- The Town Manager created the Open Space and Recreation Plan Committee, Pedestrian Improvement Plan for MCMOD Advisory Committee, Route 40 Corridor Study Advisory Committee.
- Settled an agreement with Waste Management.
- Signed a Professional Services Agreement with Good Energy for the Westford POP Electrical Aggregation Program.
- Signed shared services M.O.U with the Town of Chelmsford for Sealer of Weights and Measures Services.
- Coordinated 2 Town Meetings: Annual Town Meeting on March 22, 2025 - 24 Articles and Special Town Meeting on October 21, 2024 - 10 Articles.

**Awards, recognition, or public engagement:**

Town Manager Kristen Las participated on the Board of the 495/MetroWest Partnership, Middlesex 3, and also participated in the Northern Middlesex Council of Governments (NMCOG) Managers Group with nine other Town Managers/Administrators in the region to discuss topics of general concern.

**Key Challenges Faced During the Year:**

A significant ongoing challenge is the extent of deferred maintenance across both Town and school facilities. This has contributed to unexpected equipment failures and increased reliance on outsourced contracted services. Constrained maintenance budgets can also limit the ability to stay ahead of planned preventative maintenance initiatives, as resources are often redirected toward urgent or emergency repairs. Addressing these needs will require continued long-term planning and sustained investment in facility infrastructure.

**Key Metrics Tracked:**

***Applied for and received \$1.9 million Grants totaling over \$1,920,174 across Town Departments:***

- Department of Public Health Excellence Grant - **\$581,487.**
- MBTA Communities Catalyst Fund Grant - **\$300,000.**
- Brownfields Redevelopment Fund (12N Main) - **\$250,000.**
- Housing Choice Community Grant (12N Main) - **\$190,000.**
- 911 Dispatch Grants **\$132,428.**
- Housing Choice Grant Program (Route 40 Corridor) - **\$106,000.**
- Green Communities WA and Miller School Weatherization Grant **\$97, 530.**
- Municipal ADA Improvement Grant - **\$94,650.**

- MA Community Compact Strategic Plan and Community Engagement Grant **\$50,000**.
- Police National Highway Traffic Safety Administration Grant - **\$34,274**.
- Board of Health FDA Retail Policy Standards (Food Codes) **\$17,200**.
- Recycling Dividends Program Grant - **\$13,000**.
- Owners Agent Services for Energy Savings Performance Contract **\$13,000**.
- Firefighter Safety Equipment Grant **\$12,905**.
- Police Eradication and Suppression of Illicit Cannabis **\$12,000**.
- MA Cultural Council Grant **\$10,600**.
- Emergency Management Performance Grant **\$5,100**.
- Health insurance accounted for **10.6%** of our budget and was funded at **\$14,065,173**.
- The Health Insurance Trust balance was **\$1,085,375** as of June 30, 2025, as compared to having a negative balance of **\$387,079** at the beginning of the FY24. The Trustees voted an **8.3%** rate increase effective November 1, 2024.
- In addition to the rate increase, the Select Board authorized an appropriation of **\$403,263** from the remaining balance of the American Rescue Plan Act (ARPA) to the Health Insurance Trust. The Trust fund balance as of June 30, 2025 was **\$4,188,862**, or **\$3,103,487** higher than the prior year.
- We funded Other Post Employment Benefits (OPEB) in the amount of **\$1,021,617** for a total fund balance of **\$18,109,071**, which is an estimated **15.36%** of our unfunded liability.
- We funded capital at **\$13,791,414** with a balance in our Capital Stabilization Fund of \$587,981. We maintained our AAA bond rating from Standard and Poor's, and achieved a SP1+ short term bond rating, which is the highest bond rating they offer.
- FY2025 was the fourth and final year where the Select Board could authorize the American Rescue Plan Act (ARPA) funds for expenditure to help offset increased expenses due to COVID. The Select Board has appropriated **\$7,417,971** in ARPA funding for 121 different requests.

**Comparative Insights (e.g., previous year, multi-year trends):**

- Our New Growth was certified at **\$684,063**, **\$172,810** less than in FY2024.
- We received an increase in State Aid of **\$587,511**, totaling **\$21,675,207**.
- We collected **\$4,483,194** in Motor Vehicle Excise.
- Our Local Options Excise was **\$1,446,896**.
- We collected **\$1,361,806** in license and permit fees.
- Our Town's received Community Preservation Act state contribution decreased by **\$39,231** over last year totaling **\$478,172**.
- We ended the year with cash reserves of **\$12,544,827**, or **9.73%** of our general fund operating budget.

**Public Engagement and Participation (e.g., events held, outreach initiatives, feedback collected):**

- Changed Town Hall Operating Hours to accommodate residents who cannot get to Town Hall during 8 am - 4 pm. Town Hall stays open Tuesday nights until 6:30 pm.
- Asked for residents' feedback to create a Strategic Plan for Westford ensuring the

roadmap of the town's future was aligned with the spending priorities of the resident survey.

- Asked for residents' feedback on implementing a Pay-As-You-Throw program. The survey was intended to gauge resident support and understand their household's needs and preferences for trash disposal.
- Held Community Forums and released surveys on the Town Facilities Assessment Project lead by Tecton Architects. This is focused on evaluating the current condition of town facilities, anticipated future needs and potential planning recommendations.
- Coordinated Boston 25 Zip Trip on Town Common.
- Worked with the staff and students at Nashoba Tech to do professional headshots for town staff.
- Monthly Town Manager newsletter.

**Additional information about the Westford Town Manager is available online:**  
[www.westfordma.gov/325/Town-Manager](http://www.westfordma.gov/325/Town-Manager)

# Affordable Housing Trust

## Mission Statement:

The Affordable Housing Committee advocates for the preservation and development of diversified housing opportunities for families and individuals whose income is less than and equal to the median income for the greater Lowell area. The Committee's goal is to keep this housing within community standards and dispersed throughout the Town. The committee continues to strive to exceed the State's mandate that 10% of the housing stock be permanently affordable to residents earning 80 % or less of the area median income for the Westford region (this is the "Chapter 40-B" law). Going into FY 2025 Westford remains above the state mandated 10% goal. While technically Westford does not have allow a Chapter 40B right now, this Committee will continue to encourage all developers to include affordable housing in their plans. The Affordable Housing Trust manages primarily CPC funding to be utilized in the preservation and expansion of affordable housing.

## Definition of Affordable Housing:

Housing affordability is based on median household incomes in the region. The median incomes are determined by the US Department of Housing and Urban Development (HUD), are re-issued annually, and are adjusted for the number of residents living in a home. For FY 2023 Westford is part of the Lowell MA HUD metro along with Billerica town, MA; Chelmsford town, MA; Dracut town, MA; Dunstable town, MA; Groton town, MA; Lowell city, MA; Pepperell town, MA; Tewksbury town, MA; and Tyngsborough town, MA.

**Trust Membership:** In FY 2024, the Trust was comprised of nine (9) members. At the start of FY 2024 only 8 positions were filled. Joan Croteau serves as the Chairperson; Denny Wood remains Treasurer, Andrea Peraner-Sweet is the Select Board member and Marianne Nelson is the Recorder. The remaining members include Scott Hazelton,

**Joan C. Croteau**  
*Chair*

**Sean P. Kelly**  
*Select Board Representative*

**Andrea Peraner-Sweet**  
*Alternate*

**Kristi Bates**

**Ragi Ramachandran**

**Alden F. Wood**

**Marianne Nelson**

**Robert J. Waskiewicz**

**J. Scott Hazelton**

**Drew Vernalia**

Drew Vernalia, Robert Waskiewicz, and Ragi Ramachandran. During the Fiscal Year, there were no resignations.

## Key initiatives completed this year:

Citizen Activity forms were received for six people. Three were unresponsive to the invitations to attend a meeting. Kristi Bates was appointed as a full member in February 2025. Susan Martin-Tibbets was appointed as an alternate member in April 2025. The last candidate who attended two meetings chose not to become a committee member. With the retirement of Andrea Peraner-Sweet, Sean Kelly became the Select Board member and Andrea Peraner-Sweet became an alternate member as the fiscal year ended. There remains one alternate member vacancy.

The Westford Housing Authority (WHA) Director normally participates in AHT meetings. The WHA had personnel turnover in the middle of the fiscal year and at the close of the fiscal year the new Executive Directory Joy Scotina had just come on board.

**Current median incomes in Westford region are:**

<b>Median Income</b>	<b>Household Size</b>	<b>100% of Median</b>	<b>80% of Median</b>	<b>50% of Median</b>	<b>30% of Median</b>
\$136,900	Four People	\$137,500	\$110,000	\$68,750	\$41,250
	Two People	\$110,000	\$88,000	\$55,000	\$33,000
	One Person	\$96,250	\$77,000	\$48,125	\$28,875

**Meetings:**

Committee meetings were primarily held electronically. There was one in person meeting held in Town Hall on April 2, 2025. Going forward meetings will remain primarily via Zoom with at least two in person meetings throughout the year.

**WRAP:**

Funding was approved to support the WRAP program in FY21 and throughout FY23. In FY24 a second of increment of funding was approved. That program is successfully helping many people and being fully utilized.

**Emergency Rental Assistance Program (WERAP):**

In early FY 22 an award was given to Westford Housing Authority to execute the program. Drew Vernalia worked closely with WHA to get the program underway. The program continued throughout FY 23, FY 24 and in FY 25 a third increment of funding was approved. This program is very successful, helping many people with rental assistance in times of strife.

**Housing Production Plan:**

The 2022-2026 HPP is available on the Town website. The AHT website has a link to the HPP.

**MBTA Community:**

The amendment to the Zoning By-Laws created an MBTA Overlay district where multi-family by right could be constructed in accordance with the by-law amendment was approved by the Executive Office of Housing and Livable Communities (EOHLC). The by-law amendment included a

Commonwealth enforced a requirement to provide a multi-family overlay district within each Town that has access to MBTA transportation. The by-law includes a requirement to provide 10% of the units at 80% AMI.

**Ongoing Projects:**

**35 Town Farm Road:** The proposal for the renovation of the historical Town Farm Road building which once was the low-income housing for Westford in the mid-20th century by CHOICE, SCG and ICON Architecture includes the preservation of the historic Town Farm and redevelopment of the property into truly affordable senior housing rental units and the new home for the Westford Food Pantry. CHOICE completed the permitting required at the state level and is competing for State funding.

**70 Boston Road:** The Drew Farmhouse portion of 70 Boston Road reached completion. The project provided 5 units intended for up to 100% AMI, therefore they are not on the Town Subsidized Housing Inventory (SHI), but still remain affordable in perpetuity with a regulatory agreement. A lottery was held and as the year closed 4 of the 5 units were rented with the last one soon to be rented.

**Habitat for Humanity** partnered with the private citizens to create two habitat “for sale” units in the barn area. As the fiscal year closed the two habitat units remained under construction.

**Additional information about the AHT is available online:**  
[www.westfordma.gov/474/Affordable-Housing-Trust](http://www.westfordma.gov/474/Affordable-Housing-Trust)

# Agricultural Commission

The Westford Agricultural Commission is mandated to serve as facilitators for encouraging the pursuit of agriculture in town. This mandate includes promoting agricultural-based economic opportunities, assisting in conflict resolution and the education of our community on the benefits of local agriculture. We welcome the ideas and support from the larger community to enable us to be effective. Like any organization we strive to be proactive but find much of our work is reactive to the needs and concerns of the present. If you have suggestions or ideas that you feel would help us be more effective we invite you to join us on the first Monday of the month at the Cameron Senior Center at 7:30 pm. Please check out our Agenda to ensure we are meeting on any given month.

Over the past several years there has been increasing interest in the activities or lack thereof at the 66-68 Boston Road property formerly know as Drew Gardens. In early 2021, our Commission wrote a letter of inquiry to the current owner Mr. Masalehdan after assessing that the land had not been “actively farmed” in several years. The 66-68 Boston Road property is governed by an Agricultural Preservation Restriction that mandates such activity. Our intention then and now is to assist agricultural land holders to maximize the agricultural potential of their properties and maintain healthy soils to ensure the land stays productive and healthy over the long term.

This past year we are happy to report that cows, pigs and chickens have been introduced to the 66-68 Boston Road property and Mr. Masalehdan has petitioned been approved for and is in the process of expanding the pasture fencing around the property. It must have been particularly difficult to expand and perfect animal husbandry operations this past year given the extensive construction being undertaken to widen Boston Road and install a large drainage complex adjacent to his property. We applaud Mr. Masalehdan’s efforts

**Mark O’Lalor**  
*Chair*

**Pooja Kapoor**  
*Secretary*

**Sharon Chew**

**Joyce Bruno**

**Joana Donaher**

**Darren Tessydou**



*Community volunteers preparing garden beds at the Westford Community Garden at Day Field.*

and look forward to his success.

Across town we also have been monitoring and applauding the efforts of the owners of Bobby’s Ranch. Bobby’s Ranch is a Horse Boarding and Trail Ride Farm that has been operating since 1971. When it came to their attention that horse droppings along certain trails were potentially increasing the nitrogen uptake in neighboring waterways Bobby’s Ranch worked with the Conservation Commission to take mitigation measures. Simple measures like rerouting Trail Rides away from trails near large water bodies was enough to satisfy the economic needs of the Farm and the biological balance of the water. Bobby’s

Ranch is also in the process of establishing clear trail names and signs that formalize traditional trail names with the nomenclature used by Westford's Conservation Commission.

On a more administrative level the Westford Agricultural Commission is happy to share that Commission Member Pooja Kapoor has volunteered to take on the responsibilities of Commission Secretary. Our Commission has been operating on a rotating basis for all our administrative needs—especially minute taking for several years. We thank Pooja for her dedication and know the Town's Clerks office is undoubtedly thrilled that our Minutes are processed efficiently and on a timely basis.

The Westford Community Garden, located at the Day Field, 40 Graniteville Road is truly one of the most beloved places in our town. Here, nestled on an expansive 1.7 acres of farmland, the Garden fosters community engagement through organic gardening. Residents and non-residents alike, of all ages, family type and background work alongside one another to grow fresh produce.

Although the gardeners enjoy growing their own food they also benefit from and contribute to this friendly community as it provides recreation, exercise, fresh air and cooperative hands on education. Together the members of the Community Garden connect with both the land and fellow members which results in a strong healthy Westford.

The Community Garden opened this year on May 4th and the demand was remarkable: all 143 plots were assigned in record time, serving more than 230 gardeners. 76% of this year's gardeners were returning members. 24% were new families with many more on the waitlist. Every year the success of the Garden depends on the enthusiasm and volunteer contributions of our members and leadership team. This year our stellar leadership team of Bharath Shankar, Laura Thomae and Pooja Kapoor helped coordinate the various and numerous activities that enable the Garden to function smoothly. So far this year there has been over 500

volunteer hours accounted for and growing.

The Community Garden is especially grateful for the dedication of member Janice Maienza who took on the role of Gleaning and Food donation coordinator. Janice and her team of "Gleaners" gathered and donated over 600 pounds of food including salad greens, zucchini, squashes, cucumbers, tomatoes, peppers, and herbs.

The Community Garden is deeply grateful for the generous support and cooperation of many town departments including The Highway Department, The Engineering Department, The Water Department, The Department of Parks and Recreation and many Departments in the Town Administration. This year the Community Garden is especially indebted to the Highway and Water Departments for their swift response to a water supply breakdown on one of our pumps. Thanks to their ingenuity and caring water was made available during the repair work so that the gardeners were spared significant loss of their young water dependent seedlings.

Going forward the Garden leadership Team will be working to explore new initiatives that will further enrich the experience for our members. Top priorities include expanding the Sun Shelter, reviving the Memorial Garden and enhancing the accessibility for gardeners of all abilities.

The Westford Community Apiary is sited nearby its cousin the Community Garden. As with most years the relationship is symbiotic: both enjoy the the benefits of the other's existence. The bees like the flowering plants for the nectar and the gardeners benefit from the pollination by the bees. The Apiary Coordinator: Joana Donaher, does like to remind us that although the bees certainly do frequent the Community Garden they are more likely to travel to larger displays of simultaneous flowering like when entire trees or hedge rows are in bloom.

In the Fall of 2024, there were six active hives

in the Apiary. Unfortunately only two survived the winter. This percentage of loss mimicked the losses occurring both locally and across the country.

The Westford Community Apiary attempted to avoid these losses by following the recommendations from the Massachusetts Department of Agricultural Resources (MDAR) Apiary Program. In the Fall the Apiary treated their hives for mites with organic mite treatments and attempted to fortify the bees with supplemental feeding of sugar syrup and sugar patties. The fact that these measures had limited impacts reflects the harsh environmental stressors facing bees locally and nationally—even internationally. Pesticide exposure in the environment results in pesticide residue in the wax frames, honey and pollen. This build up over time can weaken the honeybees immune system.

As testimony to the resilience of the Apiary in the Spring they welcomed 4 new beekeepers to the Day Field site. Furthermore to expand their knowledge the Apiary hosted the Middlesex County Beekeepers Association in July where their hives were inspected and discussed by master beekeepers from across the County. The Apiary is currently at near capacity for hives at the Day Field site with 8 members and space for 14 hives. The members of the Apiary provide annual membership fees that the Apiary plans to use to support their expansion plans. If all goes well this year the Apiary hopes to work with the Conservation Commission to increase the square footage in their current location.

Sharon Chew, the Compost Leader at the Community Garden, runs a tight ship with the help of dedicated volunteers. Together, they manage garden waste and transform it into nutrient-rich compost. Sharon has put in place an organized collection system that handles debris throughout the growing season and during the end of year closing. Ingenious methods, such as using drain pipes for aeration of the compost piles, have played a key role in the process. The Compost Committee extends

special thanks to the Highway Department for their invaluable assistance managing the large volume of garden debris that is generated by our members. Twice a year, at the start and end of the growing season the talented backhoe operators from Highway turn over and mix up the compost piles helping to ensure the piles are more uniformly broken down.

In 2025, many gardeners were seen taking advantage of the new Sifter Station created by the Compost Committee that helps separate finish compost from bulky unfinished plant material. The sifter is also useful to separate organic soil material and non-organic material like plastic from the compost. All these innovations have allowed our members to close the loop in the gardening cycle where stalks and woody parts of the plants we grow one year become the moisture and nutrient dense soil in subsequent years. As a result Community Garden Members can take pride that they are enriching the soil in the garden with the very “black gold” they themselves are creating.

**Additional information about the Agricultural Commission is available online:**

[www.westfordma.gov/481/Agricultural-Commission](http://www.westfordma.gov/481/Agricultural-Commission)



## Animal Control

The Animal Control Department is charged with enforcing local ordinances as well as the Commonwealth of Massachusetts animal control laws under Massachusetts General Laws (MGL) Chapter 140 Section 136A through 174f.

The department responds to and investigates all calls and complaints involving any animal posing a potential threat to human safety, domestic and wild animal complaints, calls for sick or injured animals needing assistance. We also investigate allegations of the mistreatment of animals, offer general advice and support regarding owned animals, and aid with wildlife conflict resolution through education of our diverse wildlife population.

Animal Control Officers work collaboratively with our Police and Fire Department responding to calls involving motor vehicle accidents, arrests, fires, and medical transports. The department also works in cooperation with other internal departments including the town social worker, community wellness coordinator, members of COIN (Community Outreach Initiative Network), the Health Department, and the Conservation Commission. In addition, the officers work regularly with MSPCA Law Enforcement, Animal Rescue League Law Enforcement, Massachusetts Environmental Police, Mass Wildlife, local veterinarians, shelters and rescues.

There are a wide range of responsibilities and tasks that officers are called upon to fulfill. This year we have seen not only an increase in overall calls but also an increase in the complexity of calls. This trend is unilateral nationwide and the increase in cases involving mental health crises, housing/financial insecurities, and animal cruelty cases have all risen dramatically.

In conjunction with other agencies, we are able to guide and facilitate the appropriate

**Mike Edwards**  
*Assistant Town Manager*

**Kirsten Hirschler**  
*Animal Control Officer/Animal Inspector*

**Stacey Bruce**  
*Animal Control Officer/Animal Inspector*

resource(s) to assist residents with animal related issues and direct them to other departments and resources that may further assist with current struggles. We are also very cognizant of the link between animal violence and human violence and have been able to incorporate other internal and external supports on cases when needed.

Our Animal Control Officers are also appointed as Animal Inspectors and are the local agent of the Massachusetts Bureau of Animal Health. The main role of the inspector is to assess risk and enforce the regulations regarding the spread and prevention of the rabies virus through the issuance of state mandated quarantines as outlined in 330-CMR 10.00. In addition, Inspectors conduct annual barn inspections allowing for a census of the animal population to facilitate swift and appropriate response in the event of disease outbreak or a disastrous event. Inspections also ensure that all of the animals appear to be in good health, free from disease and are cared for with ample food, water and shelter. MGL Chapter 129: Livestock Disease Control.

The Animal Control Department is committed to fostering relationships with our residents as we continue to evolve and adapt our approaches by staying up to date with the changing times and adjusting our efforts and knowledge based on changing needs. As always, the Animal Control Department is committed to serving the community and all of Westford's animals, domestic and wild, with compassion and professionalism.

Call Type	Number of Calls
Wildlife	337
Deer Hit By Car	38
Animal Bite/Contact	56
Lost/Found Domestic Animals	229
Domestic Animal Complaints	97
Animal Welfare/Cruelty	149
Domestic Animal Hit By Car	17
Other	469
<b>TOTAL</b>	<b>1,294</b>

The remaining “other” calls incorporate things such as spay and neuter voucher service requests, domestic animal food request, kennel inspections, resident follow-ups, continued training, court appearances and deceased animals.

The department had a total of **98** domestic animal intakes.

It is important to note that many of the calls received and handled by ACO’s are not reflected in this table.

**Additional information about the Animal Control Department is available online:**  
[www.westfordma.gov/149/Animal-Control-Department](http://www.westfordma.gov/149/Animal-Control-Department)

# Board of Assessors

## Mission Statement:

The Westford Assessors' Office and the Board of Assessors, as a professional team, exists to maintain equitable market value assessments by providing excellence in public service through complete, accurate, and timely assessments of all property subject to taxation competently and diligently as mandated under Massachusetts State law and to treat all people fairly and respectfully.

## Summary of Responsibilities:

The Department of the Board of Assessors is comprised of three appointed Board members, and four full time staff employees: Chief Assessor, Assistant Assessor, Records Supervisor, and a Data Collector.

The Office of the Board of Assessors is a value-based department. The Assessors are primarily responsible for determining the full and fair cash value of all real and personal property within the municipality.

Other duties of the Department include: administer motor vehicle excise tax, compile and submit the annual Tax Rate Recapitulation to the Department of Revenue in conjunction with the Town Accountant, abate/exempt/ or defer taxes, defend established values on abatement applications and at Appellate Tax Board hearings, maintain tax assessment maps, and oversee the town's overlay reserve account (an account established to fund abatements, exemptions, and unpaid taxes for the respective fiscal year).

Tax law intends for each taxpayer to pay an equitable share of the tax burden in proportion to the value of the property or asset. This is known as ad valorem tax, or according to value tax.

It is important to note that Assessors do not raise or lower taxes, nor do the Assessors set rate of taxation (tax rate). These determinations are made with the assistance

**Titus Palmer**  
*Chair*

**Diane L. Holmes**  
*Member*

**Vacant Seat**  
*Member*

of assessment values, but are decisions made outside of the scope of the Assessing Department.

**Number of Staff:** 4 full-time.

Chief Assessor, Assistant Assessor, Record Supervisor, and Data Collector

## Key initiatives completed this year:

- Submit recap docs in conjunction with other Finance Group personnel to achieve state approved tax rate
- Appear before Appellate Tax Board on 1 cases; defending town values
- Manage staff workload
- Follow municipal financial calendar for timing of required events
- Training new staff member on workload operations: measuring structures, navigating and input into assessing system, briefing/basics on ERP Enterprise financial system, production of Abutters Lists using Axis GIS system, and other areas of department operations

## Notable milestones or successes:

- Added/updated income and expense to assessing software system in order to use final assessed value on income approach to value
- Enhanced training of Data Collector
- Took education training courses to stay current with Massachusetts Assessing

designation

- Prepare in advance for FY2026 certification year; reset land values through adjustment of land pricing neighborhoods, update income approach values in alignment with cost approach values, review/update personal property
- Complete cyclical inspection of RE parcels and PP accounts

**Ongoing Initiatives:**

Appear before Appellate Tax Board on 1 case; defended town value.

**Key Challenges Faced During the Year:**

Finalized town values, held hearing to make tax burden choices, and lastly, received value and tax rate approval.

**Key Metrics Tracked:**

- Gathered over 48,000,000 in new growth translating to \$650,000 in tax dollars.
- Inspected approximately 550 properties and 40 businesses.

**Public Engagement and Participation (e.g., events held, outreach initiatives, feedback collected):**

- Held public Tax Classification Hearing November 2024. Presented department and value summary to the Select Board and public.

**Additional information about the Town Assessor is available online:**

[www.westfordma.gov/383/Assessing-Department](http://www.westfordma.gov/383/Assessing-Department)

**Other Items FY2025**

ITEM	NUMBER	TAX DOLLAR AMOUNT
Motor Vehicle Committed Excise Tax (CY2024)	25,934	\$4,063,458
Real Estate Abatement applications granted	23	\$105,570
Real Estate Exemption applications granted	200	\$254,688
Real Estate Tax Deferral applications granted	19	\$108,800
Community Preservation Act abmt applications granted	106	\$25,630

# Bruce Freeman Rail Trail

## **Mission Statement:**

The Bruce Freeman Rail Trail is a regional multipurpose recreation and transportation resource, of which 1.6 miles is in the Town of Westford. The completed rail trail will be approximately 26.5 miles in length and include the cities and towns of Lowell, Chelmsford, Westford, Carlisle, Acton, Concord, Sudbury and Framingham.

## **Summary of Responsibilities:**

Several Town Departments have oversight and responsibility for the BFRT: Recreation Department fields groups' reservations to use the BFRT in Westford, the Director of P&R is a member of the BFRT Coimmunity Group that meets to discuss and set policy and other details for the 8 towns and cities that the BFRT now and in the future will incorporate; Public Works staff maintains the BFRT all year long; the Select Board occasionally has oversight about specific issues of the BFRT, and they have had a liaison to the BFRT since its construction in 2007.

**Number of Staff:** One (1) Select Board liaison, other town staff as needed.

The Friends of Bruce Freeman Rail Trail - Westford's "official" town board members are Chris Barrett and Emily Teller; the *Friends of the Bruce Freeman Rail Trail, Inc.* has 21 board members.

In Memoriam Daphne Freeman 1925-2024  
Daphne Freeman died. She was the widow of the late State Representative Bruce Freeman, and was the BFRT's biggest fan and our last direct link to Rep. Freeman. Daphne and Bruce met in England when Bruce was an American G.I. stationed in London. After they married in 1945, she immigrated to the United States aboard the HMS Queen Mary. Starting with its initial conception in 1985, she was an ardent supporter of the trail as Bruce's vision of converting the railbed into a multi-use trail. She and her family were a welcome fixture at

**Tom Michelman**  
*President (primary contact)*

**Brian Judd**  
*Lowell & Chelmsford Contact*

**Emily Teller**  
*Westford Contact*

**Glenn Reed**  
*Carlisle Contact*

**Paul Malchodi**  
*Acton Contact*

**Barbara Pike**  
*Concord Contact*

**Chris Menge**  
*Sudbury Contact*

**Ed Kross**  
*Framingham Contact*

ground-breaking and ribbon-cutting ceremonies. We will miss her positive energizing spirit.

**Awards, recognition, or public engagement:**  
**Rapid Response Flashing Beacon Crossing System Inventory Grant:** The Westford DPW applied for an FBFRT grant of \$3,640 to create an inventory of replacement parts for the RRFB systems on the BFRT at both Griffin and Acton Roads. In 2015, donated funds from a generous Westford family to the FBFRT were used to substantially upgrade the original trail-crossing warning system at the Acton Road intersection. Also, after a meeting between town safety officials and Griffin Road residents in 2017, the FBFRT donated over \$16,000 to the Town of Westford to establish a Rapid Response Flashing Beacon (RRF) crossing system at the Griffin Road intersection. These systems, augmented by advance warning lights and automatic detection, are instrumental in keeping both trail users and motorists safe by notifying

motorists that trail users are approaching the intersection. Keeping this equipment in working order is a critical safety issue, and this grant enables DPW to have replacement parts available to reduce the time needed to conduct maintenance and repairs on these units.

**Opportunities for Growth:**

While completion of the North-South BFRT over the next several years is very exciting, there is another rail trail project progressing toward completion: the East-West Mass Central Rail Trail which NOW CONNECTS with the BFRT in Sudbury. When completed, the MCRT will be the longest rail trail in New England, extending 104 miles from Northampton to Boston. Currently, over 96 miles of the corridor are protected with over 63 miles of completed trail (see: [bit.ly/MassTrailTracker](http://bit.ly/MassTrailTracker)). More history is available here: [bit.ly/MCRT-site](http://bit.ly/MCRT-site). This East-West trail across the state that the BFRT connects to has the potential to bring economic development and improved quality of life for those who live in all of the cities and towns along the corridors. Long-distance trails like this also create substantial new tourism opportunities, providing for safe, long-distance travel by bicycling or walking. The Norwottuck Network recently published a study, "Envisioning a Statewide Connection – Mass CentralRail Trail Benefits Study," that looked at this potential impact (see [bit.ly/MCRT-Report](http://bit.ly/MCRT-Report)). A map and Google street views are available here: [bit.ly/Finish-MCRT](http://bit.ly/Finish-MCRT).

**Public Engagement and Participation (e.g., events held, outreach initiatives, feedback collected):**

The FBFRT newsletter is delivered to all Westford Town Departments twice each year and sent vial mail or email to our over 5,000 members and supporters. Live for Liv participants in their annual event to support domestic anti-violence work run or bike on Westford's portion of the BFRT. When other events are held on the BFRT, event organizers fill out a registration form (on website) that is

vetted by staff in all involved towns and cities. See previous Town Reports for examples of these events.

**Top Priorities for the Coming Year:**

Westford's section of the BFRT is well maintained by town staff. Anticipated are the Ribbon Cutting in Concord/Sudbury for that phase which has been formally "open" for many months and the Phase 3 design funding (by MassDOT) and progress of the final 2 phases in Sudbury and Framingham.

**Community Partnerships:**

The Town of Westford would like to express gratitude on behalf of the thousands of BFRT users to Westford's staff in the Public Works/ Park & Rec areas for their amazingly prompt response when a tree falls on the BFRT, or natural materials (pine needles, leaves, acorns) build up to interfere with users' enjoyment of this regional resource. Also, the Select Board is always very supportive and positive with any issues that come before their board. Department Director Michelle Collett's membership on the BFRT Community Group also is appreciated as that group keeps the trail issues and signage uniform through all 8 cities and towns.

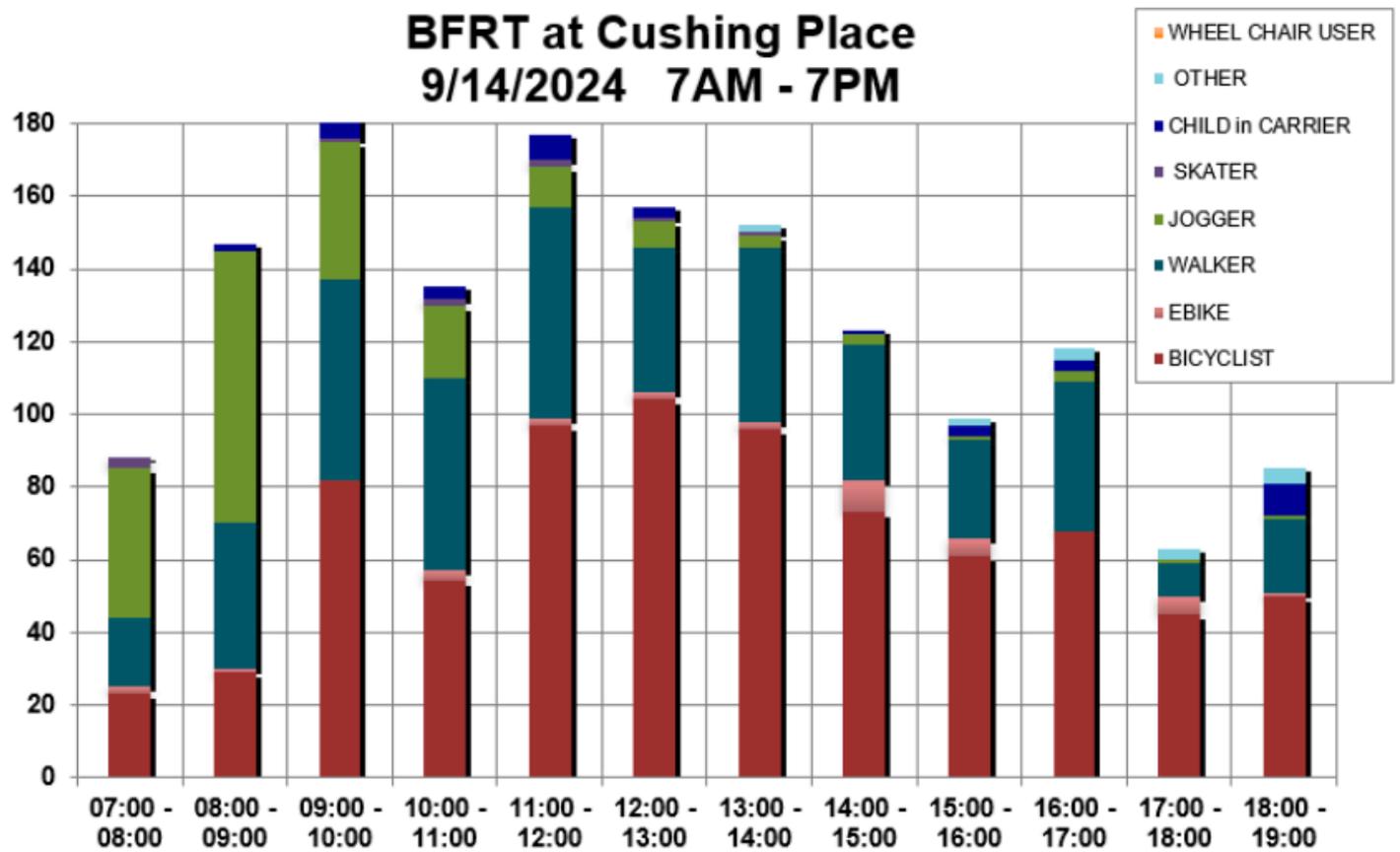
**Additional information is available online:**  
[brucefreemanrailtrail.org](http://brucefreemanrailtrail.org)

**Key Metrics Tracked:**

This data was provided by the Chelmsford Bicycle and Pedestrian Advisory Committee (BPAC); however, similar (if not identical) results would have been recorded in Westford, as the majority of trail users use the BFRT adjacent towns. This was the annual BFRT user count conducted on Saturday, September 14, 2024, from 7 am. to 7 pm. Trail users were recorded in 15-minute intervals. A new category was introduced to track eBike usage separately. The graph shows the hourly distribution of trail users, both by individual categories and cumulatively.

**BPAC reported these key observations from 2024 data:**

- Runners are most active during the morning hours.
- 16% of cyclists observed were not wearing helmets.
- Walkers maintained a consistent presence throughout the day, from 8 am to 5 pm.
- Cyclists tend to be more active from mid-morning until early evening.



# Westford Building Department

## Mission Statement:

The mission of the Building Department is to ensure the health, safety and welfare of the Town's residents and visitors through the enforcement of state and local laws, bylaws, and regulations.

## Summary of Responsibilities:

The Building Department is charged with the enforcement and interpretation of the Commonwealth of Massachusetts State Building Code 780 CMR and the Access Regulations, 521 CMR, as adopted, Westford Zoning Bylaws and Chapter 40A of Massachusetts General Laws.

The Building Department enforces compliance with conditions of approval on Variances and Special Permits granted by the Zoning Board of Appeals and assists with enforcement of Planning Board conditions of approval. The Building Department issues permits for all construction regulated by the State Building Codes and performs all related inspections.

## Staffing Snapshot:

Erik Tardif - Building Commissioner/Zoning Enforcement Officer;  
Ernie Chiavarini – Assistant Building Commissioner;  
Tina Landry - Records Supervisor II;  
Dennis Kane Jr. - Electrical Inspector;  
Gary Belinsky - Alternate Electrical Inspector  
Jeff Valcourt - Alternate Electrical Inspector  
Don Morash - Plumbing/Gas Inspector;  
Douglas Anderson - Alternate Plumbing and Gas Inspector

## Number of Staff:

3 FT; 2 PT; 2 Alternate

## Key initiatives completed this year:

Transitioned to paperless permitting process/system collaboratively across departments.

**Erik Tardif**  
*Building Commissioner/  
Zoning Enforcement Officer*

Some of the projects involving the Department in FY2026 include:

- 50 Main Street ( J.V. Fletcher Library)
- 19 Nutting Road Wastewater Treatment Plant
- 60 Forge Village Road Wastewater Treatment Plant
- 2 Technology Park Drive – Major Renovation
- 1 and 6 Technology Park Drive – Multiple Renovations
- 10 Lyberty Way – Major Renovation for DCS
- Multiple Carry Over Permit Issuance and Inspections on Existing Single Family Dwelling

## Notable milestones or successes:

The Building Department issued 3,569 permits and collected permit fees totaling approximately \$1,073,494.09 for Fiscal Year 2025.

## Key Challenges Faced During the Year:

Learning the operations of the Building Department. Discovering the key issues, and identifying opportunities to drastically improve department efficiency.

## Opportunities for Growth:

Continued upgrades to the existing Permitting System for a user friendly interface. Eventually implementing a new Permitting System. Reviewing and updating the permit fee schedule.

## Looking Ahead:

Implementing a new online Permit System. Improving the Building Department website and providing additional information.

**Additional information about the Building Department is available online:**  
<https://westfordma.gov/168/Building-Department>

# Capital Planning Committee

## **Mission Statement:**

This Committee's purpose is to provide an objective and consistent forum whereby all the town's capital requests can be planned, prioritized, and recommended. This Committee works closely with all town departments to ensure that their capital requirements for the immediate year and longer term are understood and documented, leading to a recommendation to the Town Manager, Select Board, Finance Committee, and ultimately town residents as to how to best spend the resources that the town has for capital expenditures.

## **Summary of Responsibilities:**

The Capital Planning Committee was established in December 2008 by the Town Manager and has spent the past 16 years reviewing and prioritizing capital needs across the town. This Committee's purpose is to provide an objective and consistent forum through which all capital requests can be planned, prioritized, and recommended.

The Committee works closely with all town departments to ensure that their capital requirements for the immediate year and longer term are understood and documented, leading to a recommendation to the Town Manager, Select Board, Finance Committee, and ultimately Town Meeting as to how to best spend the resources that the town has for capital expenditures.

The Capital Planning Committee uses the following guidelines to define capital: major non-recurring tangible assets or projects which cost more than \$10,000, have a useful life of longer than five years, and are purchased or undertaken at intervals of not less than five years are considered capital items (computers and related technology and police cruisers are excluded from this definition).

**Paul Hajjar, Chair**  
*At-Large Member*

**Dan O'Donnell, Vice-Chair**  
*Finance Director*

**Chris Barrett**  
*Select Board*

**Christopher Chew**  
*Superintendent of Schools*

**John Cunningham**  
*Select Board*

**John Fryer**  
*Finance Committee (Alternate)*

**Kristina Greene**  
*Finance Committee*

**Thomas Laflamme**  
*School Committee*

**Kristen Las**  
*Town Manager*

**Jenny Lin**  
*School Finance Director (Alternate)*

**Valery Young**  
*School Committee (Alternate)*

## **Trust Membership:**

8 Members and 2 Alternates

## **Key initiatives completed this year:**

In preparing its recommendations for FY 2025, the Committee met with each department to evaluate and prioritize their capital requests.

- October 21, 2024 Special Town Meeting: No capital improvements were recommended by the Committee for approval by the Town Manager.
- March 22, 2025 Annual Town Meeting: The Committee recommended capital

expenditures totaling **\$13,791,414**, resulting in the following allocations:

- **\$2,639,048** from Free Cash to fund 16 capital requests
- **\$1,600,000** from stormwater enterprise retained earnings for the Reed Brook and Acton Road Culverts Construction
- **\$170,757** from ambulance enterprise retained earnings for the purchase of three cardiac monitors
- **\$818,968** from water enterprise retained earnings for five capital projects, including **\$546,000** for upgrades to the Forge Village #1 and #2 Pump Station
- In addition, Town Meeting authorized the issuance of bonds for the following three capital requests, with the debt to be repaid through the general fund:
  - **\$1,385,000** for a Fire Engine Rescue Pumper
  - **\$800,000** for Pedestrian Improvements at the intersection of West Street and North Main Street
  - **\$1,600,000** for the Robinson School MSBA Feasibility Study

The capital request for the Nutting Road Community Fields Synthetic Turf Replacement did not pass, as it failed to achieve the required two-thirds majority vote at Town Meeting.

The Community Preservation Committee approved two lighting projects for **\$350,000** each. One was at the Westford Academy Trustee Field and the other was at the VFW Field.

Lastly, the Capital Planning Committee recommended several projects that do not require Town Meeting approval, such as our

FY26 Pavement Management Program that is paid through a combination of Chapter 90 funds, Fair Share funds, and Newport Materials Mitigation funds totalling **\$1,430,000**. Other examples from these funding sources include **\$50,000** for the FY26 Pavement Management Reevaluations, and **\$507,641** for a swap-loader and 6-wheel dump truck. Lastly the Cemetery Commission authorized the use of **\$90,000** from their expendable trust to fund a 1-Ton Dump Truck.

#### **Awards, recognition, or public engagement:**

The Capital Planning Committee met five times in FY25 to develop the capital recommendation. Four meetings were held in the Fall prior to the Town Manager's FY25 budget recommendation held on December 10, 2024, and once on January 22, 2025 to review updates quotes and additional support for items previously reviewed.

#### **Key Challenges Faced During the Year:**

The vote for the Nutting Road Community Fields Artificial Turf Replacement Project failed due to a lack of 2/3 majority.

#### **Opportunities for Growth:**

The Capital Planning database continues to evolve. Strategic Outcomes were added as part of the criteria and departments need to explain how their request relates to those areas. Additional fields were added to the database as well, including funding source and the ability to upload documents to have a centralized location for all documentation related to the capital plan.

#### **Looking Ahead:**

As we move forward, the Capital Planning Committee aims to further enhance its communication with town departments and collaborate more closely with other committees and commissions. This will help ensure that all capital needs are well-understood and prioritized appropriately.

The Committee will continue to refine the justification requirements for capital requests and strive for consistent evaluation across

project types (e.g., vehicle and truck replacements). Additionally, the Committee will help the town understand the tax impact of capital expenditures and consider the relative need, timing, and cost of each capital expenditure, including methods of financing, possible federal or state aid or grants, the cost of maintaining the facility or equipment, and the effect each capital expenditure may have on the financial condition of the town.

**Additional information about the Capital Planning Committee is available online:**

[www.westfordma.gov/381/Capital-Planning-Committee](http://www.westfordma.gov/381/Capital-Planning-Committee)

Description	Pay-as-you-go	CPC	Enterprise	G.E. Bonds	Department	Category
Town Computers	50,000				IT	Scheduled Replacement
School Computers	380,000				IT	Scheduled Replacement
Server/Storage Replacements	25,000				IT	Scheduled Replacement
Replace Town Copier	150,000				IT	Replace Obsolete Equipment
DPW Synchro Flow Pump System Replacement	70,000				Public Buildings	Facility Repair
Replacement of 2nd Floor AC at IT Building	28,000				Public Buildings	Facility Repair
Taser Replacement	40,396				Police Dept.	Replace Obsolete Equipment
Nabnasset Library Rooftop HVAC Replacement	180,000				Schools	Facility Improvement
Robinson Schl Replace Crumbling Curbing	40,000				Schools	Replace Obsolete Equipment
Blanchard Schl Replace Stand-by Generator	90,000				Schools	Facility Repair
Abbot WWTP Ext. Wood Siding, Roof, and Trim	50,000				Schools	Facility Repair
Blanchard WWTP Roof and HVAC Replacement	400,000				Schools	Facility Repair
Dam Improvements - Engineering Design	530,000				DPW - Engineering	Facility Improvement
Pleasant Street - Patten Road Sidewalk Design	150,000				DPW - Engineering	Facility Improvement
Bucket Truck	250,000				DPW - Highway	Replace Obsolete Equipment
Plows for Various Vehicles	205,652				DPW - Highway	Replace Obsolete Equipment
<b>Total</b>	<b>2,639,048</b>					

Description	Pay-as-you-go	CPC	Enterprise	G.E. Bonds	Revolve/Other	Department	Category
WA Athletic Complex Lighting Replacement		350,000				Schools	Replace Obsolete Equipment
VFW Field Lighting Replacement		350,000				DPW - Parks & Grounds	Replace Obsolete Equipment
4x4 Utility Truck w/Plow			86,939			Water	Scheduled Replacement
Leak Detection Equipment			27,621			Water	Expanded Service
New Source Investigation			100,000			Water	Expanded Service
Forge Village #1 & #2 Pump Station Upgrades			546,000			Water	Facility Improvement
Security Cameras			58,408			Water	Facility Improvement
Reed Brook and Acton Road Culverts Const.			1,600,000			Stormwater	Facility Repair
Three Cardiac Monitors			170,757			Ambulance	Replace Obsolete Equipment
Fire Engine Rescue Pumper				1,385,000		Fire Dept.	Scheduled Replacement
Robinson School MSBA Feasibility Study				1,600,000		Schools	Facility Improvement
West St. at N. Main Pedestrian Improvements				800,000		DPW - Engineering	Facility Improvement
Nutting Rd. Community Field Synthetic Turf Replacement				2,000,000		DPW - Parks & Grounds	Replace Obsolete Equipment
FY26 Pavement Management Program					1,430,000	DPW - Highway	Scheduled Replacement
FY26 Pavement Management Reevaluation					50,000	DPW - Highway	Facility Repair
6-Wheel Dump Truck with Plow (Swaploader)					248,943	DPW - Highway	Scheduled Replacement
6-Wheel Dump Truck with Plow					258,698	DPW - Highway	Scheduled Replacement
1-Ton Dump Truck w/plow					90,000	DPW - Cemetery	Scheduled Replacement
<b>Total</b>		<b>700,000</b>	<b>2,589,725</b>	<b>5,785,000</b>	<b>2,077,641</b>		

Approved Capital Project by Funding Source						
Funding Source	10/17/22 Special Town Meeting	3/25/23 Annual Town Meeting	10/16/23 Special Town Meeting	4/27/24 Annual Town Meeting	10/21/24 Special Town Meeting	3/22/25 Annual Town Meeting
Free Cash	316,520.30	2,768,859.30	315,000.00	2,150,472.00	-	2,639,048.00
Water Enterprise Retained Earnings	56,550.00	366,500.00	600,000.00	50,000.00	-	818,968.00
Recreation Enterprise Retained Earnings				-	-	-
Ambulance Enterprise Retained Earnings	48,750.00	265,000.00		22,000.00	-	170,757.00
Stormwater Enterprise		783,500.00		20,000.00	-	1,600,000.00
Community Preservation Funds				2,975,000.00	-	700,000.00
Federal Grant					-	-
State Grant	7,851,994.00				-	-
Gifts					-	-
Chapter 90					-	1,110,641.00
Fair Share Apportionment					-	477,000.00
Excluded Debt		6,425,043.00			-	400,000.00
Non-Excluded Debt		2,150,000.00	1,000,000.00	600,000.00	-	3,785,000.00
Water Enterprise Debt		3,045,000.00		24,500,000.00	-	
Ambulance Enterprise Debt				532,050.00	-	
Stormwater Enterprise Debt		1,500,000.00			-	
Cemetery Expendable Perpetual Care Fund					-	90,000.00
Capital Stabilization Fund	1,855.70	439,478.70			-	
Other Available Funds					-	
<b>Total</b>	<b>8,275,670.00</b>	<b>17,743,381.00</b>	<b>1,915,000.00</b>	<b>30,849,522.00</b>	<b>-</b>	<b>11,791,414.00</b>

# Clean Energy and Sustainability Committee

## Mission Statement:

The Committee's mission is to guide the town of Westford to a future where, by 2050, net emissions of greenhouse gases from sources in town are zero.

## Summary of Responsibilities:

The Committee is charged with actions including: identifying short- and long-term energy goals; facilitating research studies, projects, and collaborations; enlisting the support of residents and businesses; recommending changes to laws and regulations; seeking federal, state, utility, and local funding. As part of this mission, the Committee will work with other town committees that have an impact on energy use and sustainability to provide advice and expertise on increasing energy efficiency and maximizing the use of clean, renewable energy.

## Notable milestones or successes:

During FY 2025, the Committee worked on the top priorities in the Climate Roadmap, which guides the town towards its net zero goal. The Committee worked with town staff on the top municipal government-focused goals of energy efficiency improvements in municipal buildings, create a solar siting plan, and create a fleet electrification plan. The Committee also worked with other key stakeholders on other projects in the Roadmap, some of which are highlighted below. The Committee also began work on identifying and tracking metrics for use in executing the Roadmap. More information on the Roadmap can be found at [westfordma.gov/1415](https://westfordma.gov/1415).

The Committee continued to work with other Town committees and boards on municipal building projects to align with the Westford Municipal Sustainable Building Guidelines. The Committee worked with the Permanent Town Building Committee and with the J.V. Fletcher

Michael Berlinski  
*Chair*

Noelle L. Donovan  
*Select Board Representative*

Skander Kechaou

Andrea Peraner-Sweet

Matthew L. Riegert

Sriman Banerjee

Kishore Reddy

Thomas L. Teller

Beth A. Perkins

Mark Tincknell

Library Board of Trustees on the Library renovation.

The Committee collaborated with Town staff and the Select Board to create a sustainability-focused Strategic Outcome Area in the Town's first Strategic Plan. In the "Commitment to Environmental Sustainability and Climate Action" Area, the Committee helped draft the organizational strategies by which progress can be measured. The Committee also began working with Town staff on identifying and tracking performance metrics in this area.

The Committee continued to support and promote Westford Power Options Program (POP), our municipal electric aggregation that enables residents to save money on their electric bills by being included in a town-wide electricity-procurement program. The Committee led an effort to recommend program elements for the new contract starting at the end of 2025, which again will include options for additional renewable energy, and which will run from 2025-2026.

The Committee led an effort to have the Massachusetts Specialized Opt-In Energy Code adopted by Town Meeting, which involved numerous presentations to relevant boards and committees and the public. While the article failed to pass at Annual Town Meeting by a narrow margin, the Committee committed to trying again in the future given the potential benefits to the Town. The Specialized Energy Code goes beyond the current energy code in Westford, the "Stretch Code," to encourage improved energy efficiency and electrification. Adoption of the Specialized Code would only impact new construction projects and is expected to lower energy use, lower utility bills, improve occupant comfort, and reduce greenhouse gas emissions in those projects.

The Committee continued to work towards having Westford achieve Massachusetts Climate Leaders designation, which goes beyond Westford's current Green Communities designation to encourage advanced decarbonization in the municipal sector. Achieving Climate Leaders would unlock additional state funds for energy- and cost-reduction projects. Adoption of the Specialized Energy Code is a requirement for Climate Leaders designation, along with commitments for the municipal buildings and fleet. The Committee set a goal for Climate Leaders designation in June 2026.

The Committee worked to fill in gaps left when the Sustainability Coordinator position was discontinued at the end of FY 2024. Committee members researched funding opportunities and technologies, shared information helpful to residents and businesses on its website and in the Town Manager's Newsletter, and answered resident inquiries on energy issues.

**Additional information about the Clean Energy and Sustainability Committee is available online:**  
[www.westfordma.gov/299/Clean-Energy-and-Sustainability-Committe](http://www.westfordma.gov/299/Clean-Energy-and-Sustainability-Committe)

# Commission on Disability

## Summary of Responsibilities:

- Identifying and researching issues that affect people with disabilities in Westford
- Advising and assisting municipal officials and employees to ensure compliance with state and federal disability laws and regulations
- Partnering with the Massachusetts Office on Disability to develop and implement programs addressing local needs
- Reviewing and making recommendations on town policies, procedures, services, activities, and facilities as they relate to accessibility and inclusion
- Providing information, referrals, guidance, and technical assistance to individuals, public agencies, businesses, and organizations on disability-related matters
- Coordinating efforts with other local groups and organizations working toward similar goals

**Number of Staff:** 9 staff

**Key Roles:** Chair, Vice Chair, Secretary, Select Board Liaison

## Key initiatives completed this year:

The Commission on Disability (COD) had a highly productive year in FY2025, advancing accessibility across town government, facilities, and community life. We sustained an engaged membership, welcomed new member Jamie Allard, and benefited from strong collaboration with Assistant Town Manager Mike Edwards, whose expertise in community accessibility has been instrumental in moving initiatives forward.

**Wendy Gloyd**  
*Chair*

**Dawn M. Brantley**  
*Vice Chair*

**Jamie Allard**  
*Secretary*

**Sean P. Kelly**  
*Select Board Representative*

**Kathryn Clear**

**Lisa Potvin**

**Patricia C. Reppucci**

**Matthew Tricca**

## Notable milestones or successes:

### The Commission on Disability placed particular focus on ensuring equitable access to Town Meetings and elections:

- **Town Meeting Accessibility:** The Commission hosted an information and support table at each Town Meeting and secured designated seating for residents with disabilities, family members, and proxy voters. We worked closely with town staff to provide accommodation such as hearing-assistance headsets, captioning services via tablets and Westford CAT broadcasts, braille clickers, mobility assistance, and parking access. A communications plan included distributing flyers and advance alerts to ensure residents could request accommodation in time.
- **Polling Location Accessibility:** Building on last year's efforts, COD partnered with the Town Clerk and League of Women Voters to review polling sites at Stony Brook Middle School and Westford Academy. A standardized Polling Location

Accessibility Checklist is in development to guide setup, training, and future improvements.

### **Accessibility Planning and Capital Improvements**

- COD actively supported the Westford Transition Plan and Accessibility Audit (June 2024), a comprehensive 212-page review of town facilities and open spaces completed by Direct Access. Commission member Kathryn Clear served as liaison during its development. COD is expected to endorse the document as a foundational guide for capital improvement planning and grant funding.
- We continued collaboration with the JV Fletcher Library renovation project, providing input to ensure ADA compliance and long-term accessibility while preserving the historic façade.
- COD now holds a liaison seat on the Open Space and Recreation Plan Committee, represented by Dawn Brantley, ensuring accessibility priorities are integrated into planning and Community Preservation Fund use.

### **Community Partnerships and Programs**

- COD expanded partnerships with organizations including the Routes Vocational Training Program, SEPAC, Cameron Senior Center, JV Fletcher Library, Westford Historical Society & Museum, Roudenbush Community Market, and Westford Community Garden. Accomplishments included supporting Routes Roasters to host beverage service at town events and ensuring ADA-compliant sanitation facilities at community programs.
- Social programming was launched for youth (grades 9+) through young adults (up to age 28), addressing an underserved population with opportunities for social connection. Upcoming projects include an Intergenerational Birdhouse and Crafting

Workshop with the Cameron Senior Center.

- Commission member Kathryn Clear assisted with planning the 3rd Annual Neurodiversity Awareness Week event.

### **Training and Capacity Building**

- Commission members strengthened expertise through training offered by the Massachusetts Office on Disability (MOD). Kathryn Clear and Chair Wendy Gloyd completed Community Access Monitoring and related courses, joining member Patricia Reppucci who was previously certified. COD also hosted an MOD training session for all members and will continue offering regular updates.
- A refresh of the COD town webpage is underway to improve public access to disability-related resources and services.

### **Legislative and Policy Engagement**

- COD monitored pending state legislation on remote participation at Town Meeting, with particular attention to expanding access for residents who are homebound or have medical conditions.
- In June 2025, the town issued an ADA Compliance Guide for digital communications, including website and social media content. COD will continue to support implementation and community outreach related to this initiative.

**Additional information about the Commission on Disability is available online:**

[www.westfordma.gov/535/Commission-on-Disability](http://www.westfordma.gov/535/Commission-on-Disability)

# Communications Advisory Committee

## The CAC spent FY 2025 continuing to explore two avenues of town communications:

1. Negotiating the renewal of Cable Television Franchise agreements with the two licensed providers in Westford continued to be the primary work of the committee. The franchise agreement with Verizon was renewed in the fall of 2024 while the Comcast renewal was due in the spring of 2025.

The committee worked with special town counsel to strengthen the franchise agreement with Verizon Cable. The new contract is essentially unchanged from the existing contract except for term. The present contract is a 5-year term while this renewal contract is proposed for 3 years with two one-year extensions. Our attempts to lengthen the contract to match Comcast's 10-year term was rejected, our attempt to make the contract for 5 years without the two one-year extensions was rejected. The contract renewal precedes Comcast's renewal date and being out of synch eliminates leverage of one franchise against the other. Verizon's direction is toward providing pay for programming by streaming through Verizon Fios Internet and not through Verizon Cable TV. Online attempts to find Verizon Cable TV Franchise purchase options leads to offerings of Fios streaming rather than a cable option. Verizon is exiting the Cable TV business.

We were successful in getting capital money (\$125,000) distributed in the first two years rather than in five yearly payments of \$25,000.

The Comcast contract was not completed for the spring renewal and has 2 major sticking points. Comcast does not want to provide upfront Capital payments of \$250,000 in the first five years of the ten-year contract and does not want to change the audit provisions of determining how much revenue is subject

**Robert S. Jefferies**  
*Chair*

**Michael J. Wells**  
*Secretary*

**Robert S. Rafferty**

**Thomas Spuhler**

to the 5% surcharge for PEG access support of WCAT cable TV.

The length of Franchise License is another item of the negotiations with Verizon preferring a 5-year commitment as the longest they will provide while Comcast is seeking a standard 10-year renewal. The quality of service was also part of license renewal. The CAC has conducted a survey of subscribers to ascertain this important element of service provided by both cable companies. Survey results have been collected and were presented in a public hearing in compliance with renewal requirements.

2. No action was taken by the Select Board to provide improvements to town wide communications. The CAC continues to recommend electronic digital display boards be built to indicate critical information at the Boston Road main fire headquarters and other fire facilities.

Our Goal remains ensuring that the news of when, what and where events have occurred or will occur are delivered in a timely manner that strengthen the ties that create community. Milind Tamaskar chose not to volunteer to be reappointed to the CAC. We all thank him for his contributions to furthering the goal of Cable Franchise Contract renewal.

**Additional information about the Communications Advisory Committee is available online:**

[www.westfordma.gov/537/Communications-Advisory-Committee](http://www.westfordma.gov/537/Communications-Advisory-Committee)

# Community Behavioral and Mental Health Committee

## **Mission Statement:**

Community Behavioral and Mental Health Committee (CBMHC) takes a community-wide approach by engaging partners, providers, faith leaders and residents. The Committee focuses on mental health services and access, suicide and substance use disorder prevention and interventions. The committee was approved by the Select Board on January 10, 2023.

## **Key initiatives completed this year:**

Hope Blooms Here event held during Mental Health Awareness Month (May 2025).

## **Notable milestones or successes:**

The event had over 100 people in attendance. With representation from the committee, Community Wellness, Health Department, Police Department, See a New Sun Foundation, NAMI, Diversity Equity and Inclusion Committee, and Westford Garden Club. There were tables with mental health information, activities and donated Kimballs Ice Cream. Scott Hazelton said a few words and read the proclamation that was approved by the Select Board. Nicole Laviolette, Community Wellness Coordinator also said a few words.

## **Opportunities for Growth:**

As the committee progresses through the year and focuses on its goals, it will align its work with the Outcome Area: Caring and Engaged Community.

## **Top Priorities in the Coming Year:**

Planning efforts for Suicide Prevention Month, Substance Use Prevention Month and Mental Health Awareness Month.

## **Anticipated Collaborations:**

Collaboration with Community Wellness, Health Department, Police Department, Cameron Senior Center, Veterans Services for the May 2026 "Hope Blooms Here" Event.

Nicole K. Laviolette  
*Co-Chair*

Rae Dick  
*Co-Chair*

G. Thomas Clay  
*Select Board Representative*

Jillian Thatcher  
*Alternate*

Rebecca Lockwood  
*Alternate*

Alison B. Christopher  
*Alternate*

Katherine Lee Steele-Dantin

Sarah Glatt

Srey Neang

Babita Kapur Piplani

Nancy J. Cook

Meredith A. Hogarty

Gail Johnson

James D. Peloquin

Mary E. Rockwood

Mary-Ellen Wildman

Patricia Blackstock

Clare M. O'Brien

Mike Denehy

Gerard R. Coughlin

**Additional information about the CBMHC is available online:**

[www.westfordma.gov/1567/Community-Behavioral-and-Mental-Health-C](http://www.westfordma.gov/1567/Community-Behavioral-and-Mental-Health-C)



*Moments from the Hope Blooms Here event, held during Mental Health Awareness Month in May 2025.*

# Community Preservation Committee

## Mission Statement:

To preserve Westford's community character in the areas of open space, community housing, historical resources, and land for recreational use, as authorized under the Community Preservation Act.

## Summary of Responsibilities:

The CPC administers funds collected through a 3% property tax surcharge and state matching grants to support eligible Community Preservation projects. Responsibilities include reviewing applications, recommending funding appropriations at Town Meetings, overseeing bonded projects, and ensuring proper stewardship of CPA funds.

## Staffing Snapshot:

Two (2) part-time staff - *CPC Administrators*  
Jesse Beyer & Jeremy Healy

**Key Roles:** Financial Tracking, Agenda and Meeting Minutes, Application Guidance

## Key initiatives completed this year:

- Allocated **\$341,746** to the Community Housing Reserve, exceeding the 10% minimum requirement for housing.
- Funded **\$700,000** for lighting improvements at the Forge/VFW Softball Field and the Westford Academy Trustee Field.
- Transferred **\$890,000** to the Conservation Trust Fund for future open space purchases.
- Contributed **\$100,000** to the Affordable Housing Trust for rental assistance and a multi-family housing needs assessment.
- Provided **\$15,600** for the Meadowbrook Farm Food Insecurity and Sustainability Project to upgrade the food storage shed.

Kathleen Healy  
*Chair (At-large)*

## COMMITTEE REPRESENTATION

Marilyn Frank  
*Vice-Chair*  
*Conservation Commission*

Dylan O'Connor  
*Planning Board*

Robert Stafford  
*Historic Commission*

Michael Furman  
*Parks and Recreation Commission*

Diane Holmes  
*Housing Authority*

Robert Jefferies  
*At-large member*

Christine MacMillan  
*At-large member*

Jamie Holmes  
*At-large member*

## Major Accomplishments:

- Notable milestones or successes: Total FY 2025 CPA funds managed: **\$3,657,782** (includes \$3.2M locally raised and **\$478,172** state match).
- Continued oversight of the four bonded projects: Town Hall Renovation, Roudenbush Renovation, Westford Academy Amenities Building, and Adams Property Land Acquisition.

## Ongoing Projects:

*Long-term debt service for bonded projects through 2030–2042. Completion Timelines:*

- Town Hall Renovation: FY 2030

- Roudenbush Renovation: FY 2039
- Westford Academy Amenities: FY 2042
- Adams Property Acquisition: FY 2039

**Key Challenges Faced During the Year:**

- Variability of annual state match (FY25: \$478,172 vs. FY24: \$517,403).
- Balancing high demand for CPA funds with limited resources.

**Opportunities for Growth:**

- Continued strong local support (3% surcharge ensures maximum state match eligibility).
- Expanding on Town's strategic plan by creating recreational and housing opportunities through CPC funded projects.

**Metrics and Engagement:**

Over \$36M has been raised locally through the surcharge (since 2003) and the Town has received almost \$16M in State matching funds.

**Top Priorities for the Coming Year:**

- Continue oversight of bonded projects.
- Maintain support for community housing, open space, recreation, and historic preservation.
- Continue to develop partnerships with Town boards, commissions, and community groups for project planning and implementation ideas.

**Planned Projects:**

Implementation of funded FY24 projects (Stony Brook Track & Courts, Nabnasset Playground, and Robinson Tennis Courts).

**Additional information about the CPC is available online:**  
[www.westfordma.gov/392/Community-Preservation-Committee](http://www.westfordma.gov/392/Community-Preservation-Committee)

# Community Wellness

## Summary of Responsibilities:

The Community Wellness Coordinator provides community outreach and education to the Westford community on availability of programming and services to support individual and family well-being. The Coordinator will increase overall awareness of community supports by sharing wellness information and resources, with a focus on mental health and substance use disorder with Town departments, schools and community groups.

**Number of Staff:** One (1) full-time

## Key initiatives completed this year:

- Buried In Treasures workshop in collaboration with the Cameron Senior Center and the Health Department.
- Hope Blooms Here event for Mental Health Awareness month in collaboration with the Community Behavioral and Mental Health Committee and other Town departments.

## Ongoing Projects:

- Facilitation of the Opioid settlement working group meetings and the use of the funds. Opioid Settlement funds - funds through FY37.
- Substance Use Prevention Month and Mental Health Awareness Month, including the Hope Blooms Here event.

## Notable milestones or successes:

Recipient of the Greater Lowell Health Alliance Grant for the Mobile Behavioral Health Clinician Services; Hope Blooms Here Event.

## Key Challenges Faced During the Year:

Engagement of the community for the Opioid Settlement survey. Trying to engage residents with lived experience to speak w/the Community Wellness Coordinator or complete the survey, to share their ideas for the settlement funds.

**Nicole Laviolette**  
**Community Wellness**  
**Coordinator**



*Nicole Laviolette, Community Wellness Coordinator.*

## Opportunities for Growth:

Opportunity to explore and collaborate to encompass Community Wellness goals into the Caring and Engaged Community outcome area.

## Key Metrics Tracked:

- Number of residents and/or families supported - 93
- Number of department or school supports - 31

## Public Engagement and Participation:

- Mental Health Resource Training for Orchard Street Church staff
- Mental Health Training at Westford Public Schools Professional Development Day
- Buried in Treasures Support monthly support group - ongoing
- Offered Adult Mental Health First Aid Trainings
- Meditation and Mindfulness at the Cameron Senior Center - 4 attendees

- Hope Blooms Here - rock painting and information sharing at the Cameron Senior Center 9 attendees
- Buried in Treasures - facilitated 13 week workshop with the Public Health Nurse, 8 attendees
- Participated in the Police Department's Bike Rodeo event
- Outreach initiatives for Opioid Settlement Funds - Farmer's Market, Opioid Settlement funds survey marketing of the survey, open forum and opportunity for residents to connect w/the Community Wellness Coordinator to share ideas.

- Veteran Services Department
- Fire Department
- Police Department
- COIN
- Emerson Health

**Additional information about Community Wellness is available online:**  
[www.westfordma.gov/1487/Community-Wellness](http://www.westfordma.gov/1487/Community-Wellness)

**Top Priorities for the Coming Year:**

- Beginning monthly Parent Support Group in September 2025.
- Community input efforts to gain insight into the best use of the Opioid Settlement Funds.
- Hope Blooms Here event (Spring 2026).

**Community Partnerships**

- Prevention Partners of Northern Middlesex - Health Department participates in this collaboration, too.
- Middlesex Hoarding Disorder Resource Network - Health Department and COA have representation in this network.
- First Connections Advisory Council
- Roudenbush Community Center
- Health Department
- Westford Public Schools
- Nashoba Valley Technical High School
- Cameron Senior Center
- Westford Recreation



*Community members and Town representatives participating in the Hope Blooms Here mental health awareness event at the Cameron Senior Center, May 2025.*

# Council on Aging/ Cameron Senior Center

## **Mission Statement:**

The Council on Aging promotes the physical, emotional and economic well-being of aging adults and their engagement in all realms of community life.

## **Summary of Responsibilities:**

The Council on Aging/Cameron Senior Center serves Westford's older adult community aged 55+ and is also a hub for social services for residents of all ages. Overseen by the Council on Aging Advisory Board and COA Director, the Cameron is a vital place for older residents to convene for a multitude of enrichment and wellness activities as well as social services support.

## **Staffing Snapshot:**

23 staff - 5 full-time and 18 part-time

## **Key Roles:**

Program, Social Services and Administrative

## **Board or Committee Members:**

COA Board: 7 members; COA Friends Board: 11 members

## **Key initiatives completed this year:**

In FY25, the Cameron was proud to partner with The Friends of Indian Senior Center Organization (FISCO), an area nonprofit social work organization supporting senior Asian immigrants. FISCO's weekly programming at the Cameron provides residents and nonresidents with a hot vegetarian meal, social engagement and a featured speaker. We're elated to support a growing, culturally diverse Cameron community.

Another opportunity that benefited our community, including those with disabilities or transportation hardships, was a temporary fare free pilot program sponsored by the Lowell Regional Transit Authority (LRTA). Our COA transportation program expertly

**Nancy Cook**  
*Chair*

**Terry Stader**  
*Vice Chair*

**Kathryn Wilson**  
*Secretary*

**Patricia Holmes**

**Patty Dubey**

**Barbara Upperman**

**Joe Lapiana**

**Robert Tierney**  
*Member Emeritus*

provided 5,779 fare free rides from January 2025 through September 2025.

Highlighting this year's events was our 35th Annual Gay 90's celebration honoring this year's "Boston Post Cane" recipient Rose Perrone, age 101 and 38 Westford honorees ages 90+. Also, the Cameron's Volunteer Appreciation luncheon was held on Friday, April 11, 2025. Over 120 Cameron volunteers were recognized for providing their time, compassion and talents in support of Westford's older adults. The total of our volunteers' in-kind work provided saved the town over \$343,000.

## ***Additionally, the Cameron also introduced the following new programs:***

Viking Bistro Lunches at Nashoba Valley Technical High School, Latin Dance and Spanish classes with Martha Tonkovic, Westford resident; Tech Pals, a nonprofit formed by WA students assisting older adults with technology changes; Groton Hill Music Center Community Concerts, Metropolitan Opera at the O'Neill Cinema, Acorn to Oaks reading partnership with Roudenbush Community Center, and, Ask the Fire Prevention Officer

office hours at the Cameron.

**Notable milestones or successes:**

The Cameron completed an effort to update and streamline our filing system for managing Center participants' paperwork. This effort allows our administrative team to benefit from a more efficient process. This effort was led by Jen Beale, Social Services and Katie Russell, Senior Assistant as well as our front desk volunteers.

**Key Challenges Faced During the Year:**

In terms of challenges, town budgetary constraints forced changes to how the Cameron operates, including:

- Evening programming reduced from two evenings to one
- COA van service reduced operation hours to 8 am - 4 pm (except Tuesdays).
- Property Tax Work Off Program slots reduced from twenty to fourteen.
- All maintenance line items moved under the Town Facility budget.
- Continued HVAC challenges require the use of portable air conditioners and space heaters in 50% of our building. This has led to consistent issues of circuit breakers popping off, especially on very cold or hot days.
- Due to limited space, the Cameron must rely on remote locations for larger events and new programming, as funding allows.
- Parking continues to be a concern at the Cameron. The lack of parking spaces to accommodate usage and growth has become more of a concern for Center participants, and the Cameron field is not operable in inclement weather. Seniors have continued to park on the field in winter leading to falls. The Center is landlocked so adding additional parking is not an option.

- Due to increased ridership and the need to attract and retain good drivers, a higher wage is needed for the Cameron's transportation drivers. Positive conversations have begun within the town regarding this need.
- Given budgetary constraints, Friends of the Cameron Senior Center Board has stepped up to shoulder additional funding totaling \$51,000. This included a first-time appropriation of \$10,000 for COA van transportation services supporting ridership, gasoline and maintenance. Also, Friends of the Cameron Board has worked with Social Worker Alison Christopher to provide financial assistance to older adults via the Friends' Emergency Assistance Fund. \$8,250 in funding was provided in FY25.
- On a positive note, Outreach Coordinator hours were increased by 11 hours to efficiently cover social services and outreach. Financial support was provided thanks to an Executive Office of Elder Affairs (EOEA) formula grant.

**Opportunities for Growth:**

As the town's older adult population continues to grow, the COA Board and Cameron staff are challenged with space and parking constraints. This requires we carefully consider new programming offerings including securing and paying for off-site locations. While this need has led to new community partnerships with local businesses, organizations, and places of worship, it continues to be a challenge for the Cameron to manage. Additionally, the Director provides an accounting of center usage, waitlists and other programming information. These challenges will continue to be addressed in partnership with appropriate Town administrators and others.

## Key Metrics Tracked

	FY 23	FY 24	FY 25
Case Management/ Social Sevices for those age 60+	4,022	3,979	3,611
Case Management/ Social Sevices for those age 18-59	773	705	758
Transportation Rides (seniors,disabled and hardship - all ages)	7,935	7,357	7,807
SHINE Counseling - SHINECounselor Fred Baumert	172	165	206
Tax Return Assistance provided by Hal Schreiber	375 Federal 385 State	349 Federal 391 State	381 Federal 385 State
Handyman Volunteer Services for older adults	54 Jobs 224 Volunteer Hours	141 Jobs 251 Volunteer Hours	59 Jobs 109 Volunteer Hours
Yard Work for Older Adults	118 Volunteer Hours	124 Volunteer Hours	21 Volunteer Hours
Thanksgiving Meal Cards (Community)	\$19,141 855 Assisted Household	\$10,500 168 Assisted Households 95 Older Adults	\$18,825 141 Assisted Household

**Comparative Insights (e.g., previous year, multi-year trends):**

Recognizing technology literacy is a challenge amongst many of our older adults we were fortunate to partner with TechPals (non-profit organization managed tech savvy teenagers) which pairs WA high school students with older adults to further their understanding of technology.

**Public Engagement and Participation (e.g., events held, outreach initiatives, feedback collected):**

This year we had our first Apple Blossom parade entry which was a blast with many of our center participants walking and riding in the parade.Special thanks to staff members who helped initiate this effort: Lisa Cohen Robert Rafferty Jen Beale, Katie Russell, Alison Christopher, Edna MacNeil, John Lasna, Claire France.

*New Programs, Services and Partnerships included below:*

Nashoba Valley Technical High School- Rather than students come to the Cameron for a once a month three course meal we held luncheons at their Viking Bistro. Well received change. Through the Westford Fund directed by Patti Mason we were able to subsidize tickets to MET Opera Showings at O'Neil Cinema. Also, we were fortunate to partner Groton Hill Community Center and take part in their free Community Concert offerings.

Good Pickin Farm has become a favorite outside venue for a new event, Party In the Pasture which was started by Evie Morine. Tractor rides, Corn Hole Tournament, live music, roasting marshmallows, craft, cook-out are may of the wonderful offerings.

Annette Cerullo, Outreach Coordinator initiated a wonderful outreach offering field trips to local senior living communities offering our older adult population a look at possible

housing options and an opportunity to learn

**Additional information about the Council on Aging is available online:**

[www.westfordma.gov/593/Council-on-Aging](http://www.westfordma.gov/593/Council-on-Aging)

**Top Priorities for the Coming Year:**

1. Survey center participants on programs and services - June and September 2025.
2. Make QR code available in all activity spaces for participant feedback to Director.
3. Work with Friends President and appointee of Financial Strategic Plan Committee to develop annual plan to increase outside funding by 10% of FY26 Town budget.
4. Develop 1-2 year branding plan utilizing STP Communication Committee, COA Director/ Staff Member to enhance center offerings.
5. Work on reducing smaller ADA citations per Town Accessibility Audit report.
6. Deepen collaboration with schools, departments and community by adding 6 new programs/initiatives.
7. Cross train for Transportation Coordinator position.

**Planned Capital, Infrastructure, or Facility Projects**

HVAC Replacement, lead abatement and painting exterior of building, upgrade audiovisual equipment in multi-purpose room.

**Community Partnerships**

Executive office of Elder Affairs. MA. Council on Aging, Friends of the Cameron Senior Center, Westford Rotary Club, Friends of Indian Senior Center, Bloom Travel and Collette Tours, Marshal Tisdale from Edward Jones, Good Pickin Farm, Jim Geraghty, Westofrd Retired Fire Fighters Association, Lowell Regional Transit Authority, Affordable Housing Trust, Westford and Chelmsford Housing Authority, Westford Remembers, St Vincent de paul, Westford Food Pantry.

# Diversity, Equity, and Inclusion Committee

## **Mission Statement:**

The DEI Committee supports the town's efforts to recognize diversity, address bias, foster inclusion, and ensure human and civil rights. We identify barriers to participation and inclusion, and provide recommendations and guidance on programs, policies, partnerships and ideas that remove those barriers. We are dedicated to ensuring equitable access and opportunity for every community member.

Our vision for Westford is a town that embraces, celebrates, and draws strength from our growing diversity; is an engaged and inclusive community, boasting a town government whose practices and actions display a consistent commitment to equity; and is known by current and future generations as a welcoming place that fosters an abiding sense of belonging.

## **Summary of Responsibilities:**

Established in August 2020 by the Select Board and the School Committee, the Westford Diversity, Equity, and Inclusion (DEI) Committee was formed in response to growing awareness of intolerance, racial violence, and inequities locally and nationally.

The Committee continues to advance Westford's commitment to being a welcoming town that recognizes diversity, pursues racial equity, advocates for the human and civil rights of all, and fosters inclusion.

Our work includes identifying and promoting programs and partnerships that strengthen community unity, supporting town and school equity initiatives, reviewing municipal policies for inclusive practices, and advising on strategies to ensure equitable access and opportunity for all residents.

**Anjali Rajput**  
*Co-Chair*

**Joe Diamond**  
*Co-Chair*

**Wendy Gloyd**  
*Co-Vice Chair*

**Nancy J. Cook**  
*Co-Vice Chair*

**Joanne Derr**  
*Full Member*

**Haining Bao**  
*Full Member*

**Madonna McKenzie**  
*Full Member*

**Seema P. Pusalkar**  
*Full Member*

**M. Catherine Creed**  
*Full Member*

**Patricia C. Reppucci**  
*Full Member*

**Scott Harkness**  
*Full Member*

**Lisa A. Kilpatrick**  
*Full Member*

**Cynthia King**  
*Full Member*

**Kathryn Burgner**  
*Alternate*

**Meghna Patil**  
*Alternate*

**Alyssa DeAntonis**  
*Alternate*

**Pooja Krishnamurthy**  
*Alternate*

**Andrea Peraner-Sweet**  
*Alternate*

**Kate Madigan Kelly**  
*Student Member*

**Harsheta Krishnakumar**  
*Student Member*

**Noelle L. Donovan,**  
*Select Board Advisor*

**Valery Young,**  
*School Committee Advisor*

### **Staffing Snapshot:**

The Committee is comprised of 22 members: 13 full members including 9 members from the community and 2 student members from Westford schools and 5 alternate members.

We also have liaisons from the Select Board and School Committee.

### **Number of Staff: 22**

### **Key initiatives completed this year:**

Completed over the past year, among other activities:

- **Mission & Vision Statements:** Stemming from our charge and strategic directions, the DEI Committee drafted Vision Statement & Mission Statements to articulate a clear vision for Westford based upon our experience and to help guide our future work.
- **Membership:** The DEI Committee accepted the reluctant resignation of Mariclare O’Neal and welcomed new members Lisa Kilpatrick, Alyssa DeAntonis, Pooja Krishnamurthy, Andrea Peraner-Sweet, and Kathryn Burgner.
- **2 new student seats:** With the inclusion goal of integrating youth perspectives into town DEI planning, strengthen the partnership between schools and municipal government, and affirm that diversity and inclusion are community-wide responsibilities that span all ages, the DEI Committee overwhelmingly voted to add two high school student seats with full voting rights and responsibilities to the DEI Committee increasing the full member seats from 11 to 13.

### **Notable milestones or successes:**

Juneteenth Celebration (June 2025)  
The DEI Committee hosted its second annual Juneteenth flag-raising and educational event on the Town Common. Speakers included State Representative James Arciero and Select Board member An-

dra Peraner-Sweet. The flag raising was followed by a presentation at the Parish Center for the Arts by Dr. Robert Farrant of UMass Lowell who delivered a historical presentation linking southern slave-harvested cotton to nearby Lowell’s textile mills, providing a local lens on national history.

### **LGBTQ+ Pride Month Events (June 2025)**

Westford LGBTQ+ Pride Flag Raising: The DEI Committee, with the support of the Westford LGBTQ+ community, joined on Westford Town Common for the Town’s 2nd LGBTQ+ Pride Flag raising and the Town’s first LGBTQ+ Pride flag raising ceremony on Saturday, June 21, 2025. Featured speaker was non-binary author of “Generation Queer” Kimm Topping.

### **Acton-Westford LGBTQ+ Pride Festival:**

The DEI Committee, with the support of the Westford LGBTQ+ community, joined the Town of Acton for the 2nd annual co-sponsored Acton-Westford Pride Festival at the NARA Park Amphitheater on June 21, 2025. This extremely successful family-friendly event doubled in size in terms of both vendors and crowd size compared to last year’s foundational event.

### **India Independence Day (July-August 2026) India Independence Day Flag Raising & US**

**Flag Honoring:** The DEI Committee supported the India Association of Greater Boston’s (IAGB) 5th celebration on July 26, 2025 at the Westford Town Common. State Representative James Arciero presented a House citation to IAGB President Tanu Phoenix to commemorate the occasion. In recognition of the town’s ongoing commitment to diversity and inclusion, IAGB presented an award to the Town of Westford as a symbol of appreciation for being an exemplar of inclusion.

**Proclamation:** On August 12, 2025, Westford Select Board issued a Westford proclamation to declare August 15, 2025 as India Independence Day in Westford.

### **Westford Multicultural Block Party & Diversity Festival (August 2025)**

The DEI Committee partnered with the Westford Community Market and showcased the Town's growing cultural diversity through music, food, and community tables on August 26, 2025. The event was almost double in number of tables and attendees from 2024.

### **Indigenous Peoples' Day Observance (October 2025)**

The DEI Committee, in partnership with the Westford Historical Society & Museum, co-hosted the 2nd annual observance of Indigenous People's Day on October 18, 2025, on the Town common. The event featured a presentation by Hassanamisco Nipmuc Tribe member, nationally-recognized speaker, and award-winning writer Larry Spotted Crow Mann and Nipmuc handmade flute carver, artist, and player Strong Eagle Daly. State Representative Jim Arciero, Westford Academy History teacher Mike Martel, DEI Committee members, and Westford historian Leslie Howard remarked upon the importance of the event in a greater historical context.

### **Italian-American Heritage Month (IAHM) Celebration (October 2025)**

The DEI Committee hosted its 2nd annual observance of IAHM in Westford. This year's effort included a Select Board proclamation to declare October 2025 as Italian-American Heritage Month. This effort also included highlighting area events as well as in-town celebration of contributions of Italian Americans.

### **FOUNDATIONAL & ONGOING WORK**

#### **Mission and Vision Development**

The Committee completed its formal Mission and Vision Statements to align with the Town's strategic goals and guide long-term DEI priorities.

#### **Public Safety Engagement**

In September 2025, the DEI Committee hosted Westford Police Chief Chambers to discuss public safety policy, resident support, and the town's approach to U.S. Immigration and Customs Enforcement (ICE) enforcement questions.

### **Multicultural Calendar**

The DEI Committee maintains and updates the community Multicultural Calendar — available through the Westford Public Schools website and DEI Committee homepage — to encourage awareness and inclusive scheduling of town events. <https://sites.google.com/view/towdeicommitee>

### **Town Hiring Practices**

DEI Committee members participate in town hiring panels to support equitable recruitment and representation in key public-facing positions.

### **Podcast Series**

The Committee's "Inclusive Conversations" podcast offers monthly discussions and interviews on DEI topics, local initiatives, and community voices. Episodes are available at <https://bit.ly/WestfordDEIPodcast>.

### **Regional Collaboration**

The Committee maintains active relationships with DEI committees from neighboring towns to exchange ideas, strengthen programming, and share best practices.

### **Top Priorities for the Coming Year:**

- Land Acknowledgement updates: The DEI Committee is working with Hassanamisco Nipmuc Tribe member Larry Spotted Crow Mann and Westford Academy History Teacher Mr. Mike Martel.
- January 2026 Holocaust Remembrance: Building on the Select Board's 2023 adoption of the working definition of antisemitism and its declaration of January 27 as Holocaust Remembrance Day and January as Holocaust Education Month, the DEI Committee continues to collaborate with the Westford School System and the J.V. Fletcher Library to provide educational programs and resources on the Holocaust and its historical causes. These efforts aim to deepen community understanding of intolerance and strengthen our shared commitment to a world free of antisemitism and all forms of hate—one that is animated

by empathy, diversity, and equity.

- Juneteenth 2026 Juneteenth Celebration: The DEI Committee is already underway in partnering with the Westford Historical Society & Museum in planning a public reading of Frederick Douglass' 1852 speech "What to a Slave is the Fourth of July?"

### **ADDITIONAL NOTES**

In February 2025, the Select Board issued a reaffirmation of its commitment to inclusion and civil rights <https://bit.ly/WestfordFeb2025>.

The Town is developing a Code of Conduct and onboarding training for all committee, board, and commission members. The DEI Committee refreshed its member interview questions accordingly to align with its Mission and Vision Statements.

The DEI Committee has made significant strides this year in maintaining promotion of diversity, equity, and inclusion within our community. Our events reach a broad audience and with a focus on education and fostering a sense of belonging and understanding. We look forward to continuing this important work and building on our successes in the coming year.

The DEI Committee meets on the 4th Wednesday of each month. The meetings are open to the public, both in person and virtually.

The DEI Committee welcomes input from Westford residents through the email address: [DEI@westfordma.gov](mailto:DEI@westfordma.gov) or check the DEI section of the Westford website: [www.westfordma.gov/1338/Diversity-Equity-and-Inclusion-Committee](http://www.westfordma.gov/1338/Diversity-Equity-and-Inclusion-Committee).

# Economic Development Committee

## Summary of Responsibilities:

The purpose of the Economic Development Committee (EDC) is to advise the Select Board and other town boards on commercial growth while maintaining the character of the town, encourage business investment while minimizing the impact on local services, identify changing economic trends, attract new businesses, establish relationships and improve communication with local businesses.

## Key initiatives completed this year:

- The EDC onboarded and collaborated with the Town's Economic Development Consultant, Troast Advisory Services, whose work started in FY 2025. The key initiatives were to develop a branding and marketing campaign, as well as a comprehensive data base of businesses in Westford.
- Business Needs Survey: The EDC conducted an online survey early in FY 2025 via ZenCity to inform the direction of the EDC and consultant services.
- Branding and Marketing Campaign: The committee worked with the consultant on an initiative to create a unique look and presence for Westford on the internet, through social media and other public engagement. This goal is to create awareness about Westford as a place to do business, relocate their business, as well as providing tools and resources to help with business growth. The slogan was identified through several reviews with the EDC, Town officials and business stakeholders. Focus groups with large and small businesses were held in the fall of FY 2025 as well.
- The result of this work is the new brand "Discover Westford, A Hub for Growth, A Home for Success". The brand, logo and goals of the campaign were launched at special event on March 14, 2025, hosted

**Cheryl Serpe**  
*Chair*

**Bruce Rosenberg**  
*Vice Chair*

**Len Bruskiwitz**

**Joe Giniewicz**

**Kristen Las**

**Jeffrey Morrissette**

**Imran Nawaz**

**Mike Rinaldi**

**Sundar Subramanian**

**Mike Young**

**Bryan Knight**

**Thomas Clay**  
*Select Board Liaison*



by NetScout. Approximately 75 attended, including local business owners and leaders, Town and State officials, and representatives from regional and state economic development organizations. Following this meeting, a webpage dedicated to economic development and resources has also been launched. The site will also include a business toolkit.

- Business Data Base-The Committee also worked with the consultant to create a data base of businesses and property owners located in Westford. One of the

primary goals of this project is to have a source of up to date contact information, as well as industry sector information, and to develop easy means of communication directly to the business community.

- Regional Economic Development Engagement: Throughout FY 2025, EDC members regularly engaged with and attended events and meetings of regional economic development organizations, such as the Middlesex 3 Coalition, the Northern Middlesex Council of Governments, and the 495 Metrowest Partnership. These collaborative relationships continue to assist the EDC and Town regarding opportunities and potential grants available for the Town and businesses.
- Business Outreach- Members of the EDC regularly directly connected with new businesses, commercial property owner and existing businesses throughout the year. This was through in person meetings drop ins, attending ribbon cuttings to welcome new businesses, and direct outreach to discuss vacancies and the concerns of local property owners.

**Ongoing Projects:**

- Continuing to expand on and improve the Discover Westford initiative, with regular updates to the website and social media.
- Maintenance and enhancement of the business data base.

**Additional information about the Economic Development Committee is available online:**

[www.westfordma.gov/512/Economic-Development-Committee](http://www.westfordma.gov/512/Economic-Development-Committee)

**Discover Westford:**

[westfordma.gov/1690/Discover-Westford](http://westfordma.gov/1690/Discover-Westford)

# Westford Emergency Management Agency

The Westford Emergency Management Agency (EM) provides emergency planning, coordination, and resource procurement during emergencies. Additionally, EM assists citizens, businesses, and the community by responding to, recovering from, and mitigating both man-made and natural emergencies.

Our town-wide notification system is Rave/Smart911. Residents are encouraged to sign up at <https://www.smart911.com>.

Tim Whitcomb, one of the Emergency Management Co-Directors, retired in September 2024 from both his role as Co-Director and as Communications Supervisor. Tim was originally hired in July 1988 as a dispatcher and was appointed Emergency Management Co-Director in 2001. He served during several major events, including the ice storms when shelters were opened. We wish Tim all the best in his future endeavors.

With the assistance of the Local Coordinator from the Massachusetts Emergency Management Agency (MEMA) Region 1 and the Exercise Coordinator from MEMA, we have been working on another tabletop exercise with department heads, which is expected to take place in the summer of 2025.

In FY2025, we received an Emergency Management Performance Grant (EMPG) from MEMA for \$5,100. The grant was used to purchase a new Polaris UTV to replace an older ATV that had mechanical issues and could not be repaired due to the unavailability of parts. The purchase was supplemented by ARPA funding, approved by the Select Board. We thank them for their continued support.

We have submitted our final COVID-19-related project to the Federal Emergency Management Agency (FEMA) for

**Joe Targ**  
Co-Director

**Tim Whitcomb**  
Co-Director

administrative expenses, classified as a Category Z project, in the amount of \$26,352.12. It is currently under review.

This fiscal year was relatively uneventful regarding major storms, although power outages and restoration times remain a concern. We continue to work with National Grid to improve restoration times. The Northeast region experienced drought conditions beginning in late summer and continuing into spring. Hopefully, the spring rains will help alleviate this.

We greatly appreciate our long-standing partnerships with the volunteers of the Police Amateur Radio Team (PART), the Greater Lowell Regional Emergency Planning Committee (REPC), and the Medical Reserve Corps (MRC), as well as the continued support and cooperation of all town departments that work with us throughout the year.

**Additional information about Westford Emergency Management is available online:**  
[www.westfordma.gov/440/Emergency-Management](http://www.westfordma.gov/440/Emergency-Management)

# Facilities Department

## Mission Statement:

The mission of the Westford Facilities Department is to maintain a safe and healthy environment in all of our buildings that will positively impact all stakeholders and visitors of each building. Our objective is to provide the highest quality of services, while treating each member of the community with courtesy and respect. Collectively, the Facilities Department is committed to sustainable and efficient infrastructure, designed to promote a greener community. The department has placed additional emphasis on proactively implementing procedures and systems that will safeguard all building occupants. We are a team ready and willing to support the Town of Westford.

## Summary of Responsibilities:

The Facilities Department and its staff are responsible for the maintenance and upkeep of all Town and School Owned buildings which totals 1.3 Million Sq Ft of building space. Responsibilities include routine cleaning and maintenance as well as providing support services to building administrators and staff. On top of the day-to-day duties, The department is also responsible for planning and executing capital projects and other facility driven initiatives.

**Number of Staff:** 44

## Key Roles:

Each member of the facilities team plays a key role in the operation of the department whether their responsibilities are specific to one building or if they work across multiple buildings.

## TOWN FACILITIES STAFF:

### Director of Facilities

- Jeff Goodwin

### Facilities Administration

- Jacqueline Studley, Facilities Office Manager
- Marie Fulford, Administrative Assistant
- Kathleen Lemire, Facilities Usage Coordinator

Jeff Goodwin  
Director

Jacqueline Studley  
Office Manager

- Wayne DiFabio, School Courier
- ### Facilities & Maintenance Supervision
- Bill Bennett, Custodial Supervisor
  - Roy Philbrick, Maintenance Foreman / Electrician

### Facilities & Maintenance Staff

- Robert Beaudoin, Plumber
- Brad Gionet, HVAC Technician
- Keith Flanagan, Carpenter
- Eric Bruce, Grounds Maintenance
- Scott Connell, Grounds Maintenance

## SCHOOL FACILITIES STAFF:

### Abbot Elementary School

- John Fox, Head Custodian
- Genghe Zheng, Night Supervisor
- Adam Murchie, Night Custodian

### Blanchard Middle School

- John Copley, Head Custodian
- Daniel Bowman, Night Supervisor
- Ryan Colbleigh, Night Custodian
- Jason Mercanto, Split Custodian

### Crisafulli Elementary School

- Dan Breault, Head Custodian
- Martin McMahan, Night Supervisor
- John Trombley, Night Custodian

### Norman E. Day Elementary School

- Jose DeMelo, Head Custodian
- John Flemings, Night Supervisor

### Rita E. Miller Elementary School

- Mark MacDonald, Head Custodian
- John Haran, Night Supervisor
- Jonathan Klemmer, Night Custodian

### Nabnasset Elementary School

- Anthony Bennett, Head Custodian
- Russell Johnson, Night Supervisor
- Kevin Tape, Night Custodian

### Robinson Elementary School

- Michael Ricard, Head Custodian
- Jimmy Gerostergios, Night Supervisor

### Stony Brook Middle School

- William Harbaum, Head Custodian
- Dylan Palmer, Night Supervisor

- Andrew Robinson, Split Custodian
- Michael Freitas, Night Custodian

**Westford Academy**

- Thomas Griffin, Head Custodian
- David Allen, Night Supervisor
- Mark Bruno, Split Custodian
- Kevin McElhiney, Night Custodian
- David Lannan, Night Custodian
- William Russell, Night Custodian
- Douglas Read, Night Custodian
- Michael Reynolds, Night Custodian

**Key initiatives completed this year:**

One of the major accomplishments of FY25, is the completion of several energy efficiency lighting and weatherization projects in both the town and school buildings. These projects were identified as part of the Investment Grade Audit conducted by Ameresco back in 2022 and were executed in FY25 using 0% interest on bill repayment (OBR), rebate incentives through National Grid as well as Green Communities Grant Funding. Weatherization Projects were completed at Nabnasset Elementary, Blanchard Middle School, Stony Brook Middle School, Crisafulli Elementary, DPW/Highway Building, Rogers Fire Station, Westford Water Department Facility, and the Cameron Senior Center, while the first phases of lighting upgrades have been completed at Rita Miller Elementary School Westford Academy. In FY26, there will be another round of lighting efficiency upgrades and transformer replacements in both school and town buildings. Another project that was completed in FY25 is the design and installation of the Nabnasset Elementary School Playground that was made possible by Community Preservation Funding as well as state grant funding.

**Ongoing Projects:**

- Blanchard Roof and HVAC Replacement- *Estimated Project Closeout (12/20/25)*
- Stony Brook Track and Athletic Courts Project- *Estimated completion (10/30/25)*
- Westford Academy Trustee Field Lighting-

*Project Completed (9/12/25)*

**Key Challenges Faced During the Year:**

Our biggest challenge is the amount of deferred maintenance amongst both town and school buildings which inevitably leads to unexpected equipment failures and increased spending on outsourced contracted services. This issue, coupled with constrained maintenance budgets limits our ability to stay on top of planned preventative maintenance initiatives when we are often diverting our attentions to emergency repairs.

**Top Priorities for the Coming Year:**

- Continuing with energy efficiency projects in both Town and School Buildings, which includes more lighting work, transformer replacements, and the installation of a Photo Voltaic array on the Blanchard Middle School Roof.
- Working with the Town Managers Office and the Historic Preservation Committee to determine the feasibility of bringing the Westford Museum to full ADA Compliance while also addressing the other infrastructure concerns at the museum.

**Planned Capital, Infrastructure, or Facility Projects:**

By far the biggest capital infrastructure project on the horizon is the HVAC, BMS, and Roof Systems replacement at Westford Academy. This project will be completed in phases and could be included in a larger scope of projects as part of a potential performance contract with Ameresco. Other large scale projects that would be included in this scope is the Cameron Senior Center HVAC replacement and building management systems across all town and school buildings.

**Additional information about Westford Facilities Department is available online:**  
[www.westfordma.gov/1239/Facilities](http://www.westfordma.gov/1239/Facilities)

# Finance Committee

## Mission Statement:

The Finance Committee advises Town Meeting on all matters with a financial impact on the Town.

## Summary of Responsibilities:

The Finance Committee is an independent town board whose members are appointed by the Town Moderator. The Committee's core responsibility is to provide informed recommendations on financial articles and the annual operating budget presented at Town Meeting. Members regularly attend and consult with the School Committee, Select Board, Capital Planning Committee, and other boards to ensure a comprehensive understanding of the Town's financial landscape.

## Key initiatives completed this year:

- Reviewed and recommended a \$137.6M FY 2026 operating budget (3.27% increase from prior year).
- Collaborated with multiple departments and committees to ensure a balanced budget aligned with revenue projections.
- Oversaw and monitored the partially self-funded Health Insurance Trust, leading to improved Incurred But Not Reported (IBNR) reserves.
- Supported efforts to maintain the town's AAA bond rating.

## Notable milestones or successes:

- Health Insurance Trust surplus grew by over \$3.1M in IBNR.
- Maintained Free Cash and Stabilization balances totaling \$12.5M (9.72% of the operating budget).
- Maintained AAA bond rating with Standard & Poor's due to sound financial management.

**Kristina Greene**  
*Chair*

**Shelby Macleod**  
*Vice-Chair*

**Dennis Galvin**  
*Clerk*

**John Fryer**

**Jonathon Leffers**

**Nate Mackinnon**

**Beth Morrison**

**Hari Vetsa**

**Shinji Yue**

## Ongoing Projects:

- Ongoing analysis and recommendations for department budget requests.
- Monitoring Health Insurance Trust performance.
- Reviewing Reserve Fund transfer requests throughout the year.

## Estimated Completion Timeline:

- Balanced FY 2026 budget successfully approved by Annual Town Meeting.
- Health Insurance Trust successfully adjusted rates and added ARPA funding to manage claims volatility.

## Key Challenges Faced During the Year:

- Slower new growth (\$172K less than FY24), affecting revenue projections
- Rising health insurance premiums for both active employees and retirees
- Balancing increasing school and benefits costs within limited revenue growth

## **Opportunities for Growth**

- MBTA Communities Zoning Bylaw implementation expected to increase permitting and future new growth.
- Continued collaboration with departments to enhance long-range financial planning.

## **Key Metrics Tracked:**

- Operating budget increase: **+\$4.5M (3.27%)**
- State aid increase: **+\$587,511 (2.79%)**
- IBNR balance growth: **+\$3.1M**
- Free Cash: **\$6.2M**;
- Stabilization Fund: **\$6.3M**
- Property tax impact: **2.25%** increase
- OPEB Trust Fund total: **\$19.1M**

## **Comparative Insights (e.g., previous year, multi-year trends):**

- New growth declined year-over-year
- Significant improvement in Health Insurance Trust stability
- Continued year-over-year increases in OPEB contributions and state aid

## **Top Priorities for the Coming Year:**

- Begin FY 2027 budget planning and departmental reviews.
- Continue oversight of Health Insurance Trust and long-term liability funding.
- Monitor financial impact of MBTA Communities zoning implementation.

## **Planned Capital, Infrastructure, or Facility Projects:**

Support Capital Planning Committee in evaluating upcoming town and school facility needs.

## **Community Partnerships:**

Continued coordination with Select Board, School Committee, Town Manager, and Finance Director.

**Additional information about Westford Finance Committee is available online:**  
[www.westfordma.gov/387/Finance-Committee](http://www.westfordma.gov/387/Finance-Committee)

# Fire Department

## Mission Statement:

The Westford Fire Department is dedicated to protecting life, property, and the environment through a commitment to excellence in emergency response, fire prevention, and public safety education. We serve our community with professionalism, integrity, and compassion—working as a unified team to safeguard the well-being of all who live, work, and visit Westford.

## Summary of Responsibilities:

In FY25, the Department responded to 3,916 calls for service of which 2,476 were Emergency Medical Service calls which generated over 7,600 apparatus responses. Notably, 28.2% (1,105 calls) were simultaneous incidents, leaving the town vulnerable to additional incidents placing considerable demand on resources. Emergency call volume increased by 4.2% over the previous year, and by 63% over the past decade.

We issued 168 outdoor burning permits and saw increases in call volume and complexity, particularly in EMS and mental health-related responses.

## Department Overview:

As of June 30, 2025, the Department's authorized staffing included:

- 1 Fire Chief
- 1 Deputy Fire Chief
- 4 Captains
- 4 Lieutenants
- 34 Firefighters
- 1 Fire Prevention Officer
- 1 Office Manager

This brings us to a total of 46 budgeted positions.

In FY25, the Department responded to 3,916

**Michael Denehy**  
*Chief of Department*

**Matthew Svatek**  
*Deputy Chief*

**Ryan Monat**  
*Fire Prevention Officer*

**Nick Demins**  
*Office Manager*



*Westford Fire Department, Fletcher Station 1.*

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We issued 168 outdoor burning permits and saw increases in call volume and complexity, particularly in EMS and mental health-related responses. The town's continued growth, including proposed new developments, will further increase demand for our services.

## EMS, Revenue & Financial Impact

Westford Fire operates with two front-line ambulances, staffed and in service 24 hours a day, 365 days a year. The department is supported by a total of 30 certified Paramedics and 14 certified EMTs. A third ambulance is maintained as a reserve unit and placed in service whenever a front-line ambulance is out for maintenance.

Acquisition of new cardiac monitors has enhanced patient care by enabling early 12-lead EKGs (national standard 10 minutes after arrival), continuous vital signs monitoring, and CO<sub>2</sub> measurement critical in managing cardiac arrest, sepsis, and trauma cases.

Acquisition of new Zoll CMV ventilators, which will assist with managing advanced airway management (intubation).

Ambulance licensure and compliance were successfully maintained for 2025.



Westford Front-line ambulance.

Staff completed required training and recertifications for National Registry Paramedic (60-hours biannually), including Advanced Cardiac Life Support (ACLS), Pediatric Advanced Life Support (PALS), and other mandated courses through OEMS.



Several Probationary Firefighter EMTs have the ambition to attend Paramedic School, supported under the Local 3126 Contract, strengthening the department's long-term workforce capabilities as firefighter paramedics, which is the highest level of care in emergency medicine on the street.

Westford Fire is preparing to host accredited EMS training courses at the firehouse training room. This initiative will benefit department members while making Westford a vital hub for regional EMS education.

Partnerships with Boston MedFlight and UMass Memorial LifeFlight have expanded training opportunities and reinforced emergency services collaboration, which is paramount during the multiple incidents in which MedFlight is utilized on an annual basis.



Medflight Helicopter.

### As call volumes grow, so too has our revenue, supported by:

- EMS billing
- The Commonwealth's Capital Expenditure Reimbursement Program
- Permit fees
- A contracted collection agency

In total, \$1.54 million in revenue was collected. This revenue fully supports eight staff salaries as well as the department's medical vehicles and equipment. We continue to pursue reimbursements through the Certified Public Expenditure Program (CPE) for unpaid ambulance bills. This annual effort is led by Town Finance Director Dan O'Donnell and Fire Department Office Manager Nicholas Demins.

Additionally, the Department secured \$61,000 in grant funding to support equipment purchases, community outreach programs, and infrastructure offsetting capital budget expenses.

**Key initiatives completed this year:**

Acquisition of new cardiac monitors has enhanced patient care by enabling early 12-lead EKGs (national standard 10 minutes after arrival), continuous vital signs monitoring, and CO<sub>2</sub> measurement critical in managing cardiac arrest, sepsis, and trauma cases.

Acquisition of new Zoll CMV ventilators, which will assist with managing advanced airway management (intubation).

Ambulance licensure and compliance were successfully maintained for 2025.

**At the 2025 Town Meeting, voters approved:**

- \$173,000 for new cardiac monitors
- \$1.385 million for a new fire engine

These investments directly enhance our life-saving capabilities and operational reliability.

**Awards, recognition, or public engagement:**

**Retirements/Resignations in FY25:**

- Fire Chief Joe Targ – Retired after 47 years, including 11 years as Fire Chief and Emergency Management Co-Director. His leadership saw increases in staffing, the construction of a new fire headquarters, and replacement of key apparatus.
- Captain Shawn Girard – 37 years, oversaw personal protective equipment.
- Firefighter Shawn Ricard – 38 years, served as fleet mechanic.
- Firefighter William Cashman – 24 years of dedicated service.
- Firefighter Sean Brown – Senior paramedic and EMS coordinator.

- Firefighter Benjamin Niemiera – Served 5 years; Fire Training Coordinator.

We thank them all and wish them the very best in retirement and future endeavors.

**New Hires in FY25 – We proudly welcomed the following firefighters:**

- Christopher Hillman
- Billy Krikoris
- Nathan Bernier
- Jake Pelletier
- Jeffrey Lyons
- James Alvino
- Anastasia Nash

**Active Programs or Initiatives**

**Training Division:** Led by Capt. Tim Vigers, Lt. Ben Simmons, and Firefighter Ben Niemiera, the Training Division logged over 2,000 hours of fire and EMS training. Joint live fire and ladder trainings with Littleton and Chelmsford fire departments.

*Key topics included:*

- Ice & open water rescue
- Search & rescue
- Live fire evolutions
- SCBA & rapid intervention
- Pump and water supply operations
- Forcible entry
- Hazmat
- Pre-incident planning
- Tabletop exercises



*Fire and EMS Training Exercises.*

As we move into FY26, we look forward to continuing our collaboration with other mutual aid partners, like Littleton and

Chelmsford. These trainings not only enhanced tactical readiness but also strengthened the working relationships that are vital during emergency responses.

Exercises like these are crucial for building trust, improving communication, and ensuring seamless coordination when mutual aid is activated. Our shared commitment to training together means we're better prepared—together—for whatever challenges we may face.

We also hosted National Grid's mobile trailer, providing an in-depth safety demo on electric systems.

**Key Challenges Faced During the Year:**

Due to a failed override vote, two positions were lost, significantly affecting staffing levels. We are actively pursuing funding to restore these roles, expand staffing, and add an EMS Coordinator to oversee all EMS and ambulance operations.

Increased demand with rising call volumes, particularly in EMS and mental health crises, along with population growth, continue to strain our personnel and infrastructure.

Challenging schedules, wage limitations, and high training costs have made recruitment and retention increasingly difficult, mirroring statewide trends.

We are currently experiencing up to 4-year delivery delays for new apparatus. Strategic planning with Town officials is underway to address future replacements while remaining fiscally responsible.

The closure of Nashoba Hospital has increased transport times, delayed turnaround, and added to regional mutual aid demands. WFD responded to 165 Mutual Aid EMS calls and received Mutual Aid EMS 102 times in FY25.

The closure of the Office of Emergency Medical Services Region 3 required the department to transition to Region 2 to

maintain state accreditation and fulfill continuing education requirements. This represents a new partnership, and an ongoing dialogue is currently underway.

Hiring and retaining qualified paramedics continues to be a significant challenge. For the first time in over a decade, entry requirements have been adjusted to broaden the candidate pool (Firefighter EMT). The department's goal is to mentor and support these new hires, fostering their development toward future roles in firefighter paramedicine.

These challenges are not unique to Westford. Fire and EMS agencies across Massachusetts face similar strains. Despite these obstacles, our personnel remain dedicated to delivering exceptional service to the Westford community.

**Opportunities for Growth:**

Our department-run ambulance service remains financially stable, generating revenue of \$1.5 million in 2025. We maintain a high level of patient care through rigorous training, continuous high-quality educational opportunities, and investment in state-of-the-art advanced life support equipment. Nevertheless, ongoing challenges—including workforce recruitment, hospital access constraints, procurement delays, and the absence of a dedicated ALS Coordinator—underscore the need for continued strategic planning to sustain service levels that meet the community's increasing demand.

**Key Metrics Tracked:**

The Fire Prevention Office plays a vital role in public safety through inspections, permitting, plan reviews, code enforcement, and education. **In FY25, the office:**

- Issued 172 permits for flammable storage, fire alarm and sprinkler systems, and granite blasting.
- *Conducted 763 inspections, including:*
  1. Oil burner installations
  2. Smoke and CO detector compliance

3. Residential and commercial plan reviews
4. Solar and battery storage systems
5. General fire/life safety checks

**Planned Capital, Infrastructure, or Facility Projects:**

We are currently experiencing up to 4-year delivery delays for new apparatus. Strategic planning with Town officials is underway to address future replacements while remaining fiscally responsible.

**In Closing**

The department has identified an increasing need for a dedicated Full-Time ALS Coordinator to provide leadership and oversight of our advanced life support operations, ensure compliance with training standards, and drive continuous clinical quality improvement within the fire department.

I want to extend my sincere gratitude to the Select Board, Town Administration, and fellow department heads for their continued collaboration and support.

To the residents of Westford thank you for your unwavering trust and support. It is an honor and privilege to serve this incredible community.

Respectfully submitted,  
Michael Denehy  
Fire Chief

**Additional information about the Fire Department is available online:**  
[www.westfordma.gov/195/Fire-Department](http://www.westfordma.gov/195/Fire-Department)

## Town Forest Committee

The Town Forest Committee is the Town body responsible for managing town forest properties under the care and custody of the Select Board. The Committee also looks toward acquiring forest lands on behalf of the Town. The Town Forest Committee is comprised of three members, each serving 3-year terms, appointed by the Town Manager. The current members are Hugh Maguire, Kyle Fox and James Gozzo. The Town Forest Committee is currently responsible for managing approximately 270 acres of forest lands scattered throughout Westford. The Committee's management goals are long-term; to actively maintain and enhance forest health, improve wildlife habitat, provide recreational opportunities and protect both soil and water quality. During the FY 2025 period (July 1, 2024 – June 30, 2025) the Committee held one public meeting and there were no active forestry actions undertaken.

If you are interested in more information about the Town Forest Committee and our activities, you are always welcome to contact us and to attend our meetings which are posted on the town's web site and Town Hall bulletin board.

**Visit the Town Forest Committee webpage at [www.westfordma.gov/980/Town-Forest-Committee](http://www.westfordma.gov/980/Town-Forest-Committee).**

Meetings are generally held on a weekday mid-afternoon at the Highway Department conference room.

**Hugh Maguire**  
*Chairman*

**Kyle Fox**  
*Tree Warden*

**James Gozzo**  
*Epistler*

## Board of Health/ Health Department

The Board of Health (BOH), an elected board, is responsible for developing policies and regulations, and enforcing local and state health and sanitary codes. The Board is charged with protecting the public health and safety of the town and directs the Health Department to carry out enforcement. Meetings are held the second Monday of each month at Town Hall or virtually.

### **Mission Statement:**

The mission of the Westford Health Department and its Board of Health is to prevent adverse health conditions, promote individual well-being, and protect the physical, mental, and environmental health of the Westford community through public health education and services.

### **Vision:**

We envision a healthy, safe, inclusive community with reliable and equitable access to health resources where all residents can achieve the highest level of wellness.

### **Health Department:**

The Westford Health Department provides a wide range of clinical, environmental, and emergency prep services to help monitor and improve the health and safety of the residents of Westford. These diverse public health initiatives and efforts conducted by our staff, promote positive health practices, protect the health of the community, and encourage healthy behaviors across the life span. We are committed to planning and delivering accessible health services to Westford residents and reducing the incidence of illness and death in our community through surveillance and education.

### **Department Goals for FY 2025- 2026**

- Develop and implement a standard evaluation process for employee and community health programming. (per strategic plan)

**Stephanie Granger**  
*Chair*

**Maeghan Hughes**  
*Vice-Chair*

**Michele Pitoniak-Crawford**  
*Secretary*

**Joanne Belanger**

**Dr. Stephan Goupil, DO PHD**



**Public Health**  
Prevent. Promote. Protect.

- Establish bi-annual services/programming newsletter for the Westford community and employees. (per strategic plan)
- Establish a department tracking system for staff training, credentials, and timelines. (per strategic plan)
- Meet consistently throughout the year with the new Westford Emergency Management team on the town's EP plans. Provide the residents with EP education and outreach information. (per strategic plan)
- Expand community preventative programming for chronic disease, mental health, and substance abuse. (per the CHIP and strategic plan)
- Completion of FDA standards #6 and #9 for our food inspectional program.
- Final Rooming House regulations.
- Draft Motel/Hotel regulations.

**The following personnel make up the Health Department:**

Rae Dick, BS, CP-FS	Health Director/MRC Director
Abby Graham, REHS, MPH	Assistant Director
Marisa Rosario	Records Supervisor
VACANT	Substance Abuse Prevention Coordinator
Gail Johnson, BSN, R.N.	Public Health Nurse
Sam Fontaine, RS.	Health Agent
VACANT	Food Inspector
Srey Neang, MPH (grant)	Regional Community Wellness Coordinator
Arleny Almonte Soto (grant)	Regional Health Inspector
Abby Graham, REHS, MPH	BOH minutes taker
Andrea McKinley	Registered Dental Hygienist
Nancy Burns (grant)	Upper Merrimack Valley Medical Reserve Corps Coordinator
BME Strategies (grant)	Public Health Consultants-Quality Improvement Coordinator and Shared Services Grant Manager

**Department Overview:**

The Westford Health Department provides a wide range of clinical, environmental, and emergency preparedness services to help monitor and improve the health and safety of the residents of Westford. These diverse public health initiatives and efforts, conducted by our staff, promote positive health practices, protect the health of the community, and encourage healthy behaviors across the life span. We are committed to planning and delivering accessible health services to Westford residents and reducing the incidence of illness and death in our community through surveillance and education.

The Health Department issues over 32 different permits daily, provides over 2,000 plus inspections per year, and vaccinates over 1,000 residents each year. The department is also responsible for enforcing over 50

different federal, state, local, and mass general laws, bylaws, and regulations.

The Westford Health Department is the host agent for the Northwest Public Health Coalition. The coalition consists of the communities Acton, Dracut, Lowell, and Westford. The coalition operates under some regional public health services provided by the Massachusetts Department of Public Health’s Shared Services grant.

The Department continues to work towards a high standard of public health services and is working towards accreditation with the help of grant funding. We keep focused on the foundations of local public health and maintaining the health and safety of the community.

**What is a Public Health Nurse?**

Public Health Nursing (PHN) is a specialty,

which focuses on population or community health, determining your city or town's social determinants of health & health equity. Public Health Nurses educate their communities with health promotional programs/classes, to help prevent disease and injury, and assist with at-risk populations. They also improve health by prevention, promotion, leading and caring, which includes communicable disease surveillance, emergency preparedness, policy development, and advocacy.

Westford's PHN provides diverse types of classes throughout the year, for example, CPR training, Stop the Bleed Classes, Until Help Arrives, Youth & Adult Mental Health First Aid, Psychological First Aid, blood pressures, and immunization clinics. The PHN is part of a Multi-town Hoarding Disorder Resource Network and in Westford, we initiated a Buried in Treasures workshop which addresses hoarding/de-cluttering in our community and beyond.

The PHN continues to collaborate with other communities to offer the Buried in Treasures workshop, which focuses on hoarding and decluttering. This popular program, now in its second year, will be held annually each January. Building on its success, we will also introduce a follow-up course, CBT for Hoarding Disorder, based on the accompanying book that will be provided to all participants.

Health Care and Community Health Programs and services include:

- Communicable disease surveillance
- Communicable disease control and prevention
- Immunization programs (including yearly community flu clinics from 3 years old and up)
- Cholesterol and Glucose Screenings
- Health fair and Farmers Market education
- Educational programs for the community

and schools include CPR, Mental health first Aid, Yoga/Mediation/Wellness and Stop the Bleed classes.

- Health screenings (blood pressure screenings, hearing)
- Mental health programs
- Substance abuse prevention services (tobacco/vaping use, alcohol/drug use)
- School-based dental program (grades k-2)
- Senior dental program
- Tobacco control (including enforcement of state and local smoking control requirements)
- issuance of permits for tobacco retailers (with compliance monitoring)
- Town employee wellness programs
- Sharps collection program
- Mercury and cell battery collection
- Unwanted medication drop off
- Foodborne illness investigations
- Special needs Emergency Registry
- Narcan distribution and training
- Emergency preparedness

**Tick Borne Illness, EEE, and West Nile Virus**

Tick-borne and mosquito diseases remain a concern, as emergency departments across Massachusetts are seeing more patients with tick-related diseases. We continue to see a rise in Lyme disease, Human Granulocytic Anaplasmosis (HGA) Babesiosis, Relapsing Fever (borreliosis) and Powassan Virus Disease throughout Massachusetts. Not all ticks carry disease, but the ones that do can cause flu-like illness, with or without a rash. It can take up to

2 weeks to develop symptoms after the initial bite of an infected tick. Ticks can transmit multiple infections in a single bite, called co-infections. The department monitors all positive and suspect cases and continues to educate residents on how to protect themselves.

The department reviews positive human and mosquito EEE and WNV cases. We also review surveillance and testing reports from the Massachusetts Department of Public Health and Central Mass Mosquito regarding human and animal arbovirus detections in the state and in Westford.

### **Education and Programming**

The Health Department provided many educational programs and attended numerous community events. Here is a list of just some of the programs and events.

- Influenza (flu) and COVID-19 clinics for residents.
- Provided rapid antigen COVID-19 test kits
- Provided education on COVID-19
- Narcan, opioid and substance abuse
- Blood Pressure, CPR, Stop the Bleed, Cholesterol/Glucose clinics, several Flu clinics.
- Suicide prevention and Domestic Violence Events
- Septic and Well Education seminars
- Private drinking water well maintenance PFAS education and testing program
- Westford Farmers Market, WESTFEST, Westford Bike Rodeo, Hope Blooms Here

The department co-chairs the Community Behavioral and Mental Health Committee. The committee meets on the 4th Monday of each month. The committee's mission is to review

the Westford and community mental and behavioral health data. The group will review and educate existing mental and behavioral resources, programming, and services for all residents.

The committee and the health department recommend programs, resources, and tools focusing both on prevention and interventions, including specific items with budgetary estimates and suggested timelines for implementation. The committee and department advocate for substance use disorder and mental health services which promote prevention, treatment, and recovery for all diverse populations.

### **Upper Merrimack Valley Medical Reserve Corps**

The Westford Health Department remains the host agent for the Upper Merrimack Valley Medical Reserve Corps (UMV MRC). The local unit prepares for local disaster response and promotes public health across the region. The unit has 600 medical, non-medical, and behavioral health volunteers. In FY2025, 377 UMV MRC volunteers donated 1938 hours of their time for community service, for an economic value of \$76,514.84.

The MRC coordinator, Nancy Burns, serves on the statewide MRC Steering Committee and the national MRC Work Group. She gladly accepts invitations to speak at regional and national conferences. Her most recent talks included two sessions at the annual Public Health Preparedness Summit in April, with travel expenses covered by NACCHO (National Association of County and City Health Officials).

The UMV MRC was once again awarded two annual grants: MRC and PHEP (Public Health Preparedness Program), for a total of \$48,716. Another NACCHO grant, the FY2025 Operational Readiness Award (ORA), provided an additional \$10,000 to promote advanced-level training.

It was a source of great pride to collaborate

with the Westford Senior Center on activities that extended the value of the 2024 ORA award (\$10,000) on bone health. The COA named July 22, 2025, as Bone Health Awareness Day – the culmination of planning throughout the spring. By the end of Calendar 2025, the unit will expend the remaining funds from a three-year federal sustainability grant: the FY2023 RISE (Respond, Innovate, Sustain and Equip) grant of \$75,000 and its \$26,250 RISE Extension. Activities are based on input from key stakeholders, incorporating data from the region’s latest community health needs assessments.

Every April and October, the unit continues its partnership with Love All, Serve All (LASA) – the local chapter of an organization of volunteer physicians. Each of last year’s clinics provided screenings to over 250 area residents who have limited access to medical care. Members continued to offer blood pressure screenings, emergency preparedness education, flu and COVID clinic support, AHA training, public health outreach, and sustained readiness for regional disaster response. Members greet the public at numerous local and regional fairs, raising awareness of the Westford Health Department and the region’s Public Health Coalition, of which the WHD is a member.

For more information about the UMV MRC or volunteering, see [umvmrc.org](http://umvmrc.org). To read the July 2025 newsletter that recaps our fiscal year, see <https://umvmrc.org/wp-content/uploads/2025/07/UMRMRC-newsletter-2025-compressed.pdf>.

### **Domestic Violence**

The Westford Coalition for Non-Violence, (WCNV) remains committed to our mission, which is to “promote healthy relationships and foster a culture of non-violence for all members of our community.” The members that make up this coalition include town employees, residents, victims/survivors, and other community partners. The coalition meets quarterly to work on raising awareness of domestic violence within the Westford

community and beyond.

This domestic violence workgroup is committed to raising awareness and providing education on issues related to domestic violence within our community. Throughout the year, we have offered a variety of domestic violence awareness activities, and distributed informational materials designed to support survivors, inform residents about available resources, and promote healthy, respectful relationships. Our initiatives aim to foster a community where safety, dignity, and support are accessible to all. We continue to collaborate with local organizations and service providers to strengthen outreach and prevention efforts.

Help is available and there are resources available that can guide you. No one deserves to live in fear of any type of abuse. Resources are listed on our WCNV website and in the handbook. <https://westfordma.gov/1364/Coalition-for-Non-Violence>.

### **Grants**

This year, we continued to apply for grants, which enable us to provide expanded services to our residents. We are extremely grateful for the support of all our partners, which enables us to continue to provide high-quality preventive services to the community and our most valuable residents.

Our department became the host agency for a Regional Shared Services grant through the Department of Public Health. The grant is for \$295,000 and provides a regional community wellness coordinator, an accreditation coordinator, and grant manager for the towns of Acton, Dracut, and Westford, and the city of Lowell. The Westford and Lowell Health Departments are working towards Public Health Accreditation.

### **MDPH Public Health Excellence Grant**

**Program: \$581,487.08** per year for 3 years=\$1,744,461.24. Our department is the host agency for a Regional Shared Services grant. The town receives an administrative fee.

**Grant Admin Fee returned to the town for general fund was \$45,901.78.** Host agent for Westford, Acton, Lowell, and Dracut. Funding pays for four positions. 1) Full-time Regional Community Health and Wellness Coordinator.) Contracted Regional Grant Manager 3) Contracted Regional Accreditation Coordinator position. 4.) Regional Health Inspector.

**2. Public Health Emergency Preparedness Grant (PHEP): \$13,070**

This grant pays for our MRC Coordinator's salary. Scope of Work defined by the state. Westford is host agent.

**3. Medical Reserve Corp (MRC): \$35,646**

This grant also pays for our MRC Coordinator's salary. Scope of Work defined by the state. To provide training to MRC volunteers, newsletter, etc. Westford is host agent and UMV MRC Director for region three. Stipend of \$3,100 for supply storage goes to the general fund.

**4. Operational Readiness Award (ORA)**

**2025/26: \$10,000** Project focused on training and supplies.

**5. MassCALL3 Current Grant \$250,000 (We are not the Host Agent):**

The MC3 concentrates on substances of first use (alcohol, cannabis, nicotine) in our youth 12-17 years of age or twenty-one and under.

**6. 2025-2026 Extended: GLCF Strengthening Mental Health Support for Children and Adolescents in Greater Lowell (current grant awarded \$15,000)**

We utilize these funds for Adult and Youth Mental Health First Aid classes and supplies.

**7. 2025-2026 FDA/AFDO National Retail Standards Program:**

FDA Food Code Standards: Grants to complete Standard #9 Program Assessment and Standard #6 Compliance and Enforcement.

**Drug/Substance Abuse Usage**

We continue to work with the Westford

Police Department, Westford Public Schools, the Massachusetts Opioid Abuse Prevention Collaborative, the Substance Abuse Prevention Collaborative, and other organizations to educate the public on trends in drug, alcohol, and vaping usage.

The Health Department is part of the community naloxone program where we can obtain naloxone through the State Office of Pharmacy (SOPS) at no cost. This program helps us provide Narcan to all our town and schools buildings, residents, businesses, and provide Narcan administration training. Our regional community wellness coordinator provides Narcan training year-round. Through grant funding, we again offered Narcan rescue kits to all first responders to give to families they may encounter on the job that may want one or need one. The department has also distributed these kits to the public and at community events.

**Regional Community Health and Wellness Coordinator**

Srey Neang, MPH, our new full-time regional community health and wellness coordinator position provides community health and substance abuse programs and services to the Town of Westford, Acton, Dracut, and the City of Lowell. She is a certified adult and youth mental health first aid instructor. This position is funded by the Massachusetts Department of Public Health Shared Services grant.

*Programs Provided:*

- Adult and Youth Mental Health First Aid training for residents and employees.
- Mental Health Awareness event on the town common.
- Mental Health literacy community training with the mental health collaborative.
- Opioid, Mental Health, and Substance Abuse Prevention and Education.
- Data collection, assisting with listening sessions, needs assessments, social media

creation, PHAB accreditation, and creating educational flyers.

### **Dental Program for Seniors and School-Age Children**

Our school dental program for children was cut as a budget line item. We were able to continue the program on a much smaller scale with grant funds. The program consists of dental screening and cleaning. The program was offered to students in grades K-2 and led by dental hygienist Andrea McKinley, who is committed to providing an excellent oral health program to the students. In 2025, 125 students received dental care.

We are also able to continue the dental program for senior citizens. Our grants, administered in cooperation with the Cameron Senior Center, provide high-quality dental care for underinsured seniors. Our department utilizes ARPA funds and local donations to support the program.

### **Environmental Services**

Environmental Services is charged with the protection and prevention of environmental hazards that may adversely affect the health, safety, and well-being of Westford residents. Programs and services include conducting inspections for:

- The installation of septic systems and wells.
- Title 5 soil evaluations and perc tests.
- Title 5 inspection report review.
- Public and semi-public swimming pools/ beach testing.
- Housing/hoarding.
- Building permit review.
- Beaver's complaints.
- Food establishments for annual, seasonal, temporary, and mobile establishments.
- Recreational camps for children.
- Hazardous materials.
- Stabling/piggery.
- Pest and vector control.
- Polystyrene/plastic bags restrictions.
- Demolition inspections.
- Plan reviews, with include subdivision, special permits, food, pool, septic,

variances, etc.

- Body art and microblading inspections.
- Nuisance complaints regarding noise, dust, odor.
- Mercury collection program
- Lake and pond algal blooms.
- Private well education program

The Environmental Services staff maintains the mercury collection program, investigates environmental violations, conducts site plan reviews, reviews building permit applications, and oversees private drinking water wells and groundwater protection. The staff conduct enforcement actions, investigates general health nuisances/complaints, reviews Title 5 Inspection Reports, and provides educational programs on environmental health topics to both the businesses and citizens of Westford. This year the staff provided education training on PFAS, private drinking water wells and septic systems to both residents and realtors.

The department staff conduct water sampling at 13 different beach locations for E. coli as part of the MDPH beach regulation requirements. Beaches are sampled each week from Memorial Day to Labor Day each year. The department also investigates algal bloom and water body complaints.

### **Food Inspectional Program**

The department is enrolled in US Food and Drug Administration (FDA) Voluntary National Retail Food Regulatory Program Standards program. The program fosters food safety through risk-based systems. The Health Department has been enrolled in the program for several years and enforces the 2022 Federal and State food codes.

The program requires continual improvement of food safety, training, written policies, and standardized inspections. This year, the department completed the FDA Standard Comprehensive Strategic Improvement Plan for the program.

The Health Department received several grants from the FDA and National Environmental

Health Association (NEHA) retail standards program to continue with ongoing improvements to the department's food inspectional program and to provide training.

Annually, the staff provides training, programs, and community health fairs including Homeowner and Realtor Septic Systems 101 classes, septic installer/inspector training classes, tick-borne illness prevention programs, weed watcher programs, and food safety education classes.

The staff at the Health Department continues to aim for a high standard of services and continues to work on their annual professional development requirements.

**Where to find more information, education, resources, and programming**

Visit the Health Department webpage at [westfordma.gov/215](http://westfordma.gov/215) for more information. You can also find the most updated information on our Facebook page, [facebook.com/westford-health](https://facebook.com/westford-health).

<b>Communicable Diseases</b>	<b>Confirmed &amp; Probable Cases</b>
Group A Streptococcus	2
Group B Streptococcus	1
Malaria	1
Vibrio Species	0
Pertussis	6
Powassan Virus Infection	0
Ehrlichiosis	1/1
Norovirus/Calicivirus	10
Chicken Pox	0/2
Dengue Fever	2
Borrelia Miyamotoi Infection	0/1
Streptococcus Pneumoniae	1/1
Influenza	210/33
SARS/COVID-19	348/26
HEP A	0/1

**Key Metrics Tracked:**

<b>Communicable Diseases</b>	<b>Confirmed &amp; Probable Cases</b>
Campylobacter	5/4
Babesiosis	1/1
Giardia	2/0
Hep B	3/28
Hepatitis C	1/4
HGa	12/3
Haemophilus Influenza	0
Lyme Disease	0/58
Salmonella	2
Shiga toxin Producing Organism	1/1
Active TB	0
Latent TB Infection	7/41

<b>Services</b>	<b>Quantity</b>
Pediatric flu immunizations	151
Adult Flu immunizations	542
Home Visits	1
Hearing testing	21
Blood Pressure screening	24
Rabies positive cases	3 (2 raccoons/ 1 bat)
Rabies negative cases	9
Cholesterol screening	8
MRC hypertension screening	29
School Dental Services	125
School Dental Receivables	\$980

<b>Educational Programming</b>	<b># of Programs</b>
Stop the Bleed	10
Hands Only/Friends & Family CPR	11
CPR/First Aid trained	5/13
Buried in Treasures	38
Adult Mental Health First Aid	8
Youth Mental Health First Aid	16
Until Help Arrives	5
Buried in Treasures Support Group	11
Presentation on "Fall Prevention & Healthy Living in Older Adults"	7
Presentation on "Public & Occupational Health Preparedness in Emerging Infectious Diseases"	14
Only a few programs listed	35

**Documents & Permit Applications Processed**

<b>Septic Related</b>	<b># of Permits</b>
Septic haulers/installers	69
Soil evaluations & percolation testing	63
System Construction	129
Portable chemical toilets	5
Title 5 inspections reviewed	186
System construction inspections	516

<b>Water/Well Systems Related</b>	<b># of Permits</b>
Water/well systems	69

<b>Food Service Related</b>	<b># of Permits</b>
Permitted food establishments	143
Food establishment complaints	32
Catering licenses	5
Other (frozen dessert, milk & cream)	145
Food establishment plans reviewed	22
Nuisance Complaints	61
Mobile	19
Seasonal establishments	30
Temporary events	52
Farmers Market	12
Residential/cottage foods	8

<b>Camp/Camping Related</b>	<b># of Permits</b>
Day/overnight & rec camps	8
Inspections conducted	16

<b>Body Art Permits</b>	<b># of Permits</b>
Body art practitioner	6
Body art establishment	5
Body art plan review	2

<b>Recreational Water Related</b>	<b># of Permits</b>
Swimming pool inspections	19
Swimming pools	15
Bathing beaches	13
Bathing beach inspections/testing	206

## Other Miscellaneous Permits and Inspections

<b>Food Service Related</b>	<b># of Permits</b>
Temporary Housing Inspection	1
Pre-Rental Housing Inspections	6
Housing inspections	16
Beaver inspections/ complaints	11
Building permits	214
Stabling & piggery permits/ inspections	13
Hazardous materials permits	34
Demo permit inspections	22
Funeral Director licenses	4
Tanning license	0
Tobacco establishment licenses	20
Tobacco establishment inspections	41
Algal Bloom Inspections	4
Tobacco/Vaping Fines	39
Tobacco/Vaping Fines Paid	\$5,350
Opioid related Incidents	10
Overdose related Fatality	1

# Health Insurance Trust

## Mission Statement:

To provide a financially sustainable and responsive employee health insurance program through a partially self-funded model, offering the Town of Westford flexibility, cost control, and transparency in managing health care benefits.

## Summary of Responsibilities:

The Health Insurance Trust oversees the financial and operational administration of the Town's partially self-funded health insurance plan. Its responsibilities include setting premium rates, maintaining adequate reserves, evaluating Stop Loss coverage, and ensuring the long-term fiscal health of the plan. The Trust collaborates with the Town's insurance broker and other departments to manage claims, monitor trends, and implement policy changes as needed.

## Board or Committee Members:

6 Voting Members and 2 Alternates

## Key initiatives completed this year:

- The Trust approved an 8.3% premium increase for the fiscal year beginning November 1, 2024, following analysis of claims experience and reserve balances.
- Stop Loss threshold increased from \$125,000 to \$150,000 effective March 1, 2025, after evaluation of market options, resulting in a 28.19% premium increase for Stop Loss insurance.
- Despite premium increases, the Trust finished FY25 in a strong financial position, with a cash balance of \$5,259,667 as of June 30, 2025.
- The Select Board allocated \$403,263 from ARPA funds to support the Health Insurance Trust.
- Enrollment in the plan decreased by approximately 50 employees, due to

**Kristen Las**  
*Town Manager, Chair*

**Christine Collins**  
*Treasurer/Collector*

**John Cunningham**  
*Select Board*

**Pamela Hicks**  
*Human Resources Director*

**Kristine Jussaume**  
*WEA President*

**Nate Mackinnon**  
*Finance Committee*

**Jesse Beyer**  
*Town Accountant (Alternate)*

**Dan O'Donnell**  
*Finance Director (Alternate)*

layoffs related to FY24's failed override and staffing changes.

## Active Initiatives:

- Ongoing financial management and monitoring of the self-funded health insurance model.
- Evaluation of insurance market conditions and Stop Loss products.
- Contributions into the Trust exceeded claims for FY25, strengthening reserves.
- The fund experienced a year-end surplus after accounting for IBNR, increasing the fund balance by \$3,103,487 over the previous year.

## Key Challenges Faced During the Year:

- Increase in Stop Loss premiums by 28.19% due to higher claim risk and market adjustments.

- Decreased plan enrollment tied to municipal budget constraints and staffing reductions.

**Additional information about Westford Health Insurance Trust is available online:**  
[www.westfordma.gov/1447/Health-Insurance-Trust](http://www.westfordma.gov/1447/Health-Insurance-Trust)

### **Opportunities for Growth**

- Build Trust reserves toward the target range of \$3.7 to \$7.4 million (3–6 months of claims).
- Enhance prescription rebate programs and explore additional cost-saving strategies.
- Maintain proactive financial oversight to prepare for future high-claim years.

### **Key Metrics Tracked:**

- Fund balance at year-end: \$4,188,862 after accounting for IBNR.
- Change in enrollment: approximately 50 fewer employees covered year-over-year.
- Stop Loss premium increase: 28.19% (effective March 1, 2025).

### **Comparative Insights (e.g., previous year, multi-year trends):**

- FY25 ended with a fund balance increase of over \$3.1 million compared to FY24.
- The Trust balance improved from increased contributions, lower-than-expected claims, and supplemental ARPA funding.

### **Top Priorities for the Coming Year:**

- Evaluate premium rates for the next plan year beginning November 1, 2025.
- Monitor Stop Loss insurance market for future renewal and cost mitigation.
- Maintain adequate reserves and build toward the target range of 3–6 months of claims.
- Compile results from the employee survey.
- Hire an independent third party consultant to review a set of prescribed opportunities for the Trust.

# Westford Housing Authority

Westford Housing Authority is entering its 56th year providing safe affordable housing opportunities to seniors and families in the region.

WHA provides housing for low- and moderate-income seniors, families and people with disabilities. We currently have 73 units of senior housing, six family units and eight units for people with disabilities. We also own three units at Brookside Mill Condominium Complex and rent them to families who are at or below 80% of the area median income.

Westford Housing is supported by the town of Westford by the Council on Aging and Cameron Senior center programs as well as Assistant Town Manager Jeff Morrisette. The Westford Housing Authority would like to take this opportunity to recognize Jeff, Alison, and Jennifer for all of their help thru out this year of change.

WHA completed its Management agreement with the Town of Groton and at this time is overseeing only the Town of Littleton. Under the Direction of Ken Martin who was hired as a consultant director, Westford Housing has made major strides to strengthen our financial base as well as begin several long-needed capital projects. WHA would also like at this time to thank Ken Martin and Joy Scotina and all the others that worked tirelessly to help us.

In closing WHA would like to thank all the residents of WHA for all the help and support that we have received from them this year. We wouldn't have been successful without you all.

**More information about the Housing Authority is available online:** [www.westford-ma.gov/549/Housing-Authority](http://www.westford-ma.gov/549/Housing-Authority)

**Nancy Cook**  
*Chair Governor's Appointee*

**Diane Homes**  
*Vice Chair*

**Carol Engel**  
*Treasurer*

**Patricia Dubey**

**Barbara Upperman**

**Kenneth Martin**  
*Consultant Director*

## **WHA Staff:**

- Joy Scotina, Interim Director
- Ken Martin, Consultant
- Mandi Dinsmore, Administrative Assistant
- Linda Williams, Administrative Assistant
- Jason Allard, Maintenance Staff
- Shane Greenslade, Maintenance Staff
- John Marifiote, Maintenance Staff
- Vincent Sabitino, Maintenance Staff

# Human Resources Department

## **Mission Statement:**

The Human Resources Department supports employees and retirees by ensuring compliance with federal, state, and local personnel laws and administering benefits, policies, and programs that promote consistency, accountability, and effective service.

## **Summary of Responsibilities:**

The Human Resources Department works closely with all departments, employees and retirees to ensure compliance with state, federal and local personnel laws and regulations. New employees are provided with state ethics law summaries and training requirements, as well as workplace violence and sexual harassment policies. Town and School Human Resource Departments work together to ensure consistency and accountability to serve over 1,200 employees and approximately 750+ retirees. Some of the daily responsibilities include; fielding questions and assisting employees and retirees, working closely with Payroll/Accounting and Finance in administering union contract benefits and ensuring compliance, leaves/absences and payments, benefit changes, FMLA leaves, workers comp and 111F administration (Police & Fire Accident Insurance), recruitment process, paying, auditing and reconciling benefit bills, turnovers, HRIS changes.

**Number of Staff:** 3 full-time

## **Board or Committee Members:**

Personnel Advisory Committee (PAC)

## **Key initiatives completed this year:**

Renewed the “partially self-funded” health insurance coverage with BCBS (Nov. 1, 2024– Oct. 31, 2025) with a 8.3% premium increase. Renewed fully insured Medicare supplemental plan (Medex 2) with a 13.8% increase effective Jan. 1, 2025. The Town insured

**Pamela P. Hicks**  
*Director of Human Resources*

**Meg Lawrence**  
*Benefits Coordinator*

**Melissa Cunniffe**  
*Administrative Assistant*

approximately 56% of town and school employees who were benefit eligible. New Human Resources town webpage with benefit offerings. The Town’s OPEB (Other Post-Employment Benefits) trust fund balance in June of 2025 was \$18,099,071 which is an estimated 14.73% of the total liability. As of June 2025, 609 retirees on Medicare supplemental insurance, 94 retirees on active plans not yet eligible for Medex, and 507 actively insured employees.

**Additional information about Westford Human Resources is available online:**  
[www.westfordma.gov/274/Human-Resources](http://www.westfordma.gov/274/Human-Resources)

# J. V. Fletcher Library

Ellen Rainville  
Library Director

## Mission Statement:

The J. V. Fletcher Library serves as a progressive responsive community resource, dedicated to the informational, cultural, educational and technological needs of its patrons. The Library supports its users in their lifelong pursuit of learning, personal growth and self-fulfillment. It encourages the young in their exploration of and celebration of the world. The Library is a resource for exploring and using new technologies, collections and media. The Library provides a gathering place for community members – in all their diversity – to meet in social engagement, to share discourse, to ponder divergent ideas and to engage in civic connection. The Library strives to be both reflective of and responsive to the community. It also seeks to be in the forefront of professional library service – attracting and leading the community into the future in a warm and welcoming public setting.

## Summary of Responsibilities:

As authorized by M. G. L., Ch. 78 , the J. V. Fletcher Library provides the following core free public library services to the community of Westford, and the residents of the greater Commonwealth:

- Youth Services
- Reference, Information & ILL Services
- Technical Services [processing materials]
- Collection Development
- Historic Collection Preservation
- Circulation Services
- Pre-school & ESL Literacy
- Formal & Life-Long education support
- Commons/Meeting/Study Space
- Readers' Advisory & Assistance
- Early Literacy and Cultural Programs
- Technology Assistance & Instruction
- Public Relations
- Administration/Management/Governance
- Building & Grounds Maintenance

## Number of Staff:

19.88 FTE or 35 total full- and part-time staff

## Library Staffing FY 2025:

**Director** — Ellen D. Rainville

**Asst. Director** — Kristina Leedberg

## Senior Librarians:

Head of Youth Services —  
Lauren Evans (changed position 6/16/25)  
Systems/Head of Technical Services —  
Dina Kanabar  
Head of Reference & Information Services —  
Justin Liberti (resigned 7/11/24);  
Linda Ernack (hired 9/9/24)  
Head of Circulation —  
Holly Sheridan-Pritchard

## Staff Librarians:

ILL/Serials Librarian —  
Charles Schweppe (changed position 6/2/25);  
Bari Pender (7/28/25)  
Young Adult Specialist —  
Alexis Chrobak  
Local History/Genealogist —  
Virginia Moore (retired 4/30/25);  
Charles Schweppe (6/2/25)  
Head Cataloger —  
Alla Brovina  
Substitute —  
Sandy Kelly

## Library Associates:

Cataloger/Data Entry —  
Lauren Evans  
Fine Arts Librarian/Acquisitions —  
Jeanne Millet  
Juvenile Reference/Program Assistants —  
Hannah Oliver (hired 12/30/24); Jill Sirois  
Circulation and Reader's Advisory —  
Shannon Hagel (hired 1/7/2025);  
Mayleen Kelley; Judy Madsen; Jeanne Millet;  
Lisa Navarro; Heather Nevits;  
Chantale Shepard; Erin Trainor  
(resigned 7/30/24)  
Substitute —

Victoria-Lynn Corr; Karla Pentedemos (hired 11/5/24); Melissa Seldon (hired 8/12/24)

**Library Technicians:**

Order and Acquisition Receiving — Susan Blanchette  
Inter-Library Loan Support — Diana Daniels; Bari Pender (promoted 7/28/25)  
Substitute — Quinn Dolan (resigned 12/23/24)

**Maintenance Worker I and II —**

Richard Trainor; Vacant

**Office Manager —** Heather Marquez

**Board or Committee Members:**

Glen Secor, Chair; Elizabeth Diercks, Secretary; Caroline Roache, Treasurer; Marianne Fleckner, Foundation Liaison; Debbie Teal, Friends Liaison; Mary Siegel (joint January 2025 appointee to fill position vacated by Lynn Clermont)

**Key initiatives completed this year:**

The Library, on June 23rd of 2025, celebrated the Groundbreaking of the future library renovation and addition project which has been more than ten years in the planning. Beginning March 31, the Library moved all operations, collections, furnishings and staff to the temporary library site at 515 Groton Road, re-opening to the public on April 22, 2025. We are grateful to multiple other Town Departments for assistance and support in moving, installing technology, hosting programming space and supporting this significant partially grant-funded library expansion project. We thank the residents of Westford whose seven supportive votes over a ten-year period resulted in this transformative venture, as the Board of Library Trustees and the Permanent Town Building Committee work with the Design Team to realize the best possible future library building for the Town of Westford and maximize the \$8.6 million of Massachusetts Public Library Construction Program grant funds awarded to the Town.

**Notable milestones or successes:**

May 2025 saw a critical benchmark in the 10-year plan for a new Library renovation with the Town of Westford’s hiring of Hutter Construction Corporation of New Ipswich, NH as the General Contractor for the Library project; this date initiates the 550-day countdown of the construction project. Along with the Design Team of Finegold Alexander Architects, CHA Solutions (providing both OPM and On-site Representative services), the Board of Library Trustees, the Permanent Town Building Committee, Town Officials, Legislators and a Commissioner representing the Massachusetts Board of Library Commissioners celebrated with the June 23, 2025 Groundbreaking Ceremony! We additionally thank First Parish Church United for use of the air-conditioned Fellowship Hall on a blistering hot June Monday.

*The Ceremony Agenda follows:*

*Welcome*

- *J. Scott Hazelton, Vice-Chair, Permanent Town Building Committee*

*Remarks*

- *Representative James Arciero, 2nd Middlesex District*
- *Senator John Cronin, Worcester and Middlesex District*
- *Jessica Vilas Novas, representing Massachusetts Board of Library Commissioners*
- *G. Thomas Clay, Chair, Select Board*
- *Marianne Fleckner, Board of Library Trustees Representative*
- *Kristen Las, Town Manager*

*Closing*

- *Ellen Rainville, Library Director*



### **Awards, recognition, or public engagement:**

The Board of Trustees recognized Dina Kanabar, Head of Systems/Technical Services for her 25-plus years of service to the Town of Westford, and honored Virginia Moore who retired after 35 years of service.

In FY 2025, the Friends of the J. V. Fletcher Library Inc. provided almost \$40,000 in book, Museum Pass and new format funds, and funded the entirety of the Library free programs for all ages. One-half of the Library's MVLC annual network membership was paid from the State Aid to Public Libraries account. The library thanks those gracious donors who donated to the Friends' 2024 Fall Appeal campaign to fundraise and to supplement Town funds for new media, downloadable collections, and technology purchases, which provided critical remote access to titles — a steadily growing reading trend. The Friends are also thanked for three highly successful Book Sales this past year, and for their swift flexibility in relocating Book Sale donations and sorting, as the library moved off-site from 50 Main Street in early April.

We thank the Friends' Foundation Committee for their inspired continuing fund-raising Initiative: "1,000 Homes for \$1,000" whereby Westford households can demonstrate support for the future Library building across three years. With a handsome informative website, town-wide mailings, brochures, lawn signs, post cards, and advertised Naming Opportunities within the new building, this initiative is a stellar example of how the Library Friends consistently and creatively support Westford's public library and defray the cost to the Westford taxpayer. To date, fund-raising is almost 2/3rds of the way to the ambitious target of \$1.5 million. We thank the Westford Garden Club for underwriting the gift of passes to the Tower Hill Botanic Garden facility in Boylston and for adorning the Library's Main Street entrance all year round with such phenomenal plantings! We can't wait to see the future landscaping for the new building. As well, we thank those donors to the J. V. Fletcher Library Memorial

Book and Gift Account, who chose this generous option to remember and celebrate loved ones.

### **Ongoing Initiatives:**

- Library Renovation and Renovation/Addition Construction Project.
- Post Groundbreaking, FY 2025 concluded with demolition and stormwater management work, along with site work in preparation for the new code-compliant central stairwell and elevator in the renovated library. The project is slated for completion in the late November-December 2026 time frame, with the library moving operations back for a 2027 Ribbon-cutting and re-opening. We anticipate resumption of library operations in the new building in the winter 2027 timeframe.



*Circulation Desk, Library Temporary Site at 515 Groton Road*

### **Key Challenges Faced During the Year:**

As with other Town Departments, the Library provided reduced evening and Saturday hours due to the failed override; and as a result, had to apply for a waiver of the Municipal Appropriation Requirement from the Massachusetts Board of Library Commissioners -- a critical standard tied to library certification in the Commonwealth. While we anticipate that a waiver application will again be necessary in FY 2026, we anticipate the steady restoration of hours as Westford's population increases, and expanded and enhanced services resume in the future new library, which will see a return

to meeting this standard.

### **Opportunities for Growth**

The future Library under construction will result in a flexible facility designed to offer services, programs and collections well into the future; it will allow responsive programs desired by the Community and afford residents an ongoing source of accessible, ever-broadening life-long learning.

### **Comparative Insights (e.g., previous year, multi-year trends)**

The fiscal years of both FY 2025 and FY 2026 will be unique in reflecting reduced usage of the library due to the temporary loss of Meeting Room space and programming space at the temporary site, both of which drive foot traffic and circulation. We thank the Westford Recreation Department and the School Department for generously hosting library programs off-site, and we thank our sister libraries who have provided meeting space for our regular Meeting Room reservers. We look forward to the future building which will double Meeting Space, include an enlarged Children's Programming Room and a distinct Young Adult Area, multiple study and research areas and see expanded service hours as Westford passes the 25,000 population mark and meets new state certification standards. We thank the many Town Departments and personnel -- Westford Recreation, Schools, IT, Facility and Public Works, Parks and Grounds, and Town Management for all the support and assistance over this past extraordinary year.

### **Administration, Professional Development and Town Civic Activity:**

Library staff continued to be professionally active, and we celebrate here those library staff pursuing their Library Science degrees, and active in the following professional organizations. Additionally, Library administration and Board of Trustees continued to advocate for legislation increasing access to eBooks and all books.

- ALA (American Library Association)
- MLA (Massachusetts Library Association)

- MVLC (Merrimack Valley Library Consortium)
- NELA (New England Library Association)
- PLA (Public Library Association)
- YALSA (Young Adult Library Services Association)
- Virtual Library Journal Day of Dialog

### **Public Engagement and Participation (e.g., events held, outreach initiatives, feedback collected):**

*Highlights of Library Programs for all Ages:*

- Creating a Tech-Healthy Family
- Furoshiki - Japanese Gift-wrapping
- Harry Potter Birthday Party
- Night Sky Restoration
- Spooky Walk
- Hawks & Hawk Watching
- Garden Design Inspired by Magnificent Gardens
- Norman Rockwell - An American Phenomenon
- Grimms' Fairy Tales
- 50+ Job Seekers' Networking Group



*Library Apple Blossom Parade Entry: "Wild About Reading" inspired by "Where the Wild Things Are"*

Three exciting Summer Reading Programs we held in the summer of 2024, proving Westford is "Wild About Reading!". Over 1,600 readers of all ages registered for the three Summer Reading Programs (Child, Tween and Adult) which took their theme from "Where the Wild Things Are!" This summer read-fest — during which time Library circulation increases by 33% and foot traffic doubles — is funded by the Friends of the J. V. Fletcher Library, Inc. and the Massachusetts Library System — and proved that every age in Westford is wild about reading!

### **Top Priorities for the Coming Year:**

The Board of Library Trustees, Permanent Town Building Committee and Library Administration will spend FY 2026 in detailed planning for the interior of the future Library and moving all future services, operations and collections for the FY 2027 opening. The Construction, OPM/ On-site Representative and Design Team will continue to see this monumental project to conclusion, with a celebratory Ribbon-Cutting, Donor Recognition and a transformative new library for Westford's future.



### **Planned Capital, Infrastructure, or Facility Projects**

The Board of Library Trustees, Permanent Town Building Committee and Library Administration will spend FY 2026 in detailed planning for the interior of the future Library and all future services and collections for the FY 2027 opening. The Construction, OPM, On-site Representative and Design Team will continue to see this monumental project to conclusion.

### **Community Partnerships**

Friends of the J. V. Fletcher Library, Inc. , Foundation Fund Raising "1,000 Homes for \$1,000", MBLC oversight of Massachusetts Public Library Construction Program Grant in the amount of \$8.6 million, MVLC Automated Network, Massachusetts Library Association, Massachusetts Library System.

**Additional information about the J.V. Fletcher Library is available online:**

<https://westfordlibrary.org/>

## FY25 J.V. Fletcher Library Circulation Activity Statistics

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Yr. To Date Total
3	Adult Books	7,219	6,647	5,830	5,569	5,240	5,564	5,844	5,329	5,631	2,812	3,627	3,661	62,973
4	Adult Serials	453	315	518	397	359	353	272	268	303	96	99	129	3,562
5	Adult CD's	427	402	340	335	285	281	432	325	253	122	196	134	3,532
6	Adult Videos	1,309	1,068	871	955	1,007	982	1,132	1,106	881	284	383	474	10,452
7	Adult Electronic Format	56	68	52	54	30	21	9	7	15	5	3	8	328
8	Adult Miscellaneous	11	7	9	13	7	8	4	8	6	5	12	8	98
9	Young Adult Books	5,249	4,076	3,113	2,519	2,328	2,413	2,467	2,043	2,392	1,210	1,148	1,414	30,372
10	Young Adult Serials	4	7	15	18	4	0	8	9	0	2	16	23	106
11	Young Adult CD's	6	4	4	6	2	1	3	9	1	0	0	1	37
12	Young Adult Videos	2	8	13	11	2	0	4	3	0	0	2	3	48
13	Young Adult Electronic Format	46	30	26	30	13	17	14	12	0	1	0	2	191
14	Young Adult Miscellaneous	0	0	0	0	0	0	0	0	0	0	0	0	0
15	Children's Books	17,187	14,655	12,541	11,669	11,323	10,151	11,109	10,178	11,669	5,936	6,373	6,502	129,293
16	Children's Serials	39	27	20	27	25	8	4	21	8	5	0	20	204
17	Children's CD's	122	87	69	76	54	53	55	41	28	9	8	7	609
18	Children's Videos	698	558	362	325	429	376	349	440	344	124	148	181	4,334
19	Children's Electronic Format	273	193	132	151	136	130	127	123	135	52	64	74	1,590
20	Children's Miscellaneous	8	4	3	5	11	6	6	1	2	0	2	14	62
21	Commonwealth Catalog Lending	41	47	44	53	17	35	35	21	26	4	32	24	379
22	Museum Passes	285	318	118	126	139	147	131	152	179	85	130	156	1,966
23	Overdrive Audio	2,161	2,159	2,005	2,058	2,069	2,058	2,306	2,073	2,256	2,090	2,317	2,253	25,805
24	Overdrive eBook (ebook and Kindle)	2,405	2,261	2,243	2,276	2,379	2,362	2,538	2,326	2,243	2,310	2,339	2,412	28,094
25	Overdrive Magazine	646	629	714	681	789	833	928	896	960	949	878	909	9,812
26	Overdrive RLA	800	809	796	749	823	766	777	687	724	695	725	688	9,039
27	Kanopy	406	418	497	586	741	560	626	687	871	750	725	559	7,426
28	hoopla Audiobooks	597	645	477	631	606	625	691	621	804	609	694	611	7,611
29	hoopla Comics	37	34	57	52	56	56	53	79	47	72	37	57	637
30	hoopla eBooks	269	246	200	240	209	195	247	207	270	193	188	201	2,665
31	hoopla Movies	58	44	41	50	59	62	80	59	76	56	83	77	745
32	hoopla Music	35	41	38	41	44	55	38	55	41	44	40	33	505
33	hoopla Television	64	41	27	32	39	39	46	53	76	71	48	38	574
34	Fregel Music	1,672	1,905	1,970	1,770	2,656	1,989	2,169	1,606	2,740	2,307	2,246	1,952	24,982
35	Homebound	58	68	12	69	79	9	60	41	87	24	48	46	601
36	<b>TOTAL :</b>	<b>42,643</b>	<b>37,821</b>	<b>33,157</b>	<b>31,574</b>	<b>31,960</b>	<b>30,155</b>	<b>32,564</b>	<b>29,486</b>	<b>33,068</b>	<b>20,922</b>	<b>22,611</b>	<b>22,671</b>	<b>368,632</b>
37	Previous Year FY24:	42,091	39,260	36,298	32,984	32,325	31,109	34,175	32,697	35,857	32,529	32,641	34,347	416,313
38	Percent Change:	1.31%	-3.67%	-8.65%	-4.27%	-1.13%	-3.07%	-4.71%	-9.82%	-7.78%	-35.68%	-30.73%	-33.99%	-11.45%
39	OPAC Renewals	14,122	13,085	12,160	10,634	8,916	10,229	9,678	9,241	9,659	8,534	6,370	5,438	118,066
40	Renewals	12	6	4	4	3	2	3	1	4	4	5	2	50
41	Network transfers IN	4,438	4,434	4,198	3,861	3,344	3,471	3,669	3,529	3,635	1,345	2,366	2,758	41,048
42	Network transfers OUT	1,983	1,954	1,787	1,959	1,874	1,849	1,893	1,753	1,901	1,034	1,485	1,603	21,075
43	Inter-Library Loans IN	54	54	57	62	22	43	39	31	30	3	42	30	467
44	Inter-Library Loans OUT	26	14	14	22	26	26	22	12	16	1	10	20	209
45	Database Sessions, Fletcher													0
46	Database Sessions, MVLC/MLS													0
47	Reciprocal (LOANED)	1,369	1,480	1,461	1,474	1,090	1,265	1,472	1,235	1,024	293	385	415	12,963
48	Reciprocal (BORROWED)	2,718	2,662	2,046	2,059	2,153	2,362	2,419	2,652	3,217	6,647	6,486	6,989	42,410
49	Hold Requests	4,305	4,181	3,808	3,279	3,199	3,075	3,779	3,414	2,823	3,021	2,955	3,446	41,285
50	New Registrations	109	99	56	60	61	48	64	58	50	13	42	47	707
51	Total Reciprocal	4,087	4,142	3,507	3,533	3,243	3,627	3,891	3,887	4,241	6,940	6,871	7,404	55,373
52	% of Circ to Reciprocal	9.58%	10.95%	10.58%	11.19%	10.15%	12.03%	11.95%	13.18%	12.83%	33.17%	30.39%	32.66%	16.55%
53	Meeting Room Reservations	23	19	22	24	25	26	37	16	7	0	0	0	199
54	Days Open [COMMENT=Days of Curbside]	26	26	24	26	23	25	25	23	25	8	27	24	282
55	Curbside Pick-Ups	2	5	5	7	6	11	12	9	6	0	7	5	75
56	Runner Trips to Stack Areas										199	467	879	1,545
57	Hours Open	215	214	200	220	181	204	204	190	206	70	196	198	2,298
58	Browsing Tent Appointments	0	0	0	0	0	0	0	0	0	0	0	0	0
59	In-House Browsing Appointments	0	0	0	0	0	0	0	0	0	0	0	0	0
60	Library Website Sessions	17,792	16,449	18,009	10,394	12,433	10,088	21,692	11,924	11,148	0	12,704	14,788	157,421
61	Library Wireless Sessions	1172	1,258	1,085	1,081	1,020	972	1,133	879	957	0	440	676	10,673
62	MVLC APP Hits	N/A	0											
63	Internet Users	714	950	325	672	563	609	615	555	623	39	36	70	5,771
64	Adult Program Attendees	64	77	41	126	186	67	63	14	18	125	51	111	943
65	Adult Programs Offered	4	4	5	6	8	6	5	2	2	7	6	9	64
66	YA Program Attendees - AC	108	34	29	12	24	0	248	0	0	0	0	1	456
67	YA Programs Offered - AC	7	3	3	2	3	0	2	0	0	0	0	74	94
68	Childrens' 6-11 Attendees	33	16	74	83	62	12	0	0	0	0	0	0	280
69	Childrens' 6-11 Programs Offered	3	1	6	7	6	1	0	0	0	0	0	0	24
70	Childrens' Birth - 5 Program Attendees	245	132	89	356	144	5	121	251	96	0	198	453	2,090
71	Childrens' Birth - 5 Programs Offered	4	2	4	15	6	1	3	7	8	0	7	16	73
72	General/All Ages Attendees	707	199	0	55	30	1	117	0	0	0	0	26	1,135
73	General/All Ages Programs Offered	8	2	0	1	1	11	2	0	0	0	0	1	26
74	Average Circ Per Day	1,640	1,455	1,382	1,214	1,390	1,206	1,303	1,282	1,323	2,615	837	945	1,307
75	Sum of previous year FY24:	42,091	39,260	36,298	32,984	32,325	31,109	34,175	32,697	35,857	32,529	32,641	34,347	
76														
77	IN-HOUSE CIRCULATION ONLY:													
78	eCollections:	9,150	9,232	9,065	9,166	10,470	9,600	8,193	9,349	11,108	10,146	10,320	9,790	95,479
79	% of Total Circulation:	21%	24%	27%	29%	33%	32%	25%	32%	34%	48%	46%	43%	33%

# Trustees of the J. V. Fletcher Library

## **LIBRARY BUILDING PROJECT**

Board of Library Trustees met throughout the year in monthly joint meetings with the Permanent Town Building Committee, which is thanked here for the tremendous expertise extended on behalf of the Library Building Project. The Town received the second and third (of five) Massachusetts Public Library Construction Project Grant Disbursements in the amount of \$1,570,399 each funded the Library Project through end of fiscal year 2025. The Board attended multiple Town Internal Boards' and Commissions' Reviews of the Library Building Project, and as of May 2025, saw a critical benchmark in the 10-year plan for a new Library renovation with the Town of Westford's hiring of Hutter Construction Corporation of New Ipswich, NH as the General Contractor for the Library project. Along with the Design Team of Finegold Alexander Architects, CHA Solutions (providing both OPM and On-site Representative services), the Board of Library Trustees, Permanent Town Building Committee, Town Officials, Legislators Representative Arciero and Senator Cronin, and Massachusetts Board of Library Commissioner Vilas Novas celebrated with the June 23, 2025 Groundbreaking Ceremony in front of the 50 Main Street Library façade. We thank here First Parish Church United for the use of the air-conditioned Fellowship Hall for the indoor ceremony and reception on this blistering hot June Monday!

## **TRUSTEE FY 2025 GOALS**

I. Board of Library Trustees liaisons and library administration will routinely meet and work with the Permanent Town Building Committee and Library Working Group to advance the Massachusetts Public Library Construction Project.

II. The Board of Library Trustees will support library administration and library staff in the securing of an off-site operational

**Lynn Clermont**  
*Chair (through 12/24)*

**Marianne Fleckner**  
*Foundation Liaison*

**Buffie Diercks**  
*Secretary*

**Caroline Roache**  
*Treasurer*

**Glen Secor**  
*Chair as of 1/25*

**Mary Siegel**  
*Joint Appointee as of 1/25*

**Debbie Teal**  
*Friends Board Liaison*

facility and the smooth relocation of library collections, staff, operations and services.

III. The Board of Library Trustees will advocate for future Library Budgets which:

- a. meet state regulatory language
- b. meet state regulatory standards
- c. ensure the retention of the Massachusetts Public Library Construction Project grant
- d. maintain Commonwealth-wide certification for the municipality of Westford

IV. The Board of Library Trustees will collaborate with the Friends of the J. V. Fletcher Library, Inc. J. V. Fletcher Library Foundation in pursuing fund raising on behalf of the Library Construction project.

V. In keeping with the initiatives of the Town and School Safety Task Force, the Board of Library Trustees will pursue safety, security and mental health support measures in the areas of:

- a. Policy

- b. Procedure
- c. Emergency Response
- d. Mental Health collections and programs

VI. In keeping with the initiatives of the Town Diversity, Equity and Inclusion Committee, the Board of Library Trustees will promote collection, display and programming initiatives which reflect the charge of this committee.

**RECOGNITION**

The Trustees thank all the Library Staff and especially Director Ellen Rainville for the successful swift three-week move of all library collections, operations, services, technology and holdings to the new temporary site at 515 Groton from March 31 through April 21. The results of extensive planning, organization and multiple spreadsheets, the new temporary Library opened to the public on April 22 with the appearance that services had always emanated from that address. The reduced square footage drove the need for runners to closed basement stacks and a flexible, cheerful, and professional library staff have responded to the challenges of the new temporary space with creativity, imagination, good will and aplomb. All are eagerly planning the return to the beautiful new library with all of the promise it holds for new, enhanced services.

The Trustees held a Trustee-funded STAFF COFFEE in Recognition of Dina Kanabar, Head of Systems/Technical Services honoring her 25+ years of service! The Trustees here thank the Westford Museum for graciously hosting a Retirement Reception Event on April 27, 2025 honoring Virginia Moore, retiring after 35 years of service; this space was a gift, given the limitations of the Library’s new temporary site.

**LIBRARY POLICIES, REVISED, APPROVED OR DELETED**

- Staff Safety at Closing Time (9/9/2024)
- Meeting Room Reservation Form (10/29/2024)

- Code of Conduct Policy (5/5/2025)

**TRUSTEE COLLECTIONS, TRUST FUNDS AND BOARD ACTIVITIES**

The J. V. Fletcher Library Trustees used Trust Funds to pay for Staff memberships and professional development, a Staff Recognition Coffee, Petty cash, and library circulating materials. State Aid to Public Library funds were spent on:

- MVLC Membership (partial payment)
- Hotspot Subscriptions (portable WIFI)

The Board Library Trustees have continued to hold all its open public meetings online and posts all meeting agendas and minutes on the Town of Westford Website. Joint monthly meetings with the Permanent Town Building Committee are recorded and posted to WestfordCAT. The Board has also participated in Legislative Advocacy for the MBLC budget, Legislative initiatives and the on-going future funding of the Massachusetts Public Library Construction Project Grant program overseen by the Board of Library Commissioners, from which the municipality of Westford is benefiting for a second time.

**FRIENDS OF THE J. V. FLETCHER LIBRARY AND FOUNDATION**

The Friends of the J. V. Fletcher library organization is a committed and valuable partner of the Library. The Friends of the J. V. Fletcher library and its volunteers have given hundreds of hours of service sorting book donations, running book sales and advocating for the library through websites, lawn signs, mailings and social media.

Their generosity pays for all of the many programs and museum passes that the Library offers. This past year, Friends initiatives and support included:

- Fall 2024 Fall Appeal fund raising
- October, February, and June Book Sales, each raising more money than the one before!
- Fund Raising by the Friends’ Foundation

Committee dedicated to realizing donations for J.V. Fletcher Library Building Project via their 1,000 Homes for \$1,000 Campaign and their Naming Opportunities Campaign

- Museum Passes and Online Pass Reservation software
- Programs for all ages including special Summer Reading Programs and Holiday Programs
- Popular Bestseller Books
- Equipment and furnishings
- Library Wishlist items

### **RETRENCHMENT IN FY25 DUE TO TOWN BUDGET CUTS**

Due to the failure of the Town of Westford Tax Override, the Operating budget for the J. V. Fletcher library has been cut by -5.48% (\$71,500) and has fallen below the State of Massachusetts Board of Library Commission's Municipal Appropriations Requirement (MAR). Massachusetts law states that a municipality must appropriate a figure of at least the average of the last three years of municipal appropriations to the library for operations, increased by 2.5% in order to be certified for State Aid to Libraries. A municipality must meet MAR or apply and receive a waiver of MAR. Also note that the municipality of Westford must remain certified for 20 years from the receipt of a MBLC Building Grant or forfeit the full amount of the grant. To retain certification and meet the appropriated library budget, the library made the following changes to FY 2025 services starting July 1, 2024:

- Reduced library hours by 5 hours per week but still maintained the state mandated 50 hours per week: the library now closes an hour earlier on M-TH and SAT with discontinued Sunday hours
- Staff Meetings reduced from one hour per

month to 30 minutes virtual per month

- Reduced Library Page hours
- Reduced Book Budget
- Reduced Mileage, Conference and Dues Budget
- The Board and Library Director worked with Town Management to apply for the Municipal Appropriation Requirement (MAR) waiver from the Massachusetts Board of Library Commissioners – which was granted
- The Board and Library Director will work with Town Management on a 5-year plan to recover from not meeting Municipal Appropriation Requirement (MAR) in FY 2025 [it is anticipated that this requirement will be met in FY 2027]

Additionally, the Board requested a transfer of funds from **PERSONAL SERVICES to OPERATING SERVICES**, in light of the move to the Library temporary site occurring in early April, 2025.

**Note:** The Library Trustees meet at 7:00 PM virtually or at the library on the first Monday of the month. Meetings are open to the public and residents are always welcome. An updated meeting schedule is maintained at the library website: [westfordlibrary.org](http://westfordlibrary.org) and agendas and minutes are posted on the Town website. Joint meeting recordings may be viewed on the WestfordCAT website. The Trustees may be reached through this website and all library policies are available there for public viewing.

QUARTERLY TRUST AND BENEFACTORS' FUNDS REPORT

QUARTERLY REPORT: J. V. FLETCHER LIBRARY TRUST FUND ACCOUNTS FY25  
 DATE: 7/1/2024 - 6/30/25

ACCT. NAME & NO.	DEP./EXP. CODE	7/1/24 NON-EXPENDABLE FUNDS	7/1/24 EXPENDABLE FUNDS	ANNUAL DEPOSITS	ANNUAL NET EARNINGS	ANNUAL EXPENSES	6/30/25 BALANCE EXPENDABLE	END YEAR TOTAL CASH ASSETS	LIBRARY STAFF: Post to new FY ANNUAL UNREAL GAIN/LOSS
81610860 Library Book Fund #674	860	\$13,000.00	\$907.94	\$0.00	\$390.61	\$0.00	\$1,298.55	\$14,298.55	\$2,266.46
81610861 Library Lecture Fund #675	861	\$30,000.00	\$7,719.83	\$0.00	\$1,059.30	\$0.00	\$8,779.13	\$38,779.13	\$11,370.74
81610862 Library All Purp. Fund #673	862	\$17,347.58	\$1,713.73	\$0.00	\$535.31	\$0.00	\$2,249.04	\$19,596.62	\$3,564.25
81610863 Library Trustee Fund #672	863	\$61,137.50	\$10,976.58	\$0.00	\$2,024.26	-\$1,540.75	\$11,460.09	\$72,597.59	\$16,405.83
82610864 J.V.Fletcher Lib. Trust #676	864	\$0.00	\$471.76	\$0.00	\$13.26	\$0.00	\$485.02	\$485.02	\$517.46
81610865 E. D. R. Cont. Educ. #677	865	\$84,355.00	\$14,173.18	\$0.00	\$2,761.89	-\$247.00	\$16,688.07	\$101,043.07	\$23,460.41
81610866 BENEFACTORS' FUND #678	866	\$5,364.00	\$93,280.50	\$0.00	\$2,770.35	-\$15,565.00	\$80,485.85	\$85,849.85	\$87,145.61
<b>TRUST FUND TOTALS:</b> (Bartholomew & Co. Management)		\$211,204.08	\$129,243.52	\$0.00	\$9,554.98	-\$17,352.75	\$121,445.75	\$332,649.83	\$144,730.76
		\$340,447.60						\$332,649.83	

ATTACHMENTS: Bartholomew Statement; Expense Categories Report.

cc: Board of Library Trustees  
 Christine Collins, Treasurer/Collector  
 Jesse Beyer, Town Accountant

NOTES ON ACTIVITY/CASH ON HAND:

[https://westfordmass-my.sharepoint.com/personal/erainville\\_westfordma\\_gov/Documents/H-Drive/Ellens Docs/EXCEL/TRUSTEES/QUARTERLYTRFREPORTS/QUARTTRUFY25.xlsx](https://westfordmass-my.sharepoint.com/personal/erainville_westfordma_gov/Documents/H-Drive/Ellens Docs/EXCEL/TRUSTEES/QUARTERLYTRFREPORTS/QUARTTRUFY25.xlsx)

9/8/2025

YEAR-END SUMMARY

# Monuments and Memorials Committee

## Mission Statement:

The Westford Monuments and Memorials Committee was established by the Select Board on March 8, 2022. The "TOWN OF WESTFORD MONUMENTS AND MEMORIALS ON TOWN PROPERTY POLICY" and online application can be found on the Committee's town webpage: [westfordma.gov/1463/Monuments-and-Memorials-Committee](http://westfordma.gov/1463/Monuments-and-Memorials-Committee). The Select Board approved the application and process on August 23, 2022.

## Summary of Responsibilities:

The Committee's Charge: The Monuments and Memorials Committee will develop policies and procedures to be used to evaluate requests for the construction or erection of public monuments or memorials on Town-owned property. Such policies and procedures will be presented to the Select Board for its approval.

## Ongoing Initiatives:

The Committee will be responsible for reviewing any requests for the construction or erection of new public monuments or memorials on Town-owned property for persons or events and recommend possible design and locations for such monuments or memorials. The Committee shall report its recommendations to the Select Board and final approval of all monuments and memorials rests with the Select Board.

## Top Priorities for the Coming Year:

The Committee will meet as necessary to address issues and applications as warranted.

**Additional information about the Monuments and Memorials Committee is available online:**

[www.westfordma.gov/1463/Monuments-and-Memorials-Committee](http://www.westfordma.gov/1463/Monuments-and-Memorials-Committee)

**Terry M. Stader**  
*Chair*

**Nancy Cook**  
*Secretary*

**Beaver S. C. Rogers**

**David Christiana**

**Linda Greene**

**Marilyn P. Day**

# Nashoba Valley Technical High School (NVTHS)

## About NVTHS

A cornerstone of the community for over half a century, Nashoba Valley Technical High School (NVTHS) is a four-year public regional technical high school serving students from Ayer, Chelmsford, Groton, Littleton, Pepperell, Shirley, Townsend, and Westford.

## 2025 NVTHS School Committee & Membership

This year, our 13-member School Committee, which governs NVTHS, included appointed representatives from our eight-member districts. Westford's representatives were Alicia Mallon- Secretary, and Abbie Mathew as an alternate.

## Mission and Vision:

Nashoba Valley Technical High School (NVTHS) is dedicated to providing top-tier academic and technical education, preparing students for successful college and career paths in a dynamic technological landscape. The school fosters a safe, inclusive environment that encourages a diverse student population to become engaged and productive community members. NVTHS aims to develop well-rounded individuals who are Respectful, Responsible, Resilient, Resourceful, and Ready for their future.

## Key Highlights at NVTHS in 2025:

- **Enrollment:** The continued growth of Nashoba Valley Technical High School's enrollment demonstrates a strong interest in career and technical education. During the 2024-2025 school year, NVTHS enrolled 764 district students. Enrollment from Westford was 95 students. Westford enrollment increased by 14 students. Over the past several years NVTHS has experienced an upward trend in district enrollment reflecting the increasing demand for skilled trade professions and NVTHS's reputation as a leading provider of high-quality career and technical

Denise Pigeon, Ed.D.  
*Superintendent*

Jeremy Slotnick  
*Principal*

education. Enrollment from Westford as of October of 2024 (school year 2024-2025) was 12.43% of our total district enrollment.

- **Facility Expansion:** A new 7,000-square-foot addition to the NVTHS facility opened in the fall of 2024. This state-of-the-art instructional space, funded by a \$3.75 million Commonwealth of Massachusetts grant, houses the Programming and Web Development, Engineering, and Robotics technical programs.
- **Technical Program Enhancements:** Expansion of instructional space for the fastest-growing technical programs, Electrical Technology and Veterinary Science, began this year, supported by a \$2.5 million Commonwealth of Massachusetts grant. The Cosmetology program rebuild was completed and opened in the spring of 2025. This renovated program includes a new salon open to the public.
- **Community Engagement:** NVTHS students actively participate in community service projects, providing valuable services to district towns and gaining real-world experience. In 2025, projects ranged from building sheds for local recreation departments to participating in the construction of a new home in the Town of Ayer through Habitat for Humanity.

## Chapter 74 Technical Programs:

NVTHS offers a diverse range of 18 immersive career and technical programs across three clusters, providing students with ample opportunities to explore their passions and

develop in-demand skills:

- **Construction & Transportation** (47% of student body): This popular cluster provides hands-on training in fields such as Automotive Collision Repair, Automotive Technology, Carpentry, Electrical Technology, and Plumbing Technology.
- **Health & Services** (31% of student body): Students interested in helping others can explore programs like Cosmetology, Culinary Arts, Hospitality Management, Marketing, Early Childhood Education, Health Assisting, Dental Assisting, and Veterinary Assisting.
- **Arts & Technology** (22% of student body): This cluster caters to creative and tech-savvy students with programs like Programming and Web Development, Television and Media Production, Design and Visual Communications, Advanced Manufacturing, Engineering Technology, Robotics, and Biotechnology.

This diverse program offering ensures that students with a wide array of interests can find a pathway that aligns with their talents and career aspirations. NVTHS is committed to providing students with the skills and knowledge necessary to thrive in the 21st-century workforce.

### **Academic Excellence and Early College Opportunities**

Nashoba Valley Technical High School provides a comprehensive academic foundation alongside its renowned career and technical programs. Students can pursue a variety of academic pathways, including:

**Advanced Placement (AP), Honors, and College Preparatory Courses:** NVTHS offers rigorous coursework in all core academic subjects, allowing students to challenge themselves and prepare for higher education.

**Early College Program:** In partnership with Middlesex Community College, this program

provides a unique opportunity for students to earn college credits while still in high school. Many NVTHS students graduate with both a high school diploma and credits towards an associate's degree, gaining a significant head start on their college careers.

Beyond core academics, NVTHS offers a well-rounded education with electives in foreign language, music, and more. These courses are available to interested students throughout their four years at NVTHS, fostering personal growth and exploration.

### **Extracurricular Activities:**

NVTHS continues to offer a wide range of extracurricular activities, including a comprehensive athletic program with varsity teams in various sports. Students can also participate in numerous clubs, such as Student Council, National Honor Society, SkillsUSA, and many special interest groups.

### **NVTHS: A Resource for Lifelong Learning**

NVTHS is a lifelong learning resource, extending its career and technical education beyond its high school program. Through the state's Career and Technical Initiative (CTI), NVTHS offers evening and weekend adult workforce training, allowing adults to retrain for in-demand jobs (e.g., electrical, plumbing, advanced manufacturing, and automotive collision repair), upskill for career advancement, or explore new career paths. These programs strengthen individuals and the regional economy by helping adults adapt to evolving workforce demands and achieve their career goals.

### **Looking Ahead:**

NVTHS remains committed to adapting to the evolving needs of the workforce and providing students with the skills and knowledge necessary for future success. The school will continue to invest in facilities, expand program offerings, and foster strong community partnerships to ensure that students are well-prepared for their future endeavors.

# Northern Middlesex Council of Governments

## **Mission Statement:**

The Northern Middlesex Council of Governments (NMCOG) leads transformative change and regional growth, fostering collaborative, inclusive, and equitable planning that ensures climate resiliency, democratized data, economic opportunity, preservation of natural resources, housing abundance, municipal stability, regional coordination, and safe and accessible transportation by providing direct technical assistance to and fostering regional collaboration among its member municipalities to address common challenges, promoting coordinated and efficient development, and enhancing the general welfare of its communities in accordance with the Council's Strategic Plan.

## **Summary of Responsibilities:**

NMCOG was established in 1963 under Chapter 40B of the Massachusetts General Laws and is one of 13 regional planning agencies in the Commonwealth. NMCOG serves the following member communities: Billerica, Chelmsford, Dracut, Dunstable, Lowell, Pepperell, Tewksbury, Tyngsborough, and Westford.

The agency strives to bring a regional and interregional perspective to all areas of planning and resource management by fostering cooperative efforts between municipalities and encouraging collaboration. NMCOG promotes the interests of the local communities at the state and federal levels, serving as a liaison between member communities and other levels of government.

The Council's governing body is comprised of one Select Board or City Council member, one Planning Board member, and one alternate from each member community. The Council meets the third Wednesday of every month at 672 Suffolk Street in Lowell, where the organization is based. All meetings have a remote option and are open to the public.

**Chris Barrett**  
*Select Board*  
*(through March 2025)*

**Sean Kelly**  
*Select Board*

**Joan Croteau**  
*Planning Board*

**Jim Silva**  
*Alternate*

**Joe Giniewicz**  
*Town Planner*

**Bruce Rosenberg**  
*Westford Economic  
Development Committee  
Member*

Each NMCOG member community pays an equal per capita assessment, which is used to provide the local match for various state and federal grant programs. The Council's annual budget includes \$115,799.83 in member community assessments, of which \$9,205.07 represents Westford's share for FY25.

## **Staffing Snapshot:**

The Council has a 15-member staff of professional planners and technicians who work with member communities to support and enhance a wide range of planning objectives related to transportation, land use, zoning, housing, economic development, climate resiliency and environmental sustainability, municipal service delivery, and data and mapping services.

## **Number of Staff:**

14 full time, one part-time fellowship

## **Key Roles:**

Providing transportation, land use, zoning, housing, economic development, climate resiliency and environmental sustainability, municipal service delivery, and data and

mapping services.

**Key initiatives completed this year:**

NMCOG has a large focus on transportation planning through a continuing, comprehensive, and cooperative planning process. It is designed to engage the public and stakeholders in establishing shared goals and a vision for each member community and the region. This year, NMCOG staff continued implementing Envision 2050: the Greater Lowell Long-Range Transportation Plan, assisted with programming federal and state funding in the Transportation Improvement Program for FFY 2025-2029, and programmed and managed a \$1,296,293 Unified Planning Work Program to carry out planning efforts at the local and regional levels. In addition, the NMMPO began implementation of the Greater Lowell Vision Zero: Regional Comprehensive Safety Action Plan by working with municipal staff on the development of a Regional Safety Toolkit.

Locally, NMCOG continues to assist the Town in advancing projects including improvements to Route 110 (Littleton Road) from Powers Road to Minot's Corner, maintenance and related work on Interstate 495, and replacing the bridge over Stony Brook Road over the Stony Brook. Westford has a current total of \$14,668,467 in project funding programmed in the TIP through 2029. NMCOG also continued to monitor truck traffic on Ledge Road as part of the annual traffic counting program. NMCOG collected over 100 counts at various locations throughout the region, including counts at five locations in Westford. Real time traffic volume data can be viewed on the Traffic Volume Dashboard on the NMCOG website.

NMCOG also provided Westford comprehensive land use, housing, and economic development assistance. This includes local planning efforts funded by the District Local Technical Assistance (DLTA) Program such as zoning amendments to develop a three-tiered site plan review process

and initiating an Open Space and Recreation Plan, which was funded by the DLTA program and the Massachusetts Executive Office of Energy and Environmental Affairs. NMCOG provides ongoing assistance to the Town on its MBTA Communities Overlay Zoning, funded by a technical assistance grant from Massachusetts Housing Partnership. All projects are ongoing.

**Notable milestones or successes:**

- The groundbreaking for Westford Road, a project funded through the NMMPO Transportation Improvement Program, was a notable success. The completion of two proposed zoning amendments for Special Town Meeting (Site Plan Review and a map amendment for the Town's MCMOD district).

Additionally, In spring 2025, NMCOG began the regional Northern Middlesex Regional Housing Services Office (RHSO) Pilot Program under the guidance of its member communities, including Westford Town staff and volunteers. Town staff and volunteers also supported development of a regional housing strategy called At Home in Greater Lowell and the Greater Lowell Digital Equity Plan. The latter resulted in an implementation grant application for programming and equipment at the Westford Senior Center and Public Library. Lastly, the Town Manager participated in monthly meetings with Town/City Managers and Administrators to discuss regionalization and funding opportunities, legislative matters, and current housing, economic development, and land use topics.

- In addition to these programs, NMCOG assists the Town with sustainability initiatives. Utilizing the MA Department of Energy Resources Regional Energy Planning Assistance program, NMCOG assisted the Town with Green Communities efforts, including supporting the annual reporting process. NMCOG also led

workshops on electric vehicles and net zero planning and provided ongoing support to the Clean Energy and Sustainability Committee. NMCOG also worked with Raftelis on the Climate Action and Environmental Sustainability section of the Town's Strategic Plan. This work included facilitating two working sessions with various town leaders working in this content area and defining clear goals, strategies, and metrics for success.

- NMCOG worked with Westford and 10 other municipalities in addressing the U.S. Environmental Protection Agency's Small Municipal Separate Storm Sewer System (MS4) permit requirements through the Northern Middlesex Stormwater Collaborative (NMSC). The NMSC focuses on permit compliance by undertaking public education and outreach that is customized by each participating community; providing training for municipal staff and boards; developing a regional GIS system for mapping stormwater infrastructure across municipal boundaries; and assisting with the procurement of stormwater-related goods and services. The NMSC signed off on a new Memorandum of Understanding (MOU) effective for Fiscal Year 2026. The NMSC also completed the Northern Middlesex Comprehensive Watershed Study: Phase 1, which included a comprehensive, GIS-based inventory of stormwater infrastructure across all NMSC communities to assist in regional management. The second phase will develop a hydrologic and hydraulic (H&H) model to further support stormwater resilience and infrastructure investment. This project was made possible with funding provided by the Massachusetts Department of Environmental Protection.
- Finally, NMCOG continued economic development efforts to support local and regional business, housing, and infrastructure through creating Greater Lowell Stronger Together, a new five-year Comprehensive Economic Development

Strategy (CEDS). The CEDS summarizes Greater Lowell's economic resources, establishes a regional economic development vision, and establishes a regional Action Plan with goals and priority projects. A current CEDS enables member communities to qualify for several grant programs from the U.S. Economic Development Administration (EDA). NMCOG completed the CEDS with funding provided by the EDA.

#### **Active Programs or Initiatives:**

Technical Assistance program, data collection for transportation planning, Regional Housing Services Organization, Northern Middlesex Stormwater Collaborative, Sustainability support contract.

Land use and zoning assistance will be completed shortly after Special Town Meeting (October, 2025); Open Space and Recreation Plan anticipated to be complete by December, 2025.

#### **Top Priorities for the Coming Year:**

Advance Phase 2 of At Home in Greater Lowell, the region's housing strategy; Implementation of Greater Lowell Stronger Together, the region's 2025-2030 Comprehensive Economic Development Plan; completion of the Greater Lowell Bicycle & Pedestrian Plan and advancement of the plan's goals and priorities, specifically through developing a dedicated funding stream for bicycle and sidewalk infrastructure.

#### **Additional information is available online:**

[www.nmcog.org](http://www.nmcog.org)

# Parkerville Schoolhouse Committee

The Parkerville Schoolhouse Committee oversees the care and maintenance of the historic District 5 one-room Parkerville Schoolhouse built in 1880 and coordinates with the town's third grades for the popular Living History Program. The Committee meets on the third Wednesday evening of most months at the Schoolhouse or at the Kennedy home. Since the Pandemic began, our meetings have been held remotely. Typically, the Committee does not meet in July, Aug and Dec. Please contact Heidi Hatke at [h.hatke@verizon.net](mailto:h.hatke@verizon.net) the week before a meeting, if you would like to be invited to a remote meeting. Close to \$7,300 was raised from our 2024 Town-wide mailing which arrives in resident mailboxes every October on bright gold paper.

## Living History Program

In April-June of 2025, the ever-popular Living History Program provided a century-ago experience for fifteen Westford third grade classes. The Old School Days curriculum of 'rithmetic on slates, dip-pen writing, marching to a Souza march on the wind-up Victrola, old-fashioned games and vibrant local history has become a greatly anticipated event. The young scholars are encouraged to wear period clothing of the early 20th century and bring a lunch of the same era. They are excited to take on the names of former students such as Elizabeth and Ruth Nesmith, Frank Jarvis, Bernard Wilder, Fred Griffin, Harold Vose, Selma Williamson and Connie Succo, many of whose names continue to be heard in street and road names in Parker Village. Spending a day at the schoolhouse is a highlight of many students' elementary school memories. A wonderful addition to many of the students' experiences comes from our volunteer "schoolmarm," many of whom are retired teachers: Jo-Anne Lund, Ellen Harde, Heidi Hatke, Ruth Margetts, Claire Owen and Annie Morano. Board member Jo-Anne Lund is the Living History Coordinator and

**Heidi Hatke**  
*President  
and Building Usage Coordinator*

**Joe Morano**  
*Vice President  
Publicity/Website Coord*

**John Wilder**  
*Treasurer  
and Building Maintenance*

**June Kennedy**  
*Archivist  
and Corresponding Secretary*

**Ruth Margetts**  
*Recording Secretary*

## Members at Large

**Dolly Michaelides**

**JoAnne Lund**  
*Living History Liaison*

## Volunteers

**Tom Unterberg**

**Newell Tillman**

**Mitch Butler**  
*Building and Ground  
Maintenance*

public-school liaison. We welcome anyone interested in becoming a schoolmarm to contact us via our website. Although June Kennedy is no longer able to serve as a school Marm, interviews with alumni are the basis of the history lesson and she is an integral member of the Board serving as our Archivist and Corresponding Secretary.

## Archives

In the fall of 2025, Marilyn Frank donated a large beautiful watercolor of the

Schoolhouse painted by her husband, Bob Frank. It had previously hung in the Town Hall and now it graces our walls. In the same season, a group of volunteers including high school students, cleaned out the basement. This job was long overdue, and the result was a vast improvement from the result of years of accumulated clutter. In May, Dave Fox oversaw the installation of the replica wooden bookshelf/cabinet he made to match the existing one which stands at the front of the classroom. It is perfect and provides much needed convenient storage for the classroom paraphernalia and props which are used for the Living History Program.

### **Building Usage**

Beyond the annual Living History Program, the schoolhouse is used by local groups. The quaint building can be reserved free of charge for any youth-oriented groups such as 4-H and scouts. This past year the schoolhouse was not consistently used for these purposes, so we welcome any inquiries. The schoolhouse is frequently rented for a nominal rental fee of \$40 for small events such as showers and birthday parties, taking into consideration that the 20+ school desks need to remain in the space but can be pushed to the side. Anyone interested in renting or using the schoolhouse for a meeting, activity or party should contact Heidi Hatke at 978-392-6827 or at [h.hatke@verizon.net](mailto:h.hatke@verizon.net). The rental agreement and rules can be found on our website [www.ParkervilleSchoolhouse.org](http://www.ParkervilleSchoolhouse.org) and the public can choose to donate online through our website or donate via our customary annual gold-colored town-wide mailing in October which now includes a convenient QR code. June Kennedy continues to send out postcards to those who donate and provide the historical facts posted on the website. As we anticipated, the development of the Kimball/Wilder farm across the busy intersection has greatly affected the parking situation, especially during the Living History Program, large parties and the Open House. Only 2 dates were reserved for private rental this year.

### **Building Maintenance**

Parkerville Schoolhouse was built in 1880 and served as the District No. 5 Schoolhouse until 1929. While still owned by the town, its routine maintenance and care has been borne by the town's residents in one form or another since 1929. Since 1989 the Parkerville Schoolhouse Committee has worked closely with the non-profit Friends of Parkerville Schoolhouse who raise funds, primarily through an annual town-wide mailing, to fund the needed routine maintenance or less costly infrequent tasks. The interior was painted last year, and the hanging artifacts were rehung this spring. This year we sadly said goodbye to two very important Friends: John Wilder and Newell Tillman. John had been our Treasurer for over 20 years in addition to doing many repairs over the years including interior and exterior repair and painting. His father and uncles were also students of the schoolhouse 100 years ago. Newell helped with numerous interior repairs including old desk repair and installed the low-temperature/water sensor connection to the telephone alarm system.

Yard and garden maintenance is overseen by Tom Unterberg. He kept the lawns mowed and with the help of board members and volunteers, John Wilder, Joe Morano, Mitch Butler and Ruth Margetts. Gardens were maintained, fall leaves wrangled, plowing barricade dealt with, and lawn plowing damage rectified. A spring cleanup is planned each year before the Living History Program begins and volunteers are welcome. This year the Friends purchased 10 large orange safety cones used primarily during the Living History Program as well as a battery-powered Ryobe push lawn mower.

Annual Parkerville Schoolhouse Open House  
The annual Parkerville Schoolhouse Open House was held on November 3, the usual first Sunday of November. Some children brought their parents to show them where they had "attended third grade." Others who drive by every day on their way to work, stopped in see what it looks like inside. Guests had the

opportunity to buy Parkerville Schoolhouse memorabilia (sweat and T-shirts, cookbooks, notecards and mugs and to chat with members of The Parkerville Schoolhouse Committee and other Friends.

**Additional information about the Parkerville Schoolhouse Committee is available online:**

[www.westfordma.gov/552/Parkerville-Schoolhouse-Committee](http://www.westfordma.gov/552/Parkerville-Schoolhouse-Committee)

# Parks and Recreation Commission

## Summary of Responsibilities:

The Commission acts as the policy setting board for Parks and Recreation functions of the Town of Westford. The Commission provides guidance to the Town Manager regarding recreation programming, policies, operations and long-range planning. The Commission is responsible for providing suggestions to the Town Manager on DPW operational and administrative needs of public parks and recreational assets and parcels as well as helping guide capital planning efforts. The Commission also participates in the future development of recreation facilities to serve the residents of Westford.

**Number of Staff:** 3 full-time

## Key initiatives completed this year:

Established charter for the committee, developed new fee policy for field and court permitting, reviewed options for replacing the aging turf at the Community Fields, analyzed the impact of insituting resident beach pass fees.

## Active Programs:

Funding request for replacing the artifical turf fields to be decided at Special Town Meeting in Oct, pilot program for new permitting fee structure to start in calendar year 2026, capital planning for FY 27.

Funding request for artifical turf fields sent to Capital Planning Committee for their consideration at their Sept meeting, town staff working in implementation details for permitting fee pilot program, capital planning in progress.

Capital planning to be completed Oct 2025, pilot fee program to be ready by end of 2025, fund for Community fields to be decided in Oct STM.

**Chris Barrett**  
*Chair*

**Michael S. Furman**  
*Vice Chair*

**Matthew Brown**

**Dan Breault**

**Alesia Raczewski**

**Brock A. Moses**

**Matthew L. Riegert**

## Key Challenges Faced During the Year:

The decision to use artifical turf vs grass was a big challenge for the commission as well as the community. Numerous public meeting were held on the topic, experts in the field were consulted and a ton of research was conducted by the PRC.

Lack of funding and staff availability continues to impact how many recreation resources can be maintained in a current fiscal year. The town is slowly digging out of a huge capital maintenance backlog for recreation resources. The PRC is committed to providing the best recreation experience for the residents and will continue to work on keeping the town's recreation resources operational.

## Opportunities for Growth:

Data collection and analysis continues to be a challenge for recreation and park operations. While we collect data on the cost of field maintenace we don't have the resources to analyze it and use that data to set permitting fees for field usage. We have recently started to collect data on beach usage which will help the commission determine the cost of beach permit fees. More robust analysis of program fees is something for the PRC and the Rec Dept need to work on.

## Top Priorities for the Coming Year:

The commission will continue to work toward implementation of the new field/court permitting program. The PRC will also continue on efforts towards reducing the backlog of capital maintenance. The PRC is also committed to regular reviews of rec program offerings and analysis of the profitability of those programs.

Artificial turf replacement at Nutting Rd fields, completion of the courts rehabilitation at Jack Walsh, addressing the parking issues at Jack Walsh.

**Community Partnerships:**

The PRC works with the youth sports groups (Westford Youth Soccer, Westford Youth Softball and Baseball and Westford Lax to name a few) and endeavours to support these organizations so that they can operate at a high level of success.

**Additional information about the Parks and Recreation Commission is available online:**  
[www.westfordma.gov/313/Parks-Recreation-Commission](http://www.westfordma.gov/313/Parks-Recreation-Commission)

# Pedestrian Safety Committee

The Pedestrian Safety Committee (PSC) identifies and evaluates options for improving pedestrian and bicycle safety in Westford. Its recommendations to the Select Board weigh the effectiveness and cost of each alternative and explore possible funding sources to implement improvements.

In FY 2025 the committee welcomed Jason Sobel as a full member, and continued with Thomas M. Hinkle (chair), Chris Barrett, Karen Hudson, Don Galya. The committee also worked with Select Board to amend its charter to remove its School Board committee member and open up an additional at large seat.

Member Jessica Boulanger stepped town as she moved out of town. Members Scott Hazelton and Sean Kelly stepped down when they left their positions on the Select Board and School Committee.

## Key accomplishments

*Sidewalk and crossing improvements:*

- **Plain Road:** The Plain Road sidewalk to Grassy Pond is substantially complete; surfacing has been placed and the island at Nutting is being enlarged to change the traffic pattern, with accessible curb ramps to be finished at the Plain & Nutting crossing. Work on the next Phase, from Grassy Pond to East Boston Camps, has begun as well as of October of 2025.
- **Texas Road/Jack Walsh Field crossing:** The crossing and entrance realignment at Texas Road is nearly finished: new sidewalk, ramps and hydro-seeding are in, and rapid-flashing beacons (RFBs) are to be installed shortly.
- **Boston Road project:** Drainage and utility work is underway on this state Transportation Improvement Program

Thomas M. Hinkle,  
Chair

Chris Barrett

Karen Hudson

Don Galya

Jason Sobel

project; sidewalk and bicycle-lane construction is scheduled for 2026docs.google.com. The committee is tracking requests for new crossings at the McDougal Trail and near Blake's Hill Road but agreed to revisit them after the project is complete and the trail condition improvesdocs.google.com.

- **West Street:** Design is largely complete and DPW aims to bid the project over the winter.
- **Pleasant Street (Westford Academy connector):** Design has begun for a pedestrian link between Pleasant Street and Westford Academy; a 30-60 % design review with neighbors will be the next step.
- **All-way stop and intersection improvements:** All-way stops were implemented at Cold Spring & Forge and at the Pine/Forge Village/Town Farm/Abbott intersection.
- **Traffic calming on Hartford Road:** Following a DPW speed study and discussions, the PSC reaffirmed its recommendation to install 25 mph curve-advisory signs and two speed-feedback signs on Hartford Road. The select board approved the curve advisory signs but determined a speed-feedback sign was not warranted.
- **Kirsi Circle/Fairview Lane:** In response to a resident request, the PSC recommended

that a crosswalk be installed at Kirsi Circle and Fairview Lane; the sidewalk is scheduled to go in when DPW is able to make ADA-compliant curb-ramp improvements on the Fairview Lane side.

- **Points-based prioritization:** DPW and PSC began developing a points-based prioritization system in order to help formalize the prioritization process. Factors include proximity to schools and other destinations, density of housing within walking distance of proposed projects, and connectivity to existing pedestrian networks.

### **Community engagement**

Resident requests continue to be heard regularly at committee meetings. The committee values input from residents. Comments and suggestions for pedestrian and bicycle safety improvements may be emailed to Tom Hinkle at [thinkle@westfordma.gov](mailto:thinkle@westfordma.gov).

**Additional information about the Pedestrian Safety Committee is available online:**  
[www.westfordma.gov/554/  
Pedestrian-Safety-Committee](http://www.westfordma.gov/554/Pedestrian-Safety-Committee)

## Personnel Advisory Committee

The Personnel Advisory Committee met only once on 3/13/24. The meeting was to review the reorganized Assistant Town Manager position that was split into two (2) Assistant Town Manager positions. The titles included Assistant Town Manager - Strategic Operations and Assistant Town Manager - Land Use and Economic Development.

This change was unanimously approved.

**Additional information about the Personnel Advisory Committee is available online:**  
[www.westfordma.gov/661/Personnel-Advisory-Committee](http://www.westfordma.gov/661/Personnel-Advisory-Committee)

**Joan E. Bennett**  
*Chair*

**Pamela Hicks**

**Denise Vuilleumier**

**Scott Harkness**

**Kristen Las**

# Planning Board

## Mission Statement:

As defined by Massachusetts General Law, the Board has three primary functions:

1. Establish planning goals and to prepare plans to implement those goals, which take the form of the town's Comprehensive Plan, Zoning Bylaw, and other planning documents.
2. Administer the Subdivision Control Law which establishes the process for development of new roads and development such as new housing. A developer's proposed plans are carefully reviewed to assure that roadway design, drainage, and other details are consistent with standard engineering practice and the Town's current requirements.
3. Act as the permitting authority for various site plan and special permit submittals as designated under the Town's Zoning Bylaw.

## Summary of Responsibilities:

The 5 volunteer Planning Board members are elected for 5-year terms. The Board has several major functions:

- To establish planning goals and to prepare plans to implement these goals, which take the form of the Town's Zoning Bylaws and other planning documents;
- Administer the Subdivision Control Law, which establishes the process for development of new roads and new housing units;
- Issue Special Permits in cases such as flood plains, stormwater, signs, scenic roads, etc.;
- Oversee the Site Plan Review process.

Plans are carefully scrutinized for roadway design, drainage, soil conditions, location of structures, safety, and a host of other criteria to make sure that projects have a

**Michael Bonenfant**  
*Chair*

**Joan Croteau**  
*Vice Chair*

**Dylan O'Connor**

**Robert Shaffer**

**Darrin Wizst**

positive impact on our community.

## Staffing Snapshot:

Joseph Giniewicz, Town Planner;  
Sierra Pelletier, Assistant Planner;  
Erin Toothaker, Permitting Program Assistant;  
Jeffrey Morrissette, Assistant Town Manager - Land Use & Economic Development

## Key Roles:

Planning staff acts as professional advisors to the community and its leaders. Staff members organize and attend meetings, provide technical assistance, offer professional opinions, and guide residents, developers, and businesses through the town's various permitting processes. Staff members also offer technical advice and expertise to several boards, committees, and town departments including the Planning Board, Zoning Board of Appeals, Economic Development Committee, Affordable Housing Trust, and ad hoc committees and working groups as needed. The Planning Department is not a permit granting authority and its function during the permitting process is to interpret laws, uphold regulations, and develop plans to ensure that the best interests of the town and its residents are served.

## The Board made the following appointments and elections for FY 2025:

- Re-elected Michael Bonenfant as Chair
- Elected Joan Croteau as Vice-Chair

- Appointed Joan Croteau as the representative to the Northern Middlesex Council of Governments (NMCOG)
- Appointed Joan Croteau to the Pedestrian Safety Committee
- Dylan O'Connor continued in his role as the representative to the Community Preservation Committee (CPC)
- Re-appointed Michael Bonenfant to be the representative to the Stormwater Panel

**Key Metrics Tracked:**

Throughout FY 2025, the Planning Board held 20 meetings. The Board met once in the months of July, August, September, and October 2024, and April 2025; twice in the months from November 2024 through March 2025 as well as May 2025; and three times during June 2025.

**Permitting Activities included:**

- The Board approved Site Plan Review applications for 13 projects, seven of which were approved administratively.
- The Board granted Stormwater Management Permits for seven projects.
- The Board took the following actions on subdivisions:
  - A. Modifications to Tall Pines (specifically, 115 Depot Street)
  - B. Endorsed the plans to the previously approved subdivision project Kinloch Estates
- The Board also took the following actions related to subdivision:
  - A. Recommended street acceptance to the Select Board for Cloverleaf Lane and Diane Lane.
  - B. Released lots from covenants (one for Beaver Brook Village, five for Spalding Hill Estates, and 22 for Wendell Place)

- C. Approved execution of one covenant (Kinloch Estates).
- D. Established bonds for roadways in Spalding Hill Estates and Wendell Place, amended the declaration of covenants and restrictions for Wendell Place.
- E. Released the remaining bonds and/or tri-party agreements for Diane Lane, Cloverleaf Lane, and Weetamoo III.
- F. Reduced portions of three bonds for Spalding Hill Estates.

Special Town Meeting October 2024 included four Board-sponsored zoning bylaw amendments, three of which passed:

- to establish and/or modify parking requirements for several uses, including Brew Pubs, Business or Professional Office, Contractor's Yard, and Breweries, Distilleries and Wineries;
- to define and regulate new uses, including Contractor's Yard, Brew Pubs, and Breweries, Distilleries and Wineries; and allow some existing uses within additional zoning districts, including Restaurant and Massage;
- to amend language regarding temporary trailers to comply with state requirements.

An amendment to define and regulate firearm businesses did not pass with a two-thirds majority at Special Town Meeting.

At Annual Town Meeting March 2025 included one Board-sponsored zoning bylaw amendment, which passed, to update the Floodplain Overlay District Bylaw and District Boundaries based on the latest effective Federal Emergency Management Agency (FEMA) Flood Insurance Rate Map (FIRM).

The first project was submitted under the MCMOD Bylaw (passed in April 2024 at Annual

Town Meeting) in February 2025, which is still under review by the Board as of June 30, 2025.

**Looking Ahead:**

The Town has two public planning efforts for FY26, including the development of a pedestrian improvement plan in and around the Town's MCMOD, and a Route 40

Corridor Study, with each project funded through grants obtained by the LUMD through the Community One Stop for Growth Program.

**Additional information about the Planning Board is available online:** [www.westfordma.gov/294/Planning-Board](http://www.westfordma.gov/294/Planning-Board)

<b>Planning Board Application Summary</b>			
<b>Application Type</b>	<b>Status</b>		
	<b>Approved</b>	<b>Denied</b>	<b>Withdrawn</b>
<b>Site Plan Reviews</b>	6	0	0
Modifications to Site Plan Reviews	0	0	0
Limited Site Plan Reviews	0	0	0
<b>Storm Water Management Permits</b>	7	0	0
Modifications to Storm Water Management Permits	0	0	0
<b>Special Permits</b>			
Flood Plain	0	0	0
Open Space Residential Development (OSRD)	0	0	0
Flexible Development	0	0	0
Commercial Recreation	0	0	0
Water Resource Protection Overlay District	1	0	0
Parking Reduction	1	0	0
Major Commercial Project	1	0	0
Common Driveway	1	0	0
Signage	2	0	0
Drive-through Facility	0	0	0
Modification to Special Permit	1	0	0
<b>Subdivision</b>			
Approval Not Required (ANR)	7	0	0
Preliminary Subdivision	0	0	0
Definitive Subdivision	0	0	0
Modification of Definitive Subdivision	1	0	0
<b>Scenic Road</b>	0	0	0
Modification to Scenic Road Permit	0	0	0
<b>Extension</b>	0	0	0
<b>Total</b>	<b>28</b>	<b>0</b>	<b>0</b>
<b>Other Matters</b>			
<b>Administrative Site Plan Review Decisions</b>	7	0	0
<b>Total</b>	<b>35</b>	0	0
The Board took final action on 44 applications during FY 2025 (including zoning bylaw amendments).*			
The Board received a total of 33 new applications during FY 2025.*			
The Board acted upon a total of 69 matters during FY 2025 (excluding approval of Minutes).			
For Special Town Meeting in October 2023, the Board proposed three (3) Zoning Bylaw Amendments. For Annual Town Meeting in March 2025, the Board proposed one (1) Zoning Bylaw Amendment.			
*Some petitions consisted of multiple applications.			

# Police Department

The primary purpose of the Westford Police Department is to provide a high level of safety, security, and service for members of the community in a manner that affirms the fair and equitable treatment of all. As a regulatory agency of local government, the police department has the direct responsibility for the preservation of public peace, for the reduction of the opportunity to commit crime, and for the effective delivery of impartial, high-quality, accountable police services that ensure everyone has a safe place to live, work, and visit.

The value statement of the Westford Police Department:

- Maintenance of the highest standards of integrity and ethics
- Protection of constitutional rights and delivering bias-free policing
- Problem-solving for continuous improvement
- Engage the community through various programs including the Community Event Team

- Performing public service and law enforcement tasks to provide leadership to the police profession
- Work with mental health professionals to assist those in need, increase our knowledge of mental health through training, and apply principles learned
- Continue to work in collaboration with the Pedestrian Safety Committee and other town boards and committees to address areas of concern
- Continue to work with the Diversity, Equity, and Inclusion Committee to advance equity and diversity where deficiencies are identified



Westford Police Department, 2025.

## FY 2025 Grants

- Department of Justice Bulletproof Vest Grant - \$7,895.34
- Traffic Safety and Enforcement Grant - \$18,656.00
- Marijuana Eradication Grant - \$15,000

## Training and Professional Development

During the past year, the Westford Police Department swore in 5 new officers, Bradley Walk, Matthew Laverdure, Joseph Pellegrino, Danielle Mendonca and Ray Terrazas. Other personnel moves included several specialty assignments with one promotion. These officers taking over new positions were Ian Mcenaney and James Antonelli being reassigned to the special Services Division with the title of Detective and Timothy Hughes being promoted to the rank of Lieutenant. These officers received specialized training to assist them in their new respective positions.



The Westford Police Department is committed to ongoing training to benefit our employees, the department and our community. Over the past year, our School Resource Officers have attended several training courses to assist them in serving our schools and our students, Supervisors and Command Staff have attended multiple training courses focused on leadership and supervision to assist them in mentoring patrol officers. Furthermore, our patrol officers have attended many training courses in multiple areas such as Servant Officer, Health & Wellness, Critical Incident Stress Management, Tactical Communications, Field Training, National Child Safety Certification Program and many more.

Furthermore, the department has added more officers to our marine unit and several officers completed training with the Environmental Police on boat safety and operation. The collaboration with the Environmental Police extended beyond boat safety to multiple patrols of lakes and ponds in town to enforce and educate boat safety on the waterways.

## Community Engagement and Outreach

Consistent with the mission statement of the Westford Police Department, WPD is committed to ongoing involvement in community events and giving back to the Town of Westford whenever possible. The department is grateful for all the invitations from community members and community groups throughout the year. The Community Event Team was established in 2021 and continues to grow in both officer membership and events attended.

To highlight a few of the outreach opportunities, please see below photos of



**1)** Ofc. Pavao attending the Westford Kids Club at the East Boston Camps site on Stony Brook Conservation Land.



**2)** Officers Howard, C.Breault, Det. Antonelli and Ofc. Burns who attend the Metro West Shop with a Cop Event



**3)** Det. Bernadin braving the cold in March to help raise money for Special Olympics Massachusetts Polar Plunge event held at Westford Academy.



**4)** A large group of Westford Police Officers collecting donations at Market Basket for the Food Drive for the Westford Food Pantry.

**Non-Enforcement Engagement-**

In addition to the Westford Police Department Community Event Team, the department has continued to expand non-enforcement activities which are primarily funded through grant money. These non-enforcement engagements focus on safety measures. A few examples of these non-enforcement activities include a bicycle rodeo held at the Robinson School, K-Grade 5 safety education and safety equipment distribution as well as the Westford Road Scholars program in partnership with the Westford Girl Scouts.

**Civilian Traffic Unit-** As multiple construction projects have taken place within the Town of Westford including the Boston Road project, the Westford Police Department

implemented a newly formed Civilian Traffic Unit. This unit helps support staffing and traffic safety throughout the town. The Civilian Traffic Unit consists of retired Law Enforcement officers as well as other Town of Westford employees.

**Emergency Preparedness-** The Westford Police Department is committed to improving emergency preparedness because of major events experienced, law enforcement best practices, and anticipated needs. Shared resources and personnel through mutual aid agreements and requests are a great asset during major events. Additional programs and services run by the department assist calls for missing persons and concern for well-being. During the past year, the Westford Police Department has increased awareness of initiatives such as the Blue Envelope Program focused on autism, increased awareness for our Cognitive Alert Program to include equipment distribution such as Apple Air Tags and the development of a Drone Program by sending four officers to Drone Pilot training.

**Additional information about the Police Department is available online:**  
[www.westfordma.gov/304/Police-Department](http://www.westfordma.gov/304/Police-Department)

**WESTFORD POLICE DEPARTMENT ROSTER**

*As of June 30, 2025*

**Chief of Police**

Mark Chambers

**Deputy Chief**

James Peloquin

**Captains**

Michael Breault

Brandon Holmes

**Lieutenants**

Brian Gendron

David O'Hearn

Timothy Hughes

Det/Lt Christopher Ricard

**Sergeants**

Daniel O'Donnell

Christopher Musick

Gregory Marchand, Prosecutor

Steven Keins

Nirisa Nicoletti

Matthew Furlong

Justin Belinsky

Det/Sgt Dennis Rogers

**Patrol Officers**

Nicholas Annese

Matthew Bunyon

Derek Hartley

Jacob Lessard

Joshua Mills

Maxwel Sears

Michael Van Bommel

Tyler Bella

Gregory Burns

Nicholas Howard

John Lincoln

Geoffrey Pavao

David Short

David Bettencourt

Kristin Connell

Timothy Jansen

Nicholas Mariano

Corey Peladeau K9

David Silton

Collin Breault

Brett Fitzgerald

Matthew Laverdure

Danielle Mendonca

Joseph Pellegrino

Ray Terrazas

Bradley Walk

**Special Services**

SRO Anthony Bernadin

Det. Joseph Chenell

SRO Robert Musto

Det. Michael Barck

Det. James Antonelli

Det. Ian McEnaney

**Office Personnel**

Marcy Devine

Jocelyn Stott-Wright

Michelle Wright

**Custodial**

Douglas Shepherd

<b>CALLS FOR SERVICE AND SERVICES RENDERED</b>	<b>CRIMINAL COMPLAINTS</b>
Accident Industrial - 6	Assault and Battery - 12
Alarm/Burglar - 481	Assault - Simple - 32
Alarm/Fire - 422	Bomb Threat - 1
Animal Control Officer Call Out - 53	Breaking and Entering/Building- 9
Animal Cruelty - 18	and Motor Vehicle - 21
Bank Escort - 2	Bylaw Violation - 74
Business and House Check - 4273	Child Abuse/ Neglect - 63
Car Seat Installation - 25	Counterfeiting - 1
Disturbances - 245	Drug Law Violations - 11
Domestic Violence - 105	Firearm Violations - 1
Fire Motor Vehicle/Bldg/Brush - 59	Fireworks Violations - 15
Funeral Escort - 0	Hate Crime - 1
Harassment - 22	Injury to Private Property - 52
Identity Theft - 205	Larceny- 77
Legal Advice - 362	Larceny of a Motor Vehicle - 6
Lockout - 107	Larceny from a Motor Vehicle - 3
Maintain the Peace - 41	Restraining Order Violation - 14
Medical - 1772	Robbery - 0
Message Delivery - 55	Sexual Assault/Adult/Child - 8
Missing Person/Child - 26	Trespassing - 24
Mutual Aid - 37	<b>ACTIONS TAKEN</b>
Park and Walk - 250	Arrest – 105
Property Found - 117	Protective Custody – 0
Property Lost - 44	Commitments – 121
Property Surrendered - 17	Criminal Applicants – 264
Repossession - 23	Order Served- Court/Restraining - 75
Rubbish Disposal - 22	TRAFFIC RELATED
Safety Hazard - 106	MV Crash -with injury - 111
Search Warrant - 34	MV Crash -no injury - 387
Sudden Death - 17	MV Abandoned - 9
Suicide/Attempt - 4	MV Citations Issued - 4753
Surveillance MV- 34	MV Disabled - 249
Surveillance Person - 7	MV Violations Reported -212
Suspicious MV/Person - 536	MV Stop - 5634
Telephone Harassment/Obscenity - 6	Radar Assignments - 1218
Transportation/Citizen/Prisoner - 90	Traffic Hazard - 492
Truancy - 1	<b>ADDITIONAL SERVICES</b>
Vehicle ID Number (VIN check) - 11	Detective Cases Assigned- 327
911 Hang Up- Abandoned Call - 352	COIN Referrals- 218
911 Non - Emergency Verify Call - 429	Community Team Events- 35

# Public Safety Communications

**Andrew Sherman**  
**Operations Administrator**

## **Mission Statement:**

The mission of Westford Public Safety Communications is to deliver maximum communications support to all residents, businesses, Police, Fire and all public agencies, and visitors of the Town of Westford, and other state and local public safety agencies. To provide assistance and expedite emergency Police, Fire or Ambulance responses, to provide information and assistance in the most efficient and cost-effective manner. The department shall employ highly trained and dedicated personnel, and constantly seek new and innovative means to improve its effectiveness.

## **Summary of Responsibilities:**

The PSC Department dispatches all public safety services for police, fire, and ambulance for the Town of Westford, at a single location. The PSC Department also serves as the control point for Fire District 6 Communications, which covers 19 communities.

The PSC Communications Department is staffed 24/7 and has a full-time staff of eleven PS Telecommunicators under the direction of the Operations Administrator who reports to both the Police and Fire Chiefs. All Telecommunicators must maintain their professional certification, through completion of required trainings each year.

**Number of Staff:** 11 members

## **Operations Administrator:**

Andrew Sherman

## **Full-Time Public Safety Telecommunicators:**

Colin Osgood; Rebecca Michaels; Riley Peterson; Katherine Quinlan; Brandon DuBuque; Christopher Kennedy; Anthony Yang

## **Per-Diem Part-Time Telecommunicators:**

Nicholas Demins; Gianna Furia; David LeFebvre; Jocelyn Stott-Wright

## **Key Roles:**

All telephone calls to the Fire and Police Departments, both routine and business (978-399- 2345) and Emergency 9-1-1 calls for the Town of Westford are answered at the Public Safety Communications (PSC) Department.

## **Key initiatives completed this year:**

### **FY2025 Activity Summary**

- Business Line Calls (978-399-2345): **47,202**
- Logged Events: **30,421**
- 9-1-1 Calls Received (Total): **5,091**
- Text-to-9-1-1 Messages Received: **10**
- Cellular 9-1-1 Calls Received (Phase I & II): **2,568**
- 9-1-1 Calls Triage and Referred to Other Agencies: **381**
- Police Responses Dispatched: **10,990**
- Fire/EMS Responses Dispatched: **3,882**
- District 6 Fire Incidents Involved: **72**

## **Notable milestones or successes:**

The Communications Department was awarded three reimbursable State 9-1-1 Grants, totaling up to \$124,555 of which we were able to use and be reimbursed for \$92,438 to offset overtime, training, and quality assurance costs. These grants which are not guaranteed are critical to the operations of the department.

## **Awards, recognition, or public engagement:**

The Westford Public Safety Communications Department would like to recognize and congratulate Tim Whitcomb on his retirement from the role of Operations Administrator. Tim served the Town for over 37 years, overseeing the combination of police and fire dispatch and building the Communications Department into what it is today. Tim's dedication and service to the Town will be felt for years to come, and we wish him nothing but the best in his retirement.

**Ongoing Initiatives:**

We want to remind and encourage residents to sign up for Rave/Smart 911 at [www.smart911.com](http://www.smart911.com). Smart 911 allows residents to enter specific information that could be critical should they ever find themselves calling 9-1-1 in an emergency.

**Key Challenges Faced During the Year:**

As with many Communications Centers across the state and country, we spent a bulk of FY25 in need of staffing. As of June 2025, we have 7 full-time employees, with 4 open full-time slots. Comm center staff has gone above and beyond, with each Telecommunicator working between 2-3 extra shifts per week, all while providing the excellent service Westford residents have come to expect.

**Opportunities for Growth:**

It is our goal to get back to full staff in FY26, training new hires to reach the standards as set forth by current telecommunicators.

**Top Priorities for the Coming Year:**

Continue to provide excellent customer service while furthering the training and education of the Communications Team. Operate with a full staffing level, easing the burdens of employees while preventing burnout.

**Additional information about Public Safety Communications is available online:**  
[www.westfordma.gov/1686/Public-Safety](http://www.westfordma.gov/1686/Public-Safety)

# Department of Public Works

**Kyle Fox, P.E.**  
*Director of Public Works*

The Department of Public Works is comprised of six divisions with a total of 43 full-time positions and two part-time positions. The six divisions are Engineering, Highway, Parks and Grounds, Cemetery, Stormwater, and Water Enterprise. In addition to the year-round staff, Public Works also hires seasonal help during the summer months.

Through sound management, teamwork, and innovation, the Department aims to provide quality, responsive, and dependable services that are consistent with Westford's core values. We work to maximize the efficient and effective use of our resources to manage, protect, preserve, and improve town roadways, sidewalks, bridges, dams, cemeteries, public grounds, drinking water, wastewater, and stormwater infrastructure and related assets.

## **Engineering Division**

The Boston Road Reconstruction Project began in April 2025 as a combined effort of the Westford Department of Public Works and MassDOT. A ground breaking ceremony was held on April 7, 2025, with comments from Congresswoman Lori Trahan and Massachusetts Secretary of Transportation, Monica Tibbits-Nutt. The proposed project will include a new water distribution system, a sidewalk connection from the Town Center to Littleton Road, traffic calming medians, speed feedback signs, drainage improvements and bike lanes. This project was approved by MassDOT for approximately \$12.1 million in construction funding with assistance from our regional planners at the northern Middlesex Council of Governments. The project is currently scheduled to be completed in the 2027 construction season.

Construction projects during the 2025 season included a new sidewalk along Plain Road between Villanova Drive and Depot Street. This sidewalk network now represents the single longest accessible route in Town, and

makes it possible to travel from Dunstable Road in Chelmsford, to the Stony Brook Conservation Land, for approximately five miles.

In a concerted effort to fortify the Town from flood events and unnecessary road closures, the Engineering Division has undertaken a systematic program to replace failing culverts. In 2025, four culvert projects advanced through the design and permitting process at the Reed Brook on East Prescott Street, the Boutwell Brook on Forge Village Road and Cold Spring Road, and an un-named brook on Acton Road near Greenwood Road. The Stormwater Enterprise will help fund the construction and maintenance costs of the Town's stormwater culverts.

Engineering responsibilities for public projects include design, estimates, construction management, and inspectional services. Private projects are also reviewed for compliance with town ordinances in stormwater management, traffic, and subdivision rules and regulations. In 2024, some of the public projects included the design of a sidewalk extension on Plain Road between Grassy Pond and the Stony Brook Conservation Area, and the final design stage of the West Street pedestrian safety improvements at North Street.

The Engineering Division works within the Department of Public Works to support Planning, Conservation and Recreation Department and the operations of the town's infrastructure. Engineering services include compliance with stormwater regulations, reviewing plans and specifications for compliance with design standards, and the construction inspection of subdivision infrastructure for compliance with approved plans.

## **Staff**

*Town Engineer - Paul Starratt*

*Assistant Town Engineer - Jeremy Downs*

*Staff Engineer – Anthony Adoniou*

## **Highway Division**

The Highway Division provides maintenance and improvement to approximately 170 miles of town roads. Responsibilities of the Highway Division include the maintenance of town equipment, roads, traffic lines, installation of traffic and street signs, brush control along roadways, street cleaning, catch basins and stormwater drain cleaning, drainage systems, snow and ice control, resurfacing, sealing of streets, and maintaining nine town owned bridges and three dams. In addition to these tasks, the Highway Division also works with the Tree Warden to maintain shade trees within the town's rights-of-way.

### **Work completed in FY2025:**

#### **Town Roads**

Regular maintenance and repair of town roads consisted of cleaning and repairing of catch basins and manholes, the cutting of brush on the sides of the roadways, repair of guardrails, patching and sweeping of roads and municipal parking lots. The Highway Division also graded all town gravel roads, installed berms and curbing, as well as cut and cleared trees from the roadways - during and after storms.

This year approximately 9,277 of bituminous concrete was used for repair and maintenance of town roads.

#### **Roads Resurfaced**

The following streets were resurfaced with bituminous concrete (asphalt pavement) utilizing Chapter 90 funds and Newport mitigation program tonnage:

- Boutwell Hill Road
- Doris Road
- Hyacinth Drive
- Jessica Circle
- Jester Road
- Jo-Jo Lane

- Joyce Circle
- Links Road
- Long Sought For Pond Road
- Meadow Lane
- Newport Drive
- Old Beaver Brook Road
- Park View Circle
- Starr Circle
- Terrace Drive
- Village View Road
- Wayne Road
- Lorden Drive

In addition, we reset and repaired more than 100 catch basins and manholes. An emergency drainage repair project was completed on Texas Road using Stormwater Enterprise funds.

## Snow and Ice Removal

The Town of Westford Highway Division cleared the snow and ice from approximately 170 miles of roadway. Anti-icing efforts were augmented through the use of rock salt and salt brine.

The following are the dates the Highway Division was called out to plow and/or treat town roads:

December 5	<.5"	Light Snow	Plow and/or Treat
December 8	<.5"	Light Snow	Plow and/or Treat
December 10-11		Freezing Rain	Treat
December 16		Light Snow	Plow and/or Treat
December 20	<.5"	Light Snow	Plow and/or Treat
December 21		Light Snow	Plow and/or Treat
December 24	<.5"	Lights Snow	Plow and/or Treat
December 28		Freezing Rain	Treat
January 11	3"	Snow	Plow and/or Treat
January 19-20	>5"	Snow	Plow
January 29	2.5"	Snow	Plow and/or Treat
January 31		Wintery Mix	Treat
February 1		Wintery Mix	Treat
February 2	2"	Snow	Treat
February 3	2"	Snow	Treat
February 6	2"	Snow	Treat
February 8-9	6.5"	Snow	Plow
February 15-16	5"	Snow	Plow
February 27	1"	Light Snow	Plow and/or Treat
April 12	1"	Snow	Plow and/or Treat

## Staff

Director of Public Works – Kyle Fox, P.E.  
Assistant Director of Public Works – Vacant  
Records Supervisor II – Nicole Feliciano  
GIS Coordinator – Chris Coutu  
Highway Operations Manager – Glenn Robinson  
Crew Supervisor – Jacob Rowe  
Crew Supervisor – Rick Savary  
Crew Supervisor – Lewis Tarbox

## Heavy Equipment Operators:

Dan Allen  
Brandon Bomal  
J. Tyler Butts  
Colin Hanrahan  
Kenneth Hill  
Alex Idarraga  
Christopher Libby  
Michael Ray  
Steven Vinal  
Fleet Operations Supervisor – Kosta Tsouprakos  
Mechanic – Robert Cuestas

## Parks and Grounds Division

The Parks and Grounds personnel maintain several town buildings, beaches, playgrounds, and recreational fields, including tennis courts, basketball courts, and pickleball courts. Parks and Grounds personnel are also in charge of mowing parks, town grounds, and athletic fields, and maintaining the Bruce Freeman Rail Trail. Several monuments and memorials are also maintained by the Parks team.

The maintenance on the exterior of the buildings includes lawn care (mowing, raking, trimming, seeding, fertilizing, aeration and watering), the planting of flowers during the spring, summer, and fall months, and the maintenance of the equipment needed to perform these duties. They also aid in preparation for events and other activities that are held in Town. During the winter months, the Parks and Grounds Division employees are also responsible for snow removal on town roads and town parking lots.

**Staff:**

Parks Operations Manager – Jonathan Revis  
 Parks Crew Supervisor – Robert Upperman

**Heavy Equipment Operators:**

Brian Auger  
 Derek McNiff  
 James Tibbetts  
 Vacant

**Cemetery Division**

The Cemetery Division manages, maintains, and preserves Westford’s five public cemeteries and one historic burying ground:

- Fairview Cemetery
- Hillside Cemetery
- Old Pioneer Burying Ground
- Pine Grove Cemetery
- Westlawn Cemetery
- Wright Cemetery

The Cemetery Division works collaboratively with funeral homes and directors, families, Westford’s Veteran Services Officer, private contractors and vendors, volunteers, and researchers to coordinate burials, sell burial lots, cremation niches, and burial rights, and organize cemetery events and field queries on genealogical research.

The Cemetery Division provides preservation and support services for the above six cemeteries, including assisting in the purchase of gravesite lots, burial rights, and columbarium (cremation) niches, arranging interments and disinterment, arranging for the order and placement of veteran markers, landscaping (mowing, planting, pruning, removing trees and shrubbery, maintaining flower beds), plowing roads and clearing paths, repairing walls and structures, assisting the public related to making funeral arrangements, visiting a cemetery and genealogy research, and organizing Memorial Day and Veterans Day observations and other special events. During winter months, the Cemetery Division employees are also responsible for snow removal on town roads and town parking lots.

Westford Cemetery Division personnel are committed to serving the community and visitors to our cemeteries. We are dedicated to maintaining and preserving our cemeteries and looking after the final resting places of our beloved departed citizens entrusted to our care.

**Staff**

Cemetery Supervisor – Connor Mendes  
 Heavy Equipment Operator – Mark Higgins  
 Senior Assistant – Heather Monahan

**Stormwater Division**

The Stormwater Division plays a crucial role in managing the town’s stormwater infrastructure to protect our natural resources, reduce flooding, and meet regulatory requirements. Our efforts this year focused on maintenance, compliance with state and federal regulations, public outreach, and the advancement of capital improvement projects.

Proper maintenance of our stormwater infrastructure is critical for preventing localized flooding and erosion. This year, the Stormwater Division has:

1. Cleared over 3,000 catch basins, inspected and repaired storm drains, and cleared overgrown vegetation to improve water flow and drainage.
2. MS4 Permit Compliance – the MS4 permit is a federally mandated program aimed at reducing stormwater pollution. Key activities for MS4 compliance this year included stormwater outfall inspections, water quality monitoring, stormwater management plans, public education and outreach.
3. Swept all of the town’s paved public roads.
4. Capital improvement projects:
  - Completed construction of culvert replacements on Groton Road and Old Lowell Road*
  - Designing culvert replacement projects on Acton Road and Cold Spring Road*

The Stormwater Division has made significant strides in maintaining and improving Westford's stormwater infrastructure and ensuring compliance with environmental regulations.

## **Water Division**

### **Mission Statement:**

The Westford Water Department is charged, by the town, with providing safe, high quality, uninterrupted water at a reasonable pressure, to meet the health and fire protection needs of that portion of the town served by the public water system. The Department must provide this service while meeting various state and federal requirements.

### **Summary of Responsibilities:**

The department employs a staff of 15 to manage and maintain the Department and its resources. The superintendent and the 3-member Commission (with an alternate) are responsible for providing adequate water services to the town. The Water Commissioners are appointed by the Town Manager for a term of 3 years.

### **Staffing Snapshot:**

Mark Warren – Superintendent  
Dave Crocker – Operations Manger  
Doug Yargeau – Environmental Compliance Manager  
Sandy Kane – Records Supervisor II-Accounts Payable;  
Susan Silvia – Records Supervisor II-Collections  
Diane Tyman – Record Supervisor II-Billing  
Marielys Velez – GIS Coordinator  
Joe Emerson – Foreman-Distribution  
Keith McLaughlin – Foreman-Treatment  
Rob Daley – Licensed Well Specialist  
Scott Harkins – Licensed Well Specialist  
Ryan Livermore – Utilities Specialist  
Jesse McLaughlin – Utilities Specialist  
John Vinal – Utilities Specialist  
Jeremy Rollins – Utilities Specialist

### **Board or Committee Members:**

Hugh Maguire – Chair  
Titus Palmer – Vice Chair  
Chauncey Chu – Secretary  
Tim Hall – Alternate

### **Key initiatives completed this year:**

- **Service Line Inventory:** The Westford Water Department completed a comprehensive Service Line Inventory in accordance with the EPA Lead and Copper Rule Revisions.
- **GIS Coordinator:** A GIS Coordinator was hired to begin GIS mapping of all water infrastructure and conduct employee training to better utilize the GIS mapping system.
- **Rain Barrel Sale:** The Water Department partnered with Great American Rain Barrel of Hyde Park, Massachusetts for a rain barrel sale in the spring of 2025. Rain barrels can be connected to a home's downspout to collect rainwater for lawn and garden irrigation. These devices serve as an effective means to conserve water and to reduce storm runoff. A total of 21 rain barrels were sold in FY 2025 under the Westford community program, marking another successful rain barrel sale. The Water Department anticipates continued participation in the annual community rain barrel program.
- **2025 Public Outreach:** The Water Department continued its public outreach efforts in FY 2025 which included the biannual newsletter "Resource", and the annual Consumer Confidence Report (CCR) which informs the public about water quality issues, pollution prevention, water conservation tips, backflow prevention, and Water Department changes.
- **Perchlorate Investigation and Treatment:** The Water Department continued its active role in the ongoing perchlorate remediation and treatment project operation of the Highway Garage Perchlorate Treatment plant and took on additional monitoring functions.
- **Stony Brook Flow Restoration Project:** The Westford Water Department partnered with the Littleton Water Department and

Geosyntec Consultants in a continuation of the ongoing Stony Brook Flow Restoration project. Some of the completed activities included installing a new monitoring station at Beaver Brook outlet into Forge Pond and exploring alternate release options at the Forge Pond Dam.

**Awards, recognition, or public engagement:**

The Westford Water Department was presented the Public Water System Award for Outstanding Performance and Achievement in 2024 by the Commonwealth of Massachusetts Department of Environmental Protection- Drinking Water Division.

**Ongoing Initiatives:**

Construction of two Per and Polyfluoroalkyl substances (PFAS) water treatment plants is scheduled to begin in the fall of 2025. Planning and engineering for the project was accomplished throughout FY2025. These plants will use granular activated carbon (GAC) to remove PFAS concentrations to below state and federal standards. This \$24.5M project is funded through a Drinking Water State Revolving Fund (DWSRF) low interest loan.

**Key Challenges Faced During the Year:**

With the retirement of two senior Foreman, the water department faced staffing challenges in FY2025. The Department is now fully staffed after adding two Licensed Well Specialists and a GIS Coordinator.

**Top Priorities for the Coming Year:**

To ensure the construction project of the two PFAS treatment facilities is on-schedule. To aggressively continue GIS mapping of Water Department infrastructure.

**Planned Capital, Infrastructure, or Facility Projects:**

- Rehabilitation of the Forge Village Well in order to increase well production.
- Exploration of an additional well source to ensure adequate water supply in the coming years.

**Additional information about Public Works is available online:**

[www.westfordma.gov/1324/Public-Works](http://www.westfordma.gov/1324/Public-Works)

**Water Service Line Inventory:**

[www.westfordma.gov/DocumentCenter/View/15616](http://www.westfordma.gov/DocumentCenter/View/15616)

**2024 Annual Drinking Water Quality Report:**

[www.westfordma.gov/DocumentCenter/View/1355](http://www.westfordma.gov/DocumentCenter/View/1355)

# Recreation Department

The Recreation Department supports the community with safe and affordable programming designed to engage participants with activities that are enriching, inclusive, and fun. Several of the Recreation programs utilize Town of Westford resources, such as the Public-School facilities, East Boston Camps, and Edwards Beach and Forge Pond Beach.

The Parks and Recreation Commission acts as the policy setting committee for both the Parks and Recreation departments. The Town Manager appoints commissioners to serve a three-year term. The Parks and Recreation Commission oversees short and long-range planning for recreational facilities, including the development and maintenance of existing recreational facilities and site acquisition. The Commission typically meets the first Monday of each month, September-June and as needed in July and August.

The information in this report covers FY 2025 which ran from July 1, 2024 through June 30, 2025. The Recreation Department would like to acknowledge the town departments, boards and committees; Westford Public Schools; residents; volunteer organizations; and vendors with whom we work to leverage available resources and create quality programs, facilities, and services that make Westford a suitable place to live, work, and play.



*Water sliding at Destination Exploration, East Boston Camps.*

**Michelle Collet**  
Director of Recreation

During the summer, our department offered a variety of weekly programs for ages 4-13 that kept the kids engaged, active, and entertained. Our two Summer Weekly Programs are Kids Club and Destination Exploration. Each of these programs offer a variety of activities, including sports, fishing, swimming, swim lessons, arts and crafts, and field trips, to name a few. Kids Club, at Nabnasset Elementary School, is near Edwards Beach, Captain Hamilton Fields, and a few local variety stores. The program's location gives the children a sense of independence, as they safely explore and walk around the area. Destination Exploration, located on the property of the Stonybrook Conservation Land, provides the children with a real "camp" like feel during their summer vacation. Cabin life, ponds, walking trails, and smores by the campfire, really embody what summer is all about.



*Learning about Westford's fire station trucks and staff, Kids Club.*

In addition to our Summer Weekly Programs, we offered several sports-based recreation programs. Impact Speed and Agility with Coach DJ Brock is a track program designed to improve a young person's athletic experience and performance. Coach DJ has been a part of the Recreation Department for the past eight years and continues to grow and develop his programs each season. Flag

Football with Coach Brown, Pickleball with Donald Van Dyne, Marcus Lewis Tennis Extension Program, and Fast Skills Football Sessions, were also a hit this summer.

What screams summer more than going to the beach! The Recreation Department oversees two beautiful waterfronts, Forge Pond Beach, and Edwards Beach, each staffed by our amazing summer employees. While our beaches are always open to enjoy, they are only staffed by the Recreation Department during "beach" season, late June to late August.

Out of town guests can park and pay a daily fee of \$10.00 to enjoy our waterfront amenities, or they can purchase a season long summer pass for \$90. We offer clean bathrooms, refreshing drinks, and a sweet treat from our snack shacks as well. The beaches were busy this summer due to some fantastic weather, paired with a bit of summer rain of course.

### **Back to School and The Westford Partnership for Children (WPC)**

We hate to see summer come to an end, but we look forward to seeing the children back at our WPC After School Enrichment Program. WPC has been offered in all six elementary schools from August to June for the past 20 years. Enrichment programming begins at the close of the school day and runs through 6:00 pm. Each day is divided into three activity blocks, with a variety of activities including homework club, computers, STEM, sports & games, and arts & crafts. Our staff works hard to identify, expand, and continually improve on the program's age-appropriate curriculums. WPC offers exceptional quality, flexibility, and affordability to parents, and continues to be one of the most popular programs run by the department.



*Halloween fun, counselors and Site Director Tiffany Gintner, Crisafulli School*



*Hanging out after homework time, WPC program, Abbot School, grades 3-5*

### **Fall/Winter**

By better leveraging the existing space at the Recreation Department last year, we were able to host several fall winter activities such as First Aid/CPR, Youth Chess, and Bollywood Dance. We also utilized this supplemental space when hosting our Special Programs throughout the year, such as vacation weeks

**Additional information about the Recreation Department is available online:**  
[www.westfordma.gov/268/Recreation-Department](http://www.westfordma.gov/268/Recreation-Department)

and no school days. We love seeing the children enjoy themselves at the Recreation department—playing games, watching movies— and the parents have more opportunities to see how beautiful the Roudenbush third floor is. The new space continues to be available for a variety of the Town’s department meetings, plus it provides a professional, comfortable environment for hosting our monthly Parks and Recreation Commission Meetings. And for the first time, we were able to host a MRPA Northeast Parks and Recreation Directors meeting.

**Spring**

It was a busy spring. Snow melts, temperatures rise, and everyone is eager to go outside! The Recreation Department, in partnership with the Conservation Commission, manages the rental process for the EBC campsite facilities, from scheduling, and issuing permits, to the collection of fees. And as the athletic fields dry out for the spring season, we support the Department of Public Works, by issuing spring, summer, and fall field usage permits for youth sports organizations such as youth baseball, soccer, and lacrosse. Meanwhile, our summer programs are promoted, registrations flow in, and the process of hiring new summer staff begins. Our spring 2025 programs included Nitehawks Track and Field, the Marcus Lewis Tennis Extension Program, First Aid/CPR, Pickleball, Soccer Shots soccer clinics on Sundays at Frost Field, and On the Mark Archery, in partnership with the Town of Carlisle. Our new program vendor, Skyhawks, successfully implemented a new golf program and a new field hockey program. We are excited to see these programs grow over time.

**Recreation Staffing FY24**

**Director-** Michelle Collett

**Asst. Director-** E. Rozanne Fredkin

**Administrative Assistant-**Joy Felicani

**WPC Registrar/Recreation Program Coordinator-**  
Tiffany Gintner

**Site Directors:** Steven Doung, Ethan Parker, Uma Purohit, Benjamin Stanley, Emily Langone, Nick Adams.

**Assistant Site Directors:** Pooja Sharma

# Westford Recycling Commission

## Mission Statement:

The mission of the Westford Recycling Commission (WRC) is: To support the Town's climate action and sustainability goals while reducing the Town's trash and recycling costs. Educate residents to:



- Re-think their buying habits to reduce waste at the source.
- Reuse and Repurpose items, donating what is no longer needed.
- Rot (compost) and Recycle as much as possible through curbside and community programs.
- Organize events to provide residents with practical opportunities to help achieve these goals.

## Board or Committee Members:

7 commission members plus volunteers who are not commission members.

## Key Roles:

Liaison to the assistant town manager, maintaining Recycling Pages, focusing on Recycling with input into solid waste.

## Fiscal Year 2025 in Review

We completed our first year with our new recycling vendor and solid waste hauler, E.L. Harvey. This entailed a major change from having separate vendors for each function and went well. Significant communication was provided prior and during this transition which worked very effectively in this important transition and kept Westford residents well informed.

The new bulk waste plan, moving the process to direct calls from the residents to E.L. Harvey, has worked very well and removed the Town of Westford from this process. All

**Ken Teal**  
Chair

**Kris Erickson**  
Vice-Chair

**Clark Spyker**

**George Haines**

**Nupur Patel**

**Elizabeth Sawyer**

**Charles Stark**

scheduling and charges are directly between the resident and the vendor. The town experienced a decrease in bulk sticker sales from 3,710 in Fiscal Year 2024 to approximately 500 in Fiscal Year 2025 which will move to 0 in future years.

And as always, the Commission furthered our mission during the year to educate residents on options to reduce, reuse, re-purpose, and recycle. Efforts included:

- Introducing our first Zero Waste collections which were held in September 2024 and April 2025 and were very successful. These events were well attended and created an opportunity for residents to recycle many items not included in our curbside program. Data on the specific materials recovered in these events are listed under the Collection Events Data section of this report.





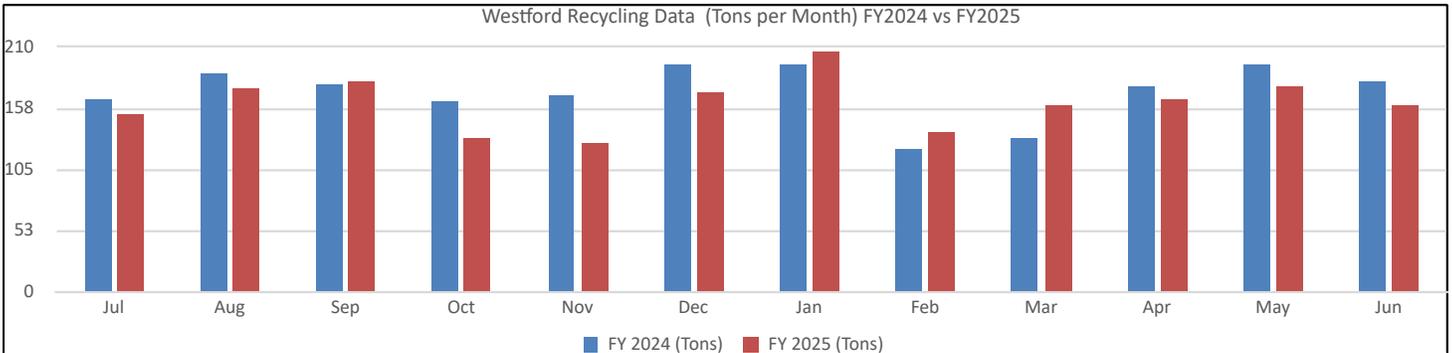
- Staging two composting sales/ demonstrations at 39 Main Street over the summer months as well as an additional composting demonstration as part of Earth Month activities, all of which were well attended and received.
- Creating the annual recycling guide, fully updated with useful contact information as well as updated curbside recycling information and important event information for FY 2026. The guide was mailed to all residents at the end of June.
- Managing the website [www.westfordma.gov/recycling](http://www.westfordma.gov/recycling), which continues to be a valuable resource for residents. The A-to-Z Guide: 'How to Recycle Most Everything', is posted on the web site and shows hundreds of ways items can be reused or recycled instead of going into the trash and was continually updated during the year. Residents can also submit questions about acceptable recycling materials and a variety of questions which are answered by WRC

commission members via email.

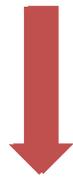
- Allocating from grant funds \$1,590 toward subsidizing residents' purchases of Earth Machine composters.
- Allocating \$2,600 from grant funds to help fund the town's Household Hazardous Waste collection in the spring of 2025.
- Continuing our relationship with the Clean Energy and Sustainability Committee (CEASC) and benefiting from a CEASC liaison to the WRC who attended and reported at monthly meetings resulting in creating synergy within the town for those working on environmental efforts.
- Applying for and receiving \$8,190 grant in the Fall of 2024 from MA DEP for recycling related activities accomplished by the Town and WRC.
- Forming a sub committee to contribute to a Comprehensive Plan for Waste Reduction.

## Trends in Westford Trash and Recycling (FY2025)

<b>Recycling</b>	Westford recycled fewer tons in FY2025 through FY2024 thru the town's curbside single-stream recycling program, continuing a 10 year trend of declining curbside recycled volume. With trash volumes also decreasing, Westford residents may be rethinking their buying habits, repurposing items, and finding alternative recycling programs other than the Town's curbside single-stream system. Not included in this figure is the material collected at the two Electronics & More Recycling events and the Household Hazardous Waste event.
<b>Trash</b>	Westford had a significant decrease in trash volume (1,000 tons) during FY2025 vs FY2024 which did not appear as an increase in recyclable volume. This may be attributable to residents rethinking their buying habits, repurposing, and an increase in composting.
<b>Summary</b>	Westford Recycling Commission is educating residents to not only think about recycling but also reducing or reusing. Although some recyclable commodities are valuable, many recyclables are a cost to the Town. The most effective way to reduce waste cost is through composting as food waste represents 20% of the weight of typical curbside waste.
<b>Notes regarding mandatory recycling policy</b>	<p>Westford began to enforce its "mandatory recycling" policy beginning the 1st of February 2013. The Town also instituted a plastic bag ban to reduce the potential for contamination of plastic bags within the Town and recycling stream.</p> <p>In addition to enforcement of the plastic bag ban, the Town mandates two items to improve recycling:</p> <ol style="list-style-type: none"> <li>1) a three (3) barrel limit per household (assuming 35 gallon size barrels) and</li> <li>2) that trash not be picked up for non-recyclers.</li> </ol>

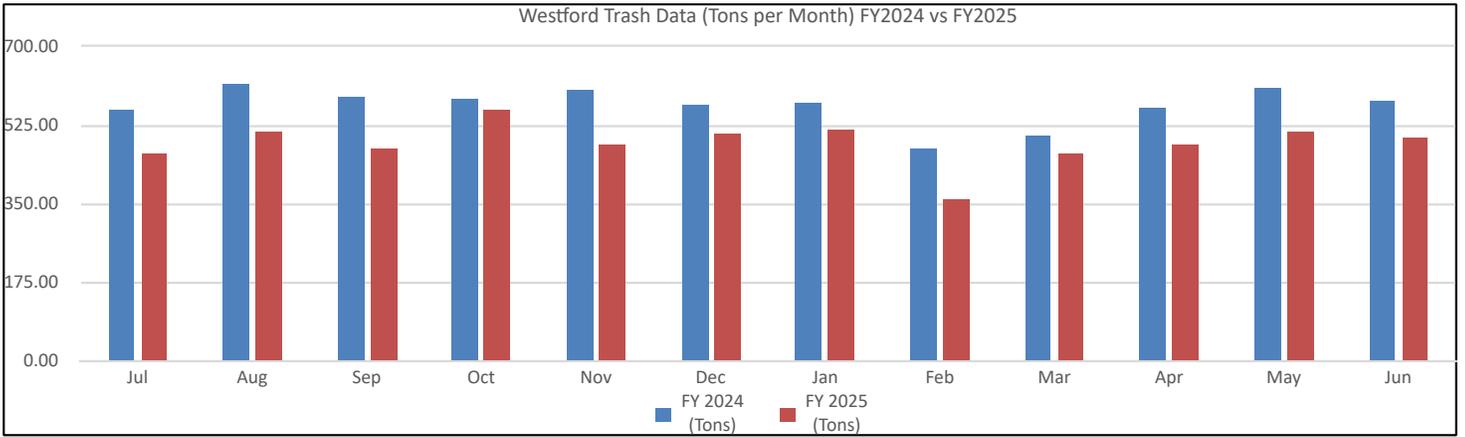


Westford Recycling Statistics FY2024 vs. FY2025	
Tonnage FY2024	2,060.00
Tonnage FY2025	1,940.79
<b>Percent Change</b>	<b>-5.8%</b>
<b>Tonnage Change</b>	<b>-119.2</b>



**Notes**

Trash and recycling costs are based on both a tipping fee (based on tonnage) and a monthly flat fee for weekly pickups for trash and bi-weekly pickups for recycling.



Westford Trash Statistics FY2024 vs. FY2025	
Tonnage FY2024	6,825.14
Tonnage FY2025	5,825.07
<b>Percent Change</b>	<b>-14.7%</b>
<b>Tonnage Change</b>	<b>-1000.1</b>
<b>Tipping fee (decrease)</b>	<b>\$ (99,876.99)</b>

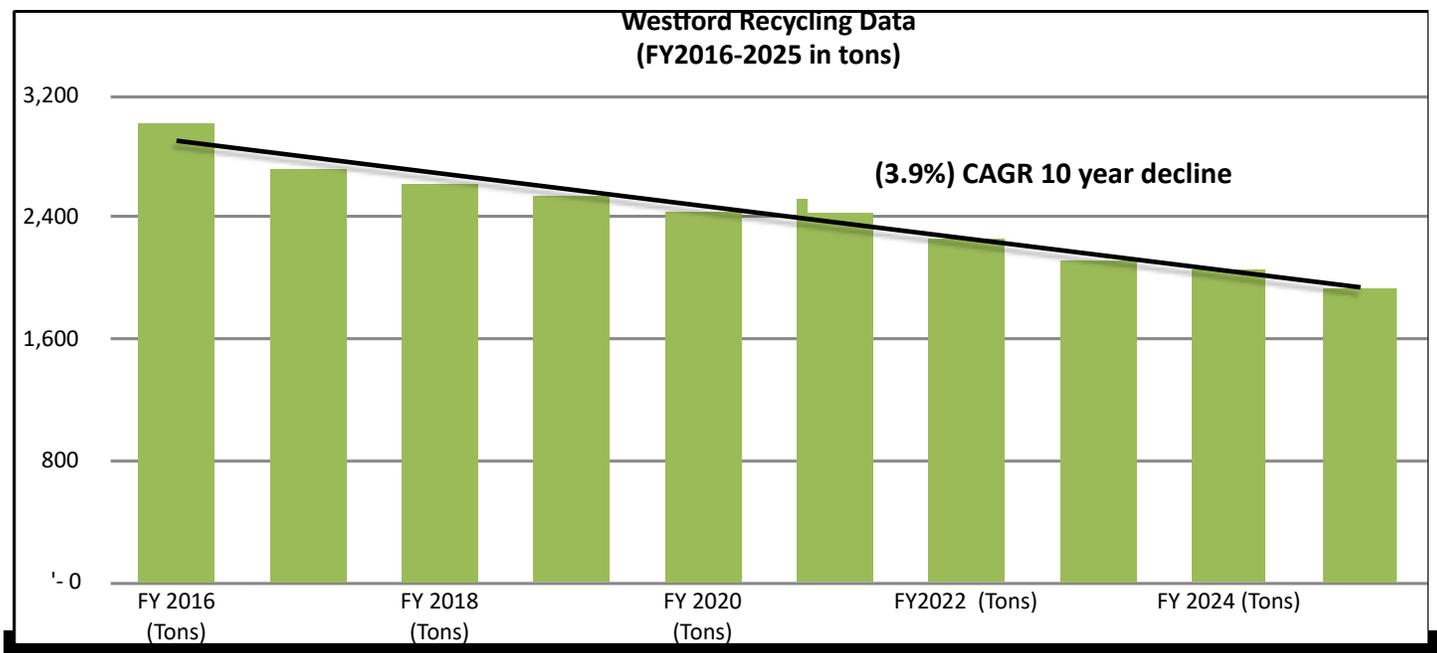


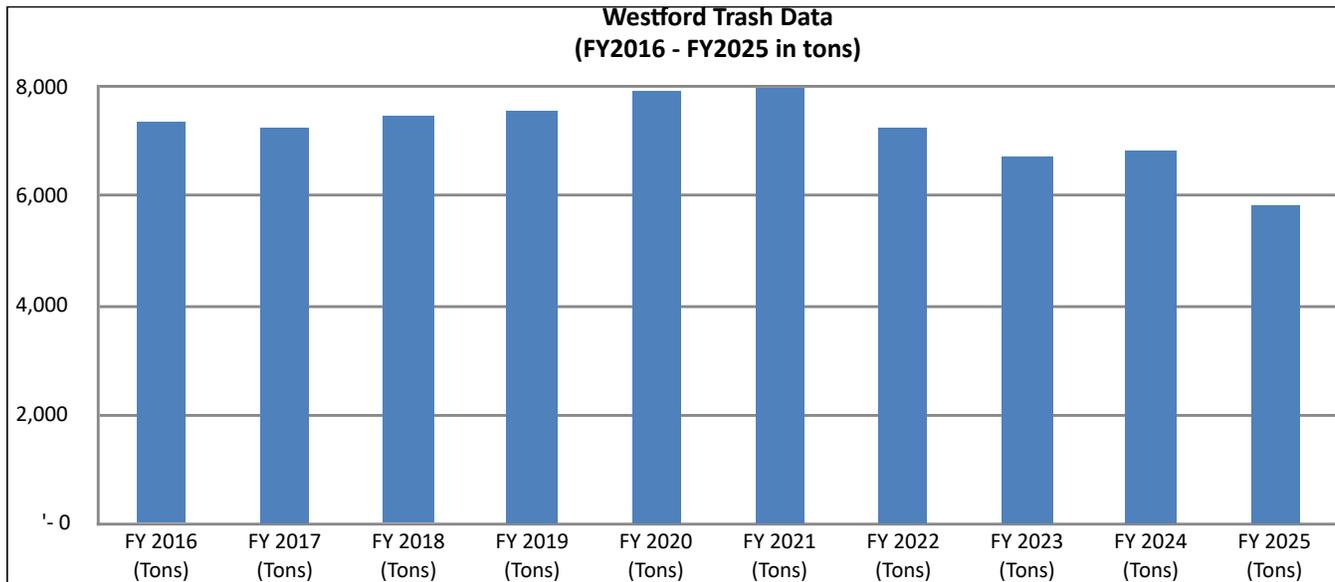
### Westford Trash - Recycling Data and Statistics

The data shows recent trends in both recycling and trash tonnage.

Values and figures in **GREEN** reflect a positive change in the trash reduction or recycling increases per the data. Values and figures in **RED** reflect a negative change in the trash increases or recycling decrease per the data.

### 10 Year Trend





**Collection Events Data**

Collection events during the year included Electronics and More as well as Zero Waste in September '24, April '25 and Household Hazardous Waste in April '25, where once again a reciprocal agreement enabled residents from other regional towns to participate. Most importantly, we congratulate and thank all the faithful volunteers who gave their valuable time supporting all of our events in many ways.

**Electronics and More Collections Fiscal Year 2025**

Material	September 7, 2024	April 26, 2025
Total (lbs.)	56,454	40,539
Metal Total (lbs.)	14,660	17,556
Electronics Total (lbs.)	38,996	21,847
Misc.	2,798	1,136
Number of Vehicles	507	499

**Household Hazardous Waste Collection – May 3, 2025**

Number of Vehicles	Pounds of Waste Collected
199	10,850

## Zero Waste Collections – Sept. 7, 2024 and April 26, 2025

Collecting Organization	Items Collected
New England Clothes Recycling	Wearable clothing, textiles, toys, games, puzzles, houseware and décor items  1800 lbs. (Sept. 2024) 2200 lbs. (April 2025)
Household Goods	1.5 box truckloads filled with items such as those above. (Sept. 2024)  5 mattresses/box springs, 17 tables, 10 chairs, 3 bookcases/shelving units, 3 baby items, 28 appliances and lamps, 48 bags/boxes of assorted linen and kitchen items, 56 assorted art and bin items (April 2025)
The Great Exchange	Full van of craft and office items (Sept. 2024 & April 2025)
Mike Pare Musical Instruments	Keyboard, 4 guitars, 2 trombones, and other items. (Sept. 2024)  3 guitars, 2 flutes, 2 recorders, 3 harmonicas, 1 clarinet, 1 trumpet, 2 music stands, various sheet music and lesson books. (April 2025)

Household Hazardous Waste (HHW) collection events have long involved a great partnership between the WRC and DPW to host the collection at the HWY Dept. However, in Fiscal Year 2024, the DPW took on the added responsibilities of coordinating the HHW collection with the vendor and putting the required reporting/paperwork in place with the State of Massachusetts. This change aligns Westford with most other towns and freed up the volunteers on the WRC to add a new event (Zero Waste Day) to the collection schedule.

### **Grant Received from Department of Environmental Protection**

In the fall of 2024, the Commission was awarded a grant of \$8,190 – the Recycling Dividends Funds through the Sustainable Materials Recovery Program administered by the Massachusetts Department of Environmental Protection (MA DEP) for the WRC’s “commitment to reducing waste and increasing recycling for the benefit of our communities and the environment.”

The Commission voted to continue to use the DEP grant funds to maintain the price that residents pay for Earth Machine composters at \$25 and to allocate \$2,600 toward the Household Hazardous Waste event.

The Commission is most grateful to resident Kristina Greene for preparing and submitting grant applications to the State DEP on our behalf.

### **Additional Accomplishments in Fiscal Year 2024**

- In Fiscal Year 2025, we sold our last 19 64-gallon wheeled recycling totes: As of July 1, 2024,

residents were able to buy toters directly from E. L. Harvey so we just needed to sell the remaining inventory.

- Following the last sale, our long-time advocate and volunteer, Ellen Harde, retired from this task after seventeen years, having distributed 3,800 toters to residents. She will continue as the WRC historian emeritus, consulting whenever we need her and providing her front yard for frequent composting demonstrations. The WRC and the Town salute Ellen for her dedication.
- Sold 47 Earth Machine composters, 35 less than Fiscal Year 2024.
- Continued our support for New England Clothes Recycling containers for both gently used and unusable textiles at locations throughout the town and received \$1,800 from the company. In Fiscal Year 2025 nearly 18 tons of material was collected in these containers. Thank you to all the residents who used the containers.
- Promoted composting in the Town Manager's Newsletter, articles in Westford Patch and WestfordCAT as well as during composter demos.
- Maintained an active Facebook page to promote reduce, reuse and recycle options for residents: [facebook.com/WestfordRecyclingCommission](https://www.facebook.com/WestfordRecyclingCommission).
- Continued to promote the Recycle Smart website, [recyclesmartma.org](https://recyclesmartma.org), as the ultimate source for what Waste Management, and all vendors in Massachusetts, accept as recyclables.



Newsletter, area publications, Westford Patch, WestfordCAT, and local signage boards.

### Member and Volunteer Updates

In addition to our Commission members, we want to recognize our other involved volunteers, some of whom regularly attend our monthly meetings and all of whom make significant contributions. Some wear many hats so this represents only a snapshot of their participation:

- Kristina Greene, founder of The Greening of Westford and Finance Committee Chair, maintains the WRC Facebook page, manages DEP reporting, and secures grant funding, as detailed above.
- Nicole Feliciano of the Westford DPW continues to manage orders of the Earth Machine composters, which are stored at the facility's garage.
- Barbara Theriault, a former WRC member, and her husband Ray continue to help with public relations and updates on legislation currently in the Massachusetts Legislature – and also partner with member Charles Stark to set up event signage around town.
- Charles Stark oversees the book drop container at the Water Department.
- Clark Spyker provides detailed analysis to the assistant town manager on all E.L. Harvey invoices.
- George Haines has been a master at managing our Westford Recycling Commission Recycling Pages which is a wonderful town asset.
- Kris Erickson and Elizabeth Sawyer, among many other things, are responsible for the start of our Zero Waste days.
- Nupur Patel acted as Chair of our Comprehensive Waste Reduction Plan Sub-Committee serving with Ken Teal and Sriman Banerjee.
- Sriman Banerjee attends WRC meetings as the liaison from Westford's Clean Energy and Sustainability Committee.
- Janis Page, Rubal Verma and Melissa Wilkinson also volunteer by staffing collection events and have attended meetings as well – we appreciate their support!

### Publicity and Education

To increase awareness of recycling, the Commission promoted recycling, composting and our collection events in over 200 public relations and media notices including: the Recycling Guide, the Westford Recycling website, the Westford Recycling Facebook page, Town Manager email alerts, Town Manager's

**Key Financial Information**

**Recycling Commission Revolving Fund**

<b>Balance July 1, 2024</b>			<b>\$29,459.87</b>
	<b>Income</b>	<b>Expenses</b>	
64-gallon toters (37 sold)	\$2,225		
Earth Machine composters (53 sold, 80 purchased)	1,300	(4,400)	
NE Clothes Recycling payments	1,800.00	-	
Household hazardous waste	7,989.00	(5,468)	
Brush chipping	1,420	-	
Recycling Stickers		(1910)	
Zero Waste Event		(145.86)	
Totals	\$14,734	(\$11,923.86)	
<b>Balance June 30, 2025</b>			<b>\$32,270.01</b>

**State Recycling Grant Account**

<b>Balance July 1, 2024</b>			<b>\$15,922.00</b>
	<b>Income</b>	<b>Expenses</b>	
RDP Grant	\$8,190	-	
HHW collection		(\$2,600)	
Printing of signage		\$(1,355)	
Totals	\$8,190	(\$3,955.00)	
<b>Balance June 30, 2025</b>			<b>\$20,157.44.00</b>

# Treasurer/ Tax Collector

## Mission Statement:

Our goal in the Collector's Office is to provide excellent customer service to taxpayers while protecting the interests of the town through diligent collection of all taxes due. The Treasury Department is committed to depositing, balancing and accounting for all town funds quickly and correctly, cooperating with all other town departments to effectively manage cash receipts and expenses. We strive to maintain a reputation of integrity and excellence in everything we do.

## Summary of Responsibilities:

The Treasurer/Tax Collector's Office manages a wide range of financial responsibilities that ensure the town's fiscal stability and compliance with state regulations. These include overseeing cash flow, banking operations, and managing all aspects of tax collection—from billing to delinquency enforcement. The department also handles municipal debt, including issuing and tracking short-term loans (Bond Anticipation Notes), coordinating with financial advisors and bond counsel, and maintaining debt databases. Additional duties include preparing state reports, supporting departmental audits, and administering programs such as PILOT billing, veterans' certifications, and senior tax deferrals.

**Number of Staff:** 4 employees.

## Key initiatives completed this year:

The current year collection rate is 99.2%. Uncollected balances are pursued through tax liens and eventual foreclosure through land court. Three properties are being processed for foreclosure in land court right now. 25 Seniors have taken advantage of the tax deferral program in Westford. The deferred tax balance was \$834,044 on June 30, 2024. We had 34 tax titles (delinquent tax liens) totaling \$674,461 on June 30th.

**Christine Collins**  
*Treasurer/Tax Collector*

**Pam Florek**  
*Assistant Treasurer*

**Jacob Edel**  
*Assistant Collector*

**Martha Brockway**  
*Senior Assistant*

## Key Challenges Faced During the Year:

During Fiscal Year 2025, the Treasurer/Tax Collector's Office dedicated significant time to onboarding and training new staff. This investment ensured continuity of service, strengthened internal operations, and supported the department's commitment to professionalism and accuracy in all financial functions. The team worked collaboratively to build institutional knowledge and uphold the high standards expected by the Town of Westford.

## Top Priorities for the Coming Year:

*Please Help Us Go Green!*

The Tax Collector-Treasurer's office is using City Hall Systems for our online bill pay provider. Users who set up an account with City Hall gain access to emailed delivery of their tax bills. This is also known as E-billing. Printing and mailing tax bills costs over \$25,000 per year! If your mortgage company pays your tax bill, won't you consider E-billing? You can help us GO GREEN by signing up today at <https://epay.cityhallsystems.com/selection>

## Community Partnerships:

The Treasurer/Tax Collector's Office works closely with the TREAD Committee and the Assessor's Office to help senior residents access the tax relief programs available in Westford. Through this collaboration, we strive to ensure that eligible individuals receive the financial support they need, and that all

applications are processed with care and efficiency. Our goal is to make these programs accessible and responsive to the needs of our senior community.

**Additional information about the Treasurer/  
Tax Collector is available online:**

[www.westfordma.gov/190/Tax-Collector](http://www.westfordma.gov/190/Tax-Collector)

<b>Tax Collector-Treasurer</b>						
<b>RE Tax Collection Snap Shot on June 30th of the FY</b>	<b>2025</b>	<b>2024</b>	<b>2023</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>
Committed	94,176,142.17	90,994,107	89,054,128	86,292,143	83,307,593	80,425,177
Abated	(355,294.52)	(425,049)	(436,510)	(290,413)	(318,380)	(451,120)
Collected in FY	(92,833,967)	(89,474,913)	(87,914,818)	(84,904,068)	(81,994,556)	(78,371,735)
Moved to Tax Lien	(256,140)	(260,219)	(111,978)	(233,916)	(201,922)	(97,226)
Balance due on June 30th	730,740	833,926	590,822	863,746	792,735	1,505,097
<b>Percent Uncollected</b>	<b>0.8%</b>	<b>0.9%</b>	<b>0.7%</b>	<b>1.0%</b>	<b>1.0%</b>	<b>1.9%</b>
<b>Tax Liens on June 30th</b>						
<b>Tax Titles</b>	<b>674,461</b>	<b>550,404</b>	<b>457,471</b>	<b>705,548</b>	<b>620,735</b>	<b>560,877</b>
<b>Tax Deferral</b>	<b>834,044</b>	<b>724,846</b>	<b>648,804</b>	<b>563,565</b>	<b>514,199</b>	<b>429,285</b>
<b>Total Tax Liens</b>	<b>1,508,506</b>	<b>1,275,251</b>	<b>1,106,276</b>	<b>1,269,113</b>	<b>1,134,934</b>	<b>990,162</b>
<b>% of Current Yr Committed</b>	<b>0.016</b>	<b>0.014</b>	<b>0.012</b>	<b>0.015</b>	<b>0.014</b>	<b>0.012</b>
<b>Accounts in Tax Title</b>	<b>34</b>	<b>35</b>	<b>36</b>	<b>44</b>	<b>34</b>	<b>39</b>
<b>Accounts in Deferral</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>22</b>	<b>22</b>	<b>21</b>
<b>3 Properties are in process for foreclosure</b>						
<b>Debt Balance on June 30th</b>	<b>2025</b>	<b>2024</b>	<b>2023</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>
Long-Term Indebtedness:						
Within the Gen Debt Limit						
Land Acquisition	2,860,000	3,065,000	3,296,000	3,527,000	3,758,000	3,988,000
Departmental Equipment	670,000	800,000	1,005,000	1,209,000	670,000	830,000
Sewers & Drains	180,000	225,000	270,000	315,000	365,000	415,000
Schools	-	-	55,000	3,190,000	6,205,000	9,095,000
Other Buildings	16,345,000	17,980,000	19,720,000	21,059,000	21,225,000	22,520,000
Engineering/Highway	1,570,000	1,930,000	2,290,000	2,645,000	2,520,000	2,845,000
<b>Total Within Gen Debt Limit</b>	<b>21,625,000</b>	<b>24,000,000</b>	<b>26,636,000</b>	<b>31,945,000</b>	<b>34,743,000</b>	39,693,000
Outside the General Debt Limit						
School Buildings	2,510,000	2,705,000	2,900,000	3,090,800	1,975,000	2,105,000
Other Outside General	6,658,000					-
Water	7,809,303	6,549,506	7,098,495	8,406,514	6,000,003	7,233,606
<b>Total Outside Gen Debt Limit</b>	<b>16,977,303</b>	<b>9,254,506</b>	<b>9,998,495</b>	<b>11,497,314</b>	<b>7,975,003</b>	9,338,606
<b>Total All Long Term Debt:</b>	<b>38,602,303</b>	<b>33,254,506</b>	<b>36,634,495</b>	<b>43,442,314</b>	<b>42,718,003</b>	49,031,606
Debt figures taken from the Town of Westford Statement of Indebtedness.						
	<b>2025</b>	<b>2024</b>	<b>2023</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>
<i>Debt Exclusions Added to Tax Rate</i>						
<i>Increase to Tax Rate:</i>	<i>0.219</i>	<i>0.220</i>	<i>0.437</i>	<i>0.548</i>	<i>0.59</i>	<i>0.59</i>

Office of the Town Collector									
YEAR	Beginning Balance	Commitments	Abatements	Refunds	Collections	Tax Title and Deferred	Adj *	Ending Balance	6/30/25
REAL ESTATE									
2025	\$0	\$94,176,142	(\$355,295)	\$330,053	(\$93,164,021)	(\$256,140)		\$730,740	
2024	\$833,939		(\$18,163)	\$47,150	(\$832,769)	(\$6,034)		\$24,123	
2023	\$10,591				(\$2,196)			\$8,395	
2022	\$14,397				(\$753)			\$13,643	
2021	\$8,669						(\$8,669)	\$0	
2020	\$8,372						(\$8,372)	\$0	
2015-2019	\$27,682						\$17,042	\$44,723	
<b>TOTAL</b>	<b>\$903,650</b>	<b>\$94,176,142</b>	<b>(\$373,457)</b>	<b>\$377,203</b>	<b>(\$93,999,740)</b>	<b>(\$262,174)</b>	<b>\$0</b>	<b>\$821,625</b>	
EXCISE									
2025	\$0	\$4,031,951	(\$69,096)	\$24,781	(\$3,748,674)			\$238,962	
2024	\$392,405	\$432,536	(\$36,010)	\$40,786	(\$766,737)			\$62,979	
2023	\$54,123		(\$3,590)	\$3,329	(\$30,891)			\$22,970	
2022	\$31,187		(\$3,098)	\$2,900	(\$6,460)			\$24,529	
2021	\$13,429				(\$901)		(\$12,528)	\$0	
2020	\$9,580						(\$9,580)	\$0	
2014-2019	\$21,219		(\$59)		(\$570)		\$22,108	\$42,698	
<b>TOTAL</b>	<b>\$521,942</b>	<b>\$4,464,486</b>	<b>(\$111,854)</b>	<b>\$71,796</b>	<b>(\$4,554,232)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$392,139</b>	
PERSONAL PROPERTY									
2025	\$0	\$1,583,699	(\$1,168)	\$103	(\$1,567,677)			\$14,957	
2024	\$11,931			\$224	(\$2,695)			\$9,460	
2023	\$8,982				(\$347)			\$8,635	
2022	\$15,997				(\$502)			\$15,496	
2021	\$29,246						(\$29,246)	\$0	
2020	\$16,285						(\$16,285)	\$0	
2015-2019	\$10,641		(\$8,836)		(\$160)		\$45,531	\$47,176	
<b>TOTAL</b>	<b>\$93,083</b>	<b>\$1,583,699</b>	<b>(\$10,003)</b>	<b>\$327</b>	<b>(\$1,571,381)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$95,724</b>	
COMMUNITY PRESERVATION ACT									
2025	\$0	\$2,488,426	(\$32,764)	\$11,827	(\$2,442,974)	(\$3,575)		\$20,941	
2024	\$25,800		(\$545)	\$986	(\$25,409)	(\$140)		\$692	
2023	\$284				(\$76)			\$208	
2022	\$335							\$335	
2021	\$210						(\$210)	\$0	
2020	\$202						(\$202)	\$0	
2015-2019	\$643						\$412	\$1,055	
<b>TOTAL</b>	<b>\$27,474</b>	<b>\$2,488,426</b>	<b>(\$33,309)</b>	<b>\$12,814</b>	<b>(\$2,468,459)</b>	<b>(\$3,715)</b>	<b>\$0</b>	<b>\$23,232</b>	

\* Adjustments = parcel corrections made before actual tax file is generated & small bal write offs.

**MA DOR – Division of Local Services  
Automated Statement of Indebtedness**

<i>Massachusetts Department of Revenue, Division of Local Services</i>					
<i>Bureau of Accounts ~ Automated Statement of Indebtedness</i>					
City/Town/District of :	Town of Westford			FY	Enter year: <b>2025</b>
Long Term Debt Inside the Debt Limit	Outstanding July 1, 2024	+ New Debt Issued	- Retirements	= Outstanding June 30, 2025	Interest Paid in FY 2025
Buildings	16,870,000.00	0.00	1,570,000.00	15,300,000.00	497,375.00
Departmental Equipment	800,000.00	0.00	130,000.00	670,000.00	38,800.00
School Buildings	0.00	0.00	0.00	0.00	
School - All Other	0.00	0.00		0.00	
Sewer	225,000.00	0.00	45,000.00	180,000.00	9,450.00
Solid Waste	0.00	0.00		0.00	
Other Inside	6,105,000.00	0.00	630,000.00	5,475,000.00	247,562.50
<b>SUB - TOTAL Inside</b>	<b>\$24,000,000.00</b>	<b>\$0.00</b>	<b>\$2,375,000.00</b>	<b>\$21,625,000.00</b>	<b>\$793,187.50</b>
Long Term Debt Outside the Debt Limit	Outstanding July 1, 2024	+ New Debt Issued	- Retirements	= Outstanding June 30, 2025	Interest Paid in FY 2025
Airport	0.00	0.00		0.00	
Gas/Electric Utility	0.00	0.00		0.00	
Hospital	0.00	0.00		0.00	
School Buildings	2,705,000.00	0.00	195,000.00	2,510,000.00	68,287.50
Sewer	0.00	0.00		0.00	
Solid Waste	0.00	0.00		0.00	
Water	6,549,506.26	1,787,000.00	527,203.76	7,809,302.50	192,358.09
Other Outside	0.00	6,658,000.00		6,658,000.00	
<b>SUB - TOTAL Outside</b>	<b>\$9,254,506.26</b>	<b>\$8,445,000.00</b>	<b>\$722,203.76</b>	<b>\$16,977,302.50</b>	<b>\$260,645.59</b>
<b>TOTAL Long Term Debt</b>	<b>\$33,254,506.26</b>	<b>\$8,445,000.00</b>	<b>\$3,097,203.76</b>	<b>\$38,602,302.50</b>	<b>\$1,053,833.09</b>
I certify to the best of my knowledge that this information is complete and accurate as of this date.					
Treasurer:	_____			Date:	_____
I certify that long and short term debt as identified in this Statement of Indebtedness is in agreement with the general ledger controls in my department and are also reflected on the balance sheet.					
Accounting Officer:	_____			Date:	_____
Please complete all sections of this report and upload in Gateway no later than September 30, 2025.					

Short Term Debt	Outstanding July 1, 2024	+ Issued	- Retired	= Outstanding June 30, 2025	Interest Paid in FY 2025
RANs - Revenue Anticipation				0.00	
BANs - Bond Anticipation:					
Buildings	0.00	20,000,000.00	0.00	20,000,000.00	
School Buildings	7,312,900.00	0.00	2,012,900.00	5,300,000.00	276,063.62
Sewer (Culverts)	1,970,000.00	0.00	3,600.00	1,966,400.00	74,367.93
Water	2,065,000.00	1,150,000.00	2,065,000.00	1,150,000.00	77,954.21
Other BANs	8,270,000.00	150,000.00	8,116,130.00	303,870.00	312,194.35
SANs - State Grant Anticipation				0.00	
FANs - Federal Gr. Anticipation				0.00	
Other Short Term Debt				0.00	
TOTAL Short Term Debt	\$19,617,900.00	\$21,300,000.00	\$12,197,630.00	\$28,720,270.00	\$740,580.11
GRAND TOTAL All Debt	\$52,872,406.26	\$29,745,000.00	\$15,294,833.76	\$67,322,572.50	\$1,794,413.20

Authorized and Unissued Debt					
Purpose	Date of Vote	Article Number	Amount Authorized	- Issued - Retired - Rescined	6/30/25
Access Controls - School Bldgs	June 20, 2020	3	570,000	570,000	0
Oak Hill/Plain/ Moore Rd. Improver	October 18, 2020	6	8,160,000	8,120,000	40,000
Carlisle Road Sidewalk	October 18, 2020	6	440,000	200,000	240,000
Pond Brook Culvert Replacement	June 12, 2021	4	500,000	500,000	0
35 Town Farm Sr. Aff Housing	June 12, 2021	6	1,000,000	-	1,000,000
Public Safety Digistal Radios	June 11, 2022	5	1,040,000	-	1,040,000
Plain Road Sidewalk	June 11, 2022	5	670,000	200,000	470,000
Culvert Replacements	June 11, 2022	5	500,000	500,000	0
Senior Center HVAC	June 11, 2022	6	1,100,000	-	1,100,000
Library Expansion & Renovation	October 17, 2022	6	32,546,009	20,000,000	12,546,009
35 Town Farm Sr Aff Housing #2	March 25, 2023	8	1,000,000	-	1,000,000
Fire Tower Truck	March 25, 2023	5	2,150,000	-	2,150,000
Boston Rd Reconst/Water mains	March 25, 2023	5	2,000,000	-	2,000,000
Pond & Blue Brook Culverts	March 25, 2023	5	1,500,000	1,200,000	300,000
Blanchard School Roof Replac	March 25, 2023	7	6,425,043	6,000,000	425,043
Blanchard School HVAC	Oct. 16, 2023	3	1,000,000	1,000,000	0
Ambulance	April 27, 2024	8	532,050.00	-	532,050
Plain Rd Sidewalk Construction	April 27, 2024	8	600,000.00	150,000.00	450,000
PFAS Treatment Plant	April 27, 2024	9	24,500,000.00	1,150,000.00	23,350,000
MSBA School Feasibility Study	March 22, 2025	7	1,600,000.00	-	1,600,000
Rescue Pumper Fire Truck	March 22, 2025	5	1,385,000.00	-	1,385,000
No. Main & West St. Sidewalks	March 22, 2025	5	800,000.00	-	800,000
					0
					\$50,428,102.00
SUB - TOTAL from additional sheet(s)					\$0.00
TOTAL Authorized and Unissued Debt					\$50,428,102.00

**BUREAU OF ACCOUNTS, STATEMENT OF INDEBTEDNESS DETAIL**

Long Term Debt Inside the Debt Limit Report by Issuance	Outstanding July 1, 2024	+ New Debt Issued	- Retirements	= Outstanding June 30, 2025	Interest Paid in FY 2025
Adams Land Lowell Rd	3,065,000.00	0.00	205,000.00	2,860,000.00	113,462.50
Dispatch Center	650,000.00	0.00	50,000.00	600,000.00	14,100.00
Fire Truck	560,000.00	0.00	70,000.00	490,000.00	28,000.00
Fire Truck Eng #4	240,000.00	0.00	60,000.00	180,000.00	10,800.00
Fletcher Fire Station #1	8,100,000.00	0.00	800,000.00	7,300,000.00	231,000.00
Fletcher Fire Station #2	620,000.00	0.00	45,000.00	575,000.00	18,900.00
Main St. Reconstruction	945,000.00	0.00	190,000.00	755,000.00	39,750.00
Plain Rd. Sidewalk	250,000.00	0.00	50,000.00	200,000.00	10,500.00
Roadway Bond #1	375,000.00	0.00	75,000.00	300,000.00	15,750.00
Roadway Bond #2	360,000.00	0.00	45,000.00	315,000.00	18,000.00
Roudenbush Bldg Renov CPC	5,184,000.00	0.00	319,500.00	4,864,500.00	160,087.50
Roudenbush Bldg Renov GF	576,000.00	0.00	35,500.00	540,500.00	17,787.50
Senior Center Refunding	1,150,000.00	0.00	200,000.00	950,000.00	31,600.00
Town Hall CPC Share-Refunding	253,700.00	0.00	51,600.00	202,100.00	10,277.00
Town Hall GF Share-Refunding	336,300.00	0.00	68,400.00	267,900.00	13,623.00
WA Amenities Building	1,110,000.00	0.00	65,000.00	1,045,000.00	50,100.00
WA Waste Water Upgrade	225,000.00	0.00	45,000.00	180,000.00	9,450.00
				0.00	
<b>TOTAL</b>	<b>24,000,000.00</b>	<b>0.00</b>	<b>2,375,000.00</b>	<b>21,625,000.00</b>	<b>793,187.50</b>

Long Term Debt Outside the Debt Limit Report by Issuance	Outstanding July 1, 2024	+ New Debt Issued	- Retirements	= Outstanding June 30, 2025	Interest Paid in FY 2025
Abbot School Roof	1,120,000.00	0.00	65,000.00	1,055,000.00	30,800.00
Contract 1 Water Share	29,054.58	0.00	3,906.19	25,148.39	542.03
Contract 1 Gen Fund Share	304,192.51	0.00	40,896.56	263,295.95	5,674.88
Contract 2 Water	411,829.43	0.00	55,367.60	356,461.83	7,682.92
Rte 40 Water Main Revised	89,429.74	0.00	12,033.41	77,396.33	1,668.26
Water Sys Imprv Art 21 3/12	280,000.00	0.00	25,000.00	255,000.00	7,725.00
Water Sys Imprv Art 7 10/11	760,000.00	0.00	75,000.00	685,000.00	21,037.50
Day & Robinson School Windows	1,300,000.00	0.00	100,000.00	1,200,000.00	28,200.00
Day & Robinson School Windows	285,000.00	0.00	30,000.00	255,000.00	9,287.50
Graniteville Rd. Water	260,000.00	0.00	20,000.00	240,000.00	5,640.00
Pleasant St. Water	325,000.00	0.00	25,000.00	300,000.00	7,050.00
Groton & Dunstable Rd Water Main	300,000.00	0.00	35,000.00	265,000.00	9,637.50
Kirsi Circle Water Mains	1,110,000.00	0.00	65,000.00	1,045,000.00	50,100.00
Prospect Hill Water Tank	2,050,000.00	0.00	115,000.00	1,935,000.00	55,950.00
Vine Brook Water Extension	630,000.00	0.00	55,000.00	575,000.00	19,650.00
Francis Hill Water Tank		889,000.00	0.00	889,000.00	
Oak Hill Rd GF Share		3,062,000.00	0.00	3,062,000.00	
Oak Hill Rd Stormwater		1,666,150.00	0.00	1,666,150.00	
Oak Hill Rd Water		1,929,850.00	0.00	1,929,850.00	
Town Farm Rd. Water Tank		898,000.00	0.00	898,000.00	
				0.00	
<b>TOTAL</b>	<b>9,254,506.26</b>	<b>8,445,000.00</b>	<b>722,203.76</b>	<b>16,977,302.50</b>	<b>260,645.59</b>

Short Term Debt Report by Issuance	Outstanding July 1, 2024	+ Issued	- Retired	= Outstanding June 30, 2025	Interest Paid in FY 2025
Pond Brook Culvert	300,000.00	0.00	3,600.00	296,400.00	11,325.07
185 No. Main Culverts	470,000.00	0.00	0.00	470,000.00	17,742.60
Pond & Blue Brook Culvert	1,200,000.00	0.00	0.00	1,200,000.00	45,300.26
Plain Rd. Sidewalk Constr. 1	200,000.00	0.00	200,000.00	0.00	7,550.04
Carlisle Rd. Sidewalks	200,000.00	0.00	46,130.00	153,870.00	7,550.04
Blanchard Roof MSBA	6,000,000.00	0.00	700,000.00	5,300,000.00	226,501.34
Blanchard HVAC	1,000,000.00	0.00	1,000,000.00	0.00	37,750.24
School Access Controls	312,900.00	0.00	312,900.00	0.00	11,812.04
Oak Hill Road	7,870,000.00	0.00	7,870,000.00	0.00	297,094.27
Francis Hill Water Tank	1,045,000.00	0.00	1,045,000.00	0.00	39,448.99
Town Farm Road Water Tank	1,020,000.00	0.00	1,020,000.00	0.00	38,505.22
Library Renovation		20,000,000.00	0.00	20,000,000.00	0.00
Plain Rd. Sidewalk Constr. 2		150,000.00	0.00	150,000.00	0.00
PFAS Treatment Plant		1,150,000.00	0.00	1,150,000.00	0.00
	0.00			0.00	
<b>TOTAL</b>	<b>19,617,900.00</b>	<b>21,300,000.00</b>	<b>12,197,630.00</b>	<b>28,720,270.00</b>	<b>740,580.11</b>
				Must equal page 2 Total	
Please note that short term interest paid is net of premiums applied to interest. This will allow int to balance with Sched A.					

# Technology Department

Mike Wells  
IT Director

## Mission Statement:

The mission of the Technology Department is to provide strategic direction on technology issues and to lead technology innovation initiatives, while responsibly managing the Town of Westford's technology systems and maintaining the highest level of reliable service to the community.

## Summary of Responsibilities:

Support town and school staff in:

- Existing administrative applications
- Town owned devices.
- Security and online safety.
- Network connectivity.
- Manage the purchase of technology assets in a responsible way.
- Provide enough devices for student and staff needs, including online testing.
- Support remote working as required by the departments.
- Develop the cybersecurity posture in line with recommendations.
- Manage the telephone systems.

**Number of Staff:** 11.5 (including Schools)

## Key initiatives completed this year:

- Continued roll out of MFA to protect accounts and resources.
- Reorganized School staff after departure of supervisor.

## Notable milestones or successes:

- Migrated Town users to Cloud systems.
- Assisted with the move of the Library to a temporary location.

- Implemented self-service Chromebook loaner stations at middle schools.
- Migrated virtual server platform to save money.
- Upgrade core network speeds.
- Security improvements across the network.
- Switched device management for Apple devices to save money.
- Implemented 'managed print' service in Town buildings to give budget stability.

## Key Challenges Faced During the Year:

- Staff turnover.
- Budget pressures.

## Top Priorities for the Coming Year:

- Replacement of IT Director (due to retirement).
- Continued adaptation to cybersecurity threats.
- Upgrades to network infrastructure.

## Planned Capital, Infrastructure, or Facility Projects:

Consolidation of our ISP connections to reduce costs and implement firewall improvements.

Continued implementation and adoption of cloud based tools to improve collaboration and project efficiency.

Investigate possible adoption of a new permitting system.

## Additional information about the Technology Department is available online:

[www.westfordma.gov/362/Technology-Department](http://www.westfordma.gov/362/Technology-Department)

# 35 Town Farm Road Task Force

## **Mission Statement:**

To establish the best use for the 1837 building at 35 Town Farm Road and identify an individual or corporation who can present a plan to implement this use while preserving the building's historic and architectural features. Voted April 23, 2029 by the Board of Selectmen.

## **Key initiatives completed this year:**

The Select Board chose CHOICE, Inc. in January 2021 to develop 30 units of truly affordable senior housing and five market rate apartments for seniors at 35 Town Farm Road. The 2021 agreements executed with the Town for this project set a date of October 2024 for the closing on the purchase. There have been two extensions from the Select Board and the 2025 extension brings us to December 2026 for a final closing.

On June 30, 2025, CHOICE was in the waiting period for the formal announcement in November 2025 from the Executive Office of Housing and Live-able Communities for additional funding needed to begin construction.

The Task Force has not had a need to meet in FY 2025.

**Additional information about the 35 Town Farm Road Task Force is available online:**  
[www.westfordma.gov/1229/35-Town-Farm-Road-Task-Force](http://www.westfordma.gov/1229/35-Town-Farm-Road-Task-Force)

**Ellen Harde**  
*Chair*

**Lynn Cohen**  
*Clerk*

**Scott Hazelton**  
*Select Board*

**Mike Denehy**  
*Fire Department*

**David Gutbrod**  
*Historical Commission*

**Nancy Cook**  
*Council on Aging*

**Marilyn Day**

**Dan Britko**

**Diane Hendricks**

**Pat Louch**

**George Murray**

**Robert Waskiewicz**

# Town Accountant

## Mission Statement:

The Town Accountant's Office is committed to ensuring transparent, accurate, and efficient financial management for the Town. We safeguard public funds, maintain compliance with state and federal laws, and provide timely, reliable financial information to decision-makers and residents.

## Summary of Responsibilities:

- Maintain the Town's general ledger and financial records.
- Process payroll, accounts payable, and warrants.
- Oversee budgetary compliance across all Town departments.
- Prepare monthly, quarterly, and annual financial reports.
- Assist with audits, state reporting, and grant compliance.
- Support the Finance Committee, Select Board, and residents with financial data and analysis.

**Number of Staff:** 3.5 FTE employees

## Key Roles:

Town Accountant, Asst. Town Accountant, Payroll, Accounts Payable

## Key initiatives completed this year:

- Successfully closed Fiscal Year 2024 with balanced books and timely state reporting.
- Streamlined accounts payable to expand electronic archiving of invoices.
- Completed the Town's annual financial audit with no major findings.

## Active Programs or Initiatives:

**Policy and Procedure Manual:** The finance

**Jesse Beyer**  
*Town Accountant*

**Jeremy Healy**  
*Assistant Town Accountant /  
Budget & Finance Analyst*

**Betsy Hall**  
*Payroll Administrator*

**Min Shurdut**  
*Accounts Payable Analyst*

departments are creating a comprehensive financial policies manual for consistency across departments.

**Internal Audit Program:** Establishing periodic reviews of departmental spending to strengthen internal controls.

**Electronic Document Management:** Scanning and digitizing older financial records to reduce reliance on paper storage.

## Key Challenges Faced During the Year:

- **Budget Constraints and Oversight Needs:** Limited financial resources have required closer oversight of expenditures and more frequent monitoring of departmental budgets to ensure compliance and control.
- **Grant Complexity:** Managing an increasing number of state and federal grants, each with unique compliance requirements.
- **Staffing Limitations:** Small team handling a growing volume of work, with limited capacity for absences or turnover.
- **Regulatory Changes:** Keeping up with evolving Massachusetts DOR regulations and new GASB (Governmental Accounting Standards Board) requirements.
- **Technology Integration:** Transitioning to a "paperless world" when much of what we do is still done on paper.

**Opportunities for Growth:**

- Greater use of digital tools to streamline workflows - Strategic Outcome Area 1 - Responsive and Responsible Government.
- Expanding accessibility of financial data to residents. - Strategic Outcome Area 2 - Caring and Engaged Community.
- Enhancing training for departments on budget monitoring and compliance -- Strategic Outcome Area 1 - Responsive and Responsible Government.

**Key Metrics Tracked:**

- 17,998 Invoice processed in FY2025
- 1,629 Employee W2s issued in CY2024
- 27 Town & School Federal Grants and 39 Town and School State Grants monitored in FY2025

**Top Priorities for the Coming Year:**

- Continue enhancing financial transparency and reporting accessibility.
- Enhance training for departments on budget monitoring and compliance.
- Successfully complete 2025 audit with new audit firm.

**Community Partnerships:**

Ongoing partnerships with the Finance Committee, Capital Planning Committee, Treasurer/Collector, and School Department.

**Additional information about the Town Accountant is available online:**  
[www.westfordma.gov/369/Town-Accountant](http://www.westfordma.gov/369/Town-Accountant)

Town of Westford, MA

Combined Balance Sheet - All Fund Types and Account Groups

as of June 30, 2025

(Unaudited)

	Governmental Fund Types		Capital Projects	Proprietary Fund Types		Fiduciary Fund Types	Account Groups	Totals (Memorandum Only)
	General	Special Revenue		Enterprise	Internal Services			
<b>ASSETS</b>								
Cash and cash equivalents	15,867,652	22,647,534	26,200,336	13,135,568	5,264,498	30,792,335		113,907,922
Investments								
Receivables:								
Personal property taxes	95,725							95,725
Real estate taxes	821,625	23,232						844,857
Allowance for abatements and exemptions	(1,042,320)							(1,042,320)
Tax liens	674,461							674,461
Deferred taxes	834,044	211						834,255
Motor vehicle excise	392,139							392,139
User fees				741,429				741,429
Utility liens added to taxes		14,666		9,097				23,764
Departmental				2,361,419				2,361,419
Special assessments	30,885			447,999				478,884
Due from other governments		229,506						229,506
Other receivables				53	37,574			37,626
Foreclosures/Possessions	103,285			2,843				106,128
Amounts to be provided - payment of bonds							38,602,302	38,602,302
Total Assets	17,777,495	22,915,149	26,200,336	16,698,407	5,302,072	30,792,335		158,288,096
<b>LIABILITIES AND FUND EQUITY</b>								
Liabilities:								
Warrants payable	1,663,068	288,172	525	195,679	5,500	37,354		2,190,299
Accounts payable				69,188				69,188
Accrued payroll	500,506	68,141		31,155				599,801
Withholdings	240,086							240,086
Deferred revenue:								
Real and personal property taxes	(124,971)	23,232						(101,739)
Tax liens	674,461	14,666						689,128
Deferred taxes	834,044	211						834,255
Foreclosures/Possessions	103,285			2,843				106,128
Motor vehicle excise	392,139							392,139
User fees				741,429				741,429
Utility liens added to taxes				9,097				9,097
Departmental				2,361,419				2,361,419
Special assessments	30,885			447,999				478,884
Other receivables	96,105			53	37,574			37,626
Tailings								96,105
IBNR					1,075,636			1,075,636
Notes payable			28,720,270					28,720,270
Bonds payable							38,602,302	38,602,302
Total Liabilities	4,409,608	394,423	28,720,795	3,858,861	1,118,710	37,354		77,142,054
Fund Equity:								
Reserved for encumbrances	498,277			31,629				529,906
Reserved for expenditures	100,000	4,815,699		530,000				5,445,699
Reserved for continuing appropriations	4,841,205			2,854,574				7,695,779
Reserved for petty cash	5,500			100				5,600
Undesignated fund balance	7,922,905		(2,520,459)	9,423,243		30,754,981		40,340,789
Unreserved retained earnings	13,367,887	22,520,726	(2,520,459)	12,839,545	4,183,362	30,754,981		27,128,270
Total Fund Equity	17,777,495	22,915,149	26,200,336	16,698,407	5,302,072	30,792,335		81,146,042
Total Liabilities and Fund Equity	17,777,495	22,915,149	26,200,336	16,698,407	5,302,072	30,792,335	38,602,302	158,288,096

TOWN OF WESTFORD										
FY 2025 Budget Basis - General Fund										
DEPARTMENT/Purpose	FY 2024 Encumbered & Carried Fwd	ATM 04/24 Budget	SUM 10/24 Art/Transf	ATM 03/25 Art/Transfers	Comp Reserve	Reserve Hd/Year End Transfers	Expended	FY 2025 Encumbered & Carried Fwd	Closed to Fund Balance	
122 SELECTBOARD										
Expenses	1,295	21,410				740	23,232			213
Capital	154,082						57,153	96,929		-
123 TOWN MANAGER										
Personal Services		517,429			9,645		520,903			6,171
Expenses		17,560				16,500	33,637			423
Perch/Instate	75,549			110,000			114,676	70,873		-
131 FINANCE COMMITTEE										
Expenses		2,524					1,969	185		370
Reserve Fund		100,000				(35,500)				64,500
132 FINANCE DIRECTOR										
Personal Services		155,700			3,080		158,780			-
Expenses		1,435					1,232			203
135 TOWN ACCOUNTANT										
Personal Services		332,326			8,752		335,397			5,681
Expenses		51,185					44,799			6,386
141 ASSESSORS										
Personal Services		332,713			5,232		334,766			3,179
Expenses		25,750					12,479			13,271
Capital										-
145 TREASURER/COLLECTOR										
Personal Services		287,862			2,642		283,788			6,716
Expenses		49,850					45,249			4,601
151 LEGAL SERVICES										
Expenses		140,500				30,000	158,080			12,421
152 HUMAN RESOURCES										
Personal Services		289,434			7,422		294,667			2,190
Expenses	2,060	16,859				6,513	22,541	1,545		1,346
Comp Reserve		325,000			(123,492)		2,781			198,727

DEPARTMENT/Purpose	FY2024 Encumbered & Carried Fwd	ATM 04/24 Budget	STM 10/24 Art/Transf	ATM 03/25 Art/Transfers	Comp Reserve	Reserve Fd/Year End Transfers	Expended	FY2025 Encumbered & Carried Fwd	Closed to Fund Balance
155 TECHNOLOGY									
Personal Services		378,741			2,927		372,014		9,654
Expenses	4,474	631,268					609,354	6,440	19,947
Capital	312,946			605,000			492,803	425,143	-
161 TOWN CLERK									
Personal Services		302,098			2,040		266,252		37,886
Expenses		47,958					38,483		9,475
170 PERMITTING									
Personal Services		300,837			21,841		318,369		4,309
Expenses	1,570	49,332					28,486	17,821	4,596
171 CONSERVATION COMMISSION									
Personal Services		104,324					94,696		9,628
Expenses	684	7,650					7,173		1,161
175 PLANNING BOARD									
Personal Services		100,132			129		100,260		1
Expenses	370	10,709					8,321	555	2,203
176 ZONING BD OF APPEALS									
Expenses		2,405					1,850	185	370
192 TOWN HALL									
Personal Services		50,226					49,726		500
Expenses	2,029	65,599					56,184	2,451	8,993
199 PUBLIC BUILDINGS									
Personal Services		86,516			10,158		96,297		377
Expenses	10,834	167,057				35,000	198,705		14,186
Capital	388,315			98,000			123,396	362,570	349
Energy Efficiency Projects	-			200,000			108,830	91,170	-
<b>GENERAL GOVERNMENT</b>	<b>954,208</b>	<b>4,972,389</b>	<b>-</b>	<b>1,013,000</b>	<b>(49,624)</b>	<b>53,253</b>	<b>5,417,325</b>	<b>1,075,868</b>	<b>450,032</b>

DEPARTMENT/Purpose	FY2024 Encumbered & Carried Fwd	ATM 04/24 Budget	STM 10/24 Att/Transf	ATM 03/25 Att/Transfers	Comp Reserve	Reserve Fd/Year End Transfers	Expended	FY2025 Encumbered & Carried Fwd	Closed to Fund Balance
210 POLICE									
Personal Services		5,875,594			8,416		5,480,092		403,918
Expenses	172,377	617,903					662,029	56,224	72,027
Capital			40,396				40,000		396
215 PUBLIC SAFETY COMM									
Personal Services		879,361					762,374		116,987
Expenses		55,225					42,898		12,327
220 FIRE									
Personal Services		3,953,379			7,265	61,672	3,893,115		67,529
Expenses	31,835	388,606					467,346	12,478	2,289
Capital	441,279						142,882	228,119	70,278
241 BUILDING DEPARTMENT									
Personal Services		409,966					406,889		3,077
Expenses		14,095					5,718	750	7,627
244 SEALER WEIGHTS & MEASURES									
Expenses		16,500					14,500		2,000
291 EMERGENCY MGMT									
Personal Services		9,894					9,894		-
Expenses	959	2,450					3,409		-
292 ANIMAL CONTROL									
Personal Services		42,670			8,863	4,000	51,532		1
Expenses	886	3,975					8,427	60	374
294 TREE WARDEN									
Personal Services		3,122					2,988		134
Expenses		30,000					20,851		9,149
<b>PUBLIC SAFETY</b>	<b>647,335</b>	<b>12,302,740</b>	<b>-</b>	<b>40,396</b>	<b>24,544</b>	<b>65,672</b>	<b>12,014,944</b>	<b>297,631</b>	<b>768,112</b>
300 WESTFORD PUBLIC SCHOOLS									
Expenses	435,155	67,585,355				400,000	68,233,741	158,942	27,827
Capital	495,050			760,000			130,975	1,096,251	27,824
310 NASHOBA VALLEY TECH EDUCATION									
Capital		1,484,842					1,484,842		-
	<b>930,205</b>	<b>69,070,197</b>	<b>-</b>	<b>760,000</b>	<b>-</b>	<b>400,000</b>	<b>69,849,558</b>	<b>1,255,192</b>	<b>55,651</b>

DEPARTMENT/PURPOSE	FY2024 Encumbered & Carried Fwd	ATM 04/24 Budget	STM 10/24 Art/Transf	ATM 03/25 Art/Transfers	Comp Reserve	Reserve Fd/Year End Transfers	Expended	FY2025 Encumbered & Carried Fwd	Closed to Fund Balance
405 DPW									
Personal Services		234,279			829		186,496		48,612
Expenses		400					-		400
Capital				455,652			-	455,652	-
410 ENGINEERING									
Personal Services		342,313			4,954		347,266		1
Expenses		11,270					7,146		4,124
Capital	1,244,488			680,000			146,130	1,778,034	324
421 HIGHWAY /S&I/ST LIGHTS									
Personal Services		1,449,930			1,843		1,234,725		217,048
Expenses	85,670	971,425		400,000			1,364,302	78,239	14,554
Capital	467,293						185,071	260,000	22,222
430 WASTE DISPOSAL SERVICES									
Expenses	107,572	2,641,789				(125,925)	2,372,272		-
442 WASTEWATER TREATMENT									
Expenses	825,424	259,864					245,307		14,557
Capital							470,163	35,000	320,261
491 CEMETERY									
Personal Services		160,227			1,659		161,885		1
Expenses	3,903	34,850					34,895		3,857
Capital	92,337						80,000	12,337	-
<b>PUBLIC WORKS</b>	<b>2,826,687</b>	<b>6,106,347</b>	<b>-</b>	<b>1,535,652</b>	<b>9,285</b>	<b>(125,925)</b>	<b>6,835,661</b>	<b>2,619,262</b>	<b>897,124</b>
510 BO/H/ENVIRONMENTAL									
Personal Services		483,420			6,083		476,054		13,449
Expenses	150	20,900					19,804		1,246
541 COUNCIL ON AGING									
Personal Services		509,879			7,865		516,919		825
Expenses	2,259	93,198					86,268		9,189
543 VETERANS SERVICES									
Personal Services		83,747					48,313		35,434
Expenses	26,050	26,050		9,000		7,000	34,966		7,084
<b>HUMAN SERVICES</b>	<b>2,409</b>	<b>1,217,194</b>	<b>-</b>	<b>9,000</b>	<b>13,948</b>	<b>7,000</b>	<b>1,182,323</b>	<b>-</b>	<b>67,228</b>

DEPARTMENT/Purpose	ATM 04/24 Budget	STM 10/24 Art/Transf	ATM 03/25 Art/Transfers	Comp Reserve	Reserve Fd/Year End Transfers	Expended	FY2025 Encumbered & Carried Fwd	Closed to Fund Balance
610 LIBRARY								
Personal Services	1,481,588		(37,000)			1,340,075		104,513
Expenses	307,214		37,000			336,464		7,750
630 RECREATION								
Capital								14,930
650 PARKS-GROUNDS BLDG MAINT								
Personal Services	457,238			1,847		424,487		34,598
Expenses	46,456					43,020		8,376
Capital	68,166					67,500		666
660 LAND MANAGEMENT								
Expenses	54,300					109,098	880	2,577
670 HISTORICAL COMMISSION								
Expenses	14,250					12,085		2,165
<b>CULTURE &amp; RECREATION</b>	<b>2,361,046</b>	<b>-</b>	<b>-</b>	<b>1,847</b>	<b>-</b>	<b>2,332,729</b>	<b>880</b>	<b>175,576</b>
710 DEBT SERVICE								
Expenses	3,566,124		(385,000)			3,127,588		53,536
<b>DEBT SERVICE</b>	<b>3,566,124</b>	<b>-</b>	<b>(385,000)</b>	<b>-</b>	<b>-</b>	<b>3,127,588</b>	<b>-</b>	<b>53,536</b>
820 STATE ASSESSMENTS & CHARGES								
<b>STATE ASSESSMENTS</b>	<b>-</b>	<b>-</b>	<b>739,584</b>	<b>-</b>	<b>-</b>	<b>743,172</b>	<b>-</b>	<b>(3,588)</b>
940 UNCLASSIFIED								
Direct/Indirect offsets	(1,870,301)		1,870,301					
945 UNCLASSIFIED								
Expenses	11,007,278		220,000			10,998,469	90,648	210,376
990 TRANSFERS TO OTHER FUNDS								
Transfers to Health Ins Trust	12,280,173					12,280,173		
Transfers to Enterprise	-		1,422,368			1,422,368		
Transfers to Trust	1,000,000					1,000,000		
Transfers to Capital Projects			385,000			385,000		
<b>TOTAL UNCLASSIFIED</b>	<b>72,215</b>	<b>-</b>	<b>4,637,253</b>	<b>-</b>	<b>-</b>	<b>26,829,182</b>	<b>90,648</b>	<b>206,788</b>
<b>GRAND TOTAL GENERAL FUND</b>	<b>122,013,187</b>	<b>-</b>	<b>7,610,301</b>	<b>-</b>	<b>400,000</b>	<b>127,589,311</b>	<b>5,339,482</b>	<b>2,674,047</b>
<b>TOWN OF WESTFORD</b>								
<b>FY 2025 Budget Basis - Water Enterprise Fund</b>								

WATER ENTERPRISE										
OPERATING:	FY2024 Encumbered & Carried Fwd	ATM 04/24 Budget	STM 10/24 Art/Transf	ATM 03/25 Art/Transfers	Comp Reserve	Reserve Fd/Year End Transfers	Expended	FY2025 Encumbered & Carried Fwd	Closed to Fund Balance	
Personal Services		1,407,457					1,305,836		101,621	
Expenses	43,976	2,053,110	8,383				1,990,538	27,747	87,183	
Reserve Fund		250,000							250,000	
Debt		1,310,191					960,417		349,774	
Capital	624,542			818,968			322,713	978,968	141,829	
<b>WATER ENTERPRISE TOTAL</b>	<b>668,518</b>	<b>5,020,758</b>	<b>8,383</b>		<b>-</b>	<b>-</b>	<b>4,579,505</b>	<b>1,006,715</b>	<b>930,407</b>	
<b>TOWN OF WESTFORD</b>										
<b>FY 2025 Budget Basis - Recreation Enterprise Fund</b>										
<b>RECREATION ENTERPRISE</b>										
OPERATING:	FY2024 Encumbered & Carried Fwd	ATM 04/24 Budget	STM 10/24 Art/Transf	ATM 03/25 Art/Transfers	Comp Reserve	Reserve Fd/Year End Transfers	Expended	FY2025 Encumbered & Carried Fwd	Closed to Fund Balance	
Personal Services		880,092					859,698		20,394	
Expenses		314,135		55,000			344,045		25,090	
<b>RECREATION ENTERPRISE TOTAL</b>	<b>-</b>	<b>1,194,227</b>	<b>-</b>	<b>55,000</b>	<b>-</b>	<b>-</b>	<b>1,203,743</b>	<b>-</b>	<b>45,484</b>	
<b>TOWN OF WESTFORD</b>										
<b>FY 2025 Budget Basis - Ambulance Enterprise Fund</b>										
<b>AMBULANCE ENTERPRISE</b>										
OPERATING:	FY2024 Encumbered & Carried Fwd	ATM 04/24 Budget	STM 10/24 Art/Transf	ATM 03/25 Art/Transfers	Comp Reserve	Reserve Fd/Year End Transfers	Expended	FY2025 Encumbered & Carried Fwd	Closed to Fund Balance	
Personal Services		988,357					988,357		-	
Expenses	2,077	698,084					695,315	3,403	1,443	
Capital	22,000			170,757			77,901	114,856	-	
<b>AMBULANCE ENTERPRISE TOTAL</b>	<b>24,077</b>	<b>1,686,441</b>	<b>-</b>	<b>170,757</b>	<b>-</b>	<b>-</b>	<b>1,761,573</b>	<b>118,258</b>	<b>1,443</b>	
<b>TOWN OF WESTFORD</b>										
<b>FY 2025 Budget Basis - Stormwater Enterprise Fund</b>										



**TOWN OF WESTFORD**

**Special Revenue Funds - FY 2025**

		July 1, 2024	Receipts	Expenditures	Transfers Out	June 30, 2025
<b>Fund 250 Federal Grants</b>						
25123195	EPA Grant 12 N. Main St	-	45,175	(45,175)	-	-
25199529	ARPA - Covid 19	2,746,858	-	(2,175,287)	-	571,571
25210210	DEA DCE Suppression Program	(4,907)	17,144	(14,063)	-	(1,826)
25210215	Bullet Proof Vests OJ-Fed Reim	8,660	25,928	(17,950)	-	16,638
26210255	FY25 Police Municipal Road Safety Grant	-	5,541	(9,440)	-	(3,899)
25210980	Police Federal Forfeiture	25,287	44,836	(17,215)	-	52,908
25220270	Assistance to Firefighters	(6,175)	26,858	(20,683)	-	-
25510509	BOH- NAACHO RISE Grant	65,952	-	(24,975)	-	40,977
25510511	BOH-Medical Reserve	21,206	17,545	(20,561)	-	18,190
25510512	BOH- Emerg Prep Coalition	2,682	35,646	(33,550)	-	4,778
25510514	BOH- NAACHO	26,914	-	(900)	-	26,014
25510522	BOH- FDA Standards	-	7,735	(2,727)	-	5,008
		<b>2,886,477</b>	<b>226,408</b>	<b>(2,382,524)</b>	<b>-</b>	<b>730,360</b>
<b>Fund 255 School Federal Grants</b>						
11922	ESSER III 119 FY22	(1,673)	1,673	-	-	-
14024	Title IIa DOE 140 Part A	(3,552)	30,306	(26,754)	-	-
14025	Title IIa DOE 140 Part A	-	14,986	(14,986)	-	-
18024	Title III 180 FY24	(2,860)	5,349	(2,458)	-	31
18025	Title III 180 FY25	-	14,554	(14,554)	-	-
24024	Sped 94-142 DESE 240 FY24	(210,412)	218,051	(11,156)	-	(3,516)
24025	Sped 94-142 DESE 240 FY25	-	902,061	(1,030,821)	-	(128,760)
26224	Early Childhood DOE 262 FY24	(2,858)	139	2,719	-	-
26225	Early Childhood DOE 262 FY25	-	22,742	(23,000)	-	(258)
27424	IEP (Federal TAR) 274 FY24	(3,750)	6,800	(3,050)	-	-
27425	IEP (Federal TAR) 274 FY25	-	4,060	(14,960)	-	(10,900)
30524	Title I - DOE 305 FY24	(6,567)	6,567	(1,017)	-	(1,017)
30525	Title I - DOE 305 FY25	-	36,949	(56,823)	-	(19,873)
30924	Title IV 309 Part A FY24	1,000	3,550	(9,905)	-	(5,355)
30925	Title IV 309 Part A FY25	-	3,000	(3,937)	-	(937)
		<b>(230,672)</b>	<b>1,270,788</b>	<b>(1,210,701)</b>	<b>-</b>	<b>(170,586)</b>
<b>Fund 260 State Grants</b>						
26123190	Transport/Rideshare Grant	4,434	5,569	(10,003)	-	-
26123181	Energy Savings Performance Grant	(2,846)	2,846	(2,434)	-	(2,434)
26123183	Community Compact Master Plan	9,000	-	(9,000)	-	-
26123184	ADA Improvement Grant	(34,950)	94,650	(48,451)	-	11,249
26123195	12 N Main Brownsfield	(411)	-	411	-	-
26155155	IT Fiber Grant	-	73,700	-	-	73,700
26155156	SLCGP Cyber Security Grant	-	18,750	-	-	18,750
26175175	MBTA Planning Grant Catalyst	(1,150)	61,147	-	-	59,997
26175631	HMP/MVP Planning Grant	9,880	-	-	(9,880)	-
26175173	Housing Choice Grant 12 N Main	-	101,085	(142,154)	-	(41,068)
26199126	Green Communities	24,383	73,148	(97,530)	-	-
26210254	FY24 Police Municipal Road Safety Grant	(2,766)	5,088	(2,322)	-	-
26215289	Emerg Med Dispatch FY25 Grant	-	-	(908)	-	(908)
26215244	Emerg Med Dispatch FY24 Grant	(5,285)	5,285	-	-	-
26210274	Public Safety 911 Support-FY24	(64,333)	64,333	-	-	-
26215264	Public Safety 911 Training FY24	(11,330)	11,330	-	-	-
26215269	Public Safety 911 Support-FY25	-	43,216	(83,046)	-	(39,830)
26215264	Public Safety 911 Training FY25	-	391	(8,484)	-	(8,093)
26220205	Fire Equipment Grant FY24	(10,715)	12,905	(2,190)	-	-
26220209	Fire Equipment Grant FY25	-	-	(14,139)	-	(14,139)
26220215	Fire SAFE/Senior Safe Grant FY25	-	7,542	(420)	-	7,122
26291240	Emerg Mgmt Performance	-	10,200	(10,200)	-	-
26432434	Recycling Dividends Program	15,922	8,190	(3,955)	-	20,157
26510515	Tobacco Control Grant	2,088	-	-	-	2,088
26510536	FY25 DPH Health Excellence Grant	-	436,115	(500,380)	-	(64,264)
26510537	FY24 DPH Health Excellence Grant	127,414	(127,414)	-	-	-
2540540	COA SIG Service Incentive Grant	-	-	(14,800)	-	(14,800)
26541541	Elders Affairs-COA Formula	70,700	80,835	(103,265)	-	48,269
26541542	Lowell Reg Trans Auth-Van	-	118,742	(118,742)	-	-
26610610	Library Lig-Meg	69,427	60,511	(38,352)	-	91,586
26695695	Cultural Council Grant	12,429	11,648	(10,350)	-	13,727
		<b>211,890</b>	<b>1,179,813</b>	<b>(1,220,714)</b>	<b>(9,880)</b>	<b>161,109</b>

**TOWN OF WESTFORD**

**Special Revenue Funds - FY 2025**

		July 1, 2024	Receipts	Expenditures	Transfers Out	June 30, 2025
<b>Fund 265 School State Grants</b>						
71024	MA Fresh Grant FY24	(2,050)	2,050	-	-	-
71025	MA Fresh 710 Grant FY25	-	13,300	(16,600)	-	(3,300)
71525	MA Fresh 715 Grant FY25	-	2,260	(2,798)	-	(538)
71824	Arts & Culture Vitality #718	(2,559)	2,559	-	-	-
NAB24	Nabnasset Playground FY24	62,776	-	(62,776)	-	-
MCC25	MCC WA Band Grant FY25	-	2,500	(2,500)	-	-
		<b>58,167.06</b>	<b>22,669.00</b>	<b>(84,674.38)</b>	<b>-</b>	<b>(3,838.32)</b>
<b>Fund 270 Receipts Reserved</b>						
27145145	Bond Premiums (Long Term Debt)	1,944	68,186	(68,187)	-	1,943
27145146	BAN Premiums (Short Term Debt)	191,270	246,420	(222,953)	-	214,737
27171171	Conservation-Wetlands	64,677	6,681	(1,725)	-	69,632
27450450	PFAS Settlement	-	319,314	-	-	319,314
27491491	Cemetery-Sale of Lots	122,498	39,471	-	-	161,969
		<b>380,388</b>	<b>680,071</b>	<b>(292,865)</b>	<b>-</b>	<b>767,595</b>
<b>Fund 280 Town Revolving Funds</b>						
28122110	Scholarship Fund-Twn Tax	1,830	251	(2,068)	-	12
28122111	Arts & Technology-Twn Tax	1,496	199	-	-	1,695
28122122	Town Building Leases 53E1/2	388,187	83,851	(3,476)	(13,000)	455,563
28171172	East Boston Camp 53E1/2	204,623	41,083	(45,745)	(7,350)	192,611
28179177	Community Gardens 53E1/2	19,942	6,545	(4,843)	-	21,644
28192920	Insurance Recovery-Town	40,579	65,576	(60,200)	-	45,954
28210920	Insurance Recovery-Police	58,661	11,906	(63,849)	-	6,718
28300920	Insurance Recovery-School	47,276	2,890	(2,890)	-	47,276
28294494	Town Forestry Revol 53E1/2	1,595	-	-	-	1,595
28432432	Recycling Revolving 53E1/2	29,460	14,734	(11,924)	-	32,270
28510524	BOH-Immunitz/Clinical 53E1/2	138,415	32,344	(10,747)	(19,197)	140,815
28540546	Senior Ctr Programs 53E1/2	87,595	92,194	(49,059)	-	130,730
28541543	Elder & Disabled Tax-TREAD	72,363	16,757	(11,750)	-	77,370
28541545	Senior Ctr Fitness Rm 53E1/2	27,354	8,863	(8,964)	(3,000)	24,252
28650636	Rec-Field Maint Revol 53E1/2	123,364	81,843	(109,291)	-	95,917
		<b>1,242,741</b>	<b>459,034</b>	<b>(384,805)</b>	<b>(42,547)</b>	<b>1,274,424</b>
<b>Fund 285 School Revolving Funds</b>						
375	School Building Usage	80,179	200,535	(115,576)	-	165,139
380	Preschool-Sped (Integrated)	357,605	290,195	(296,583)	-	351,217
381	School Activity Fees	672,112	509,072	(530,672)	-	650,512
382	School Lost Books	10,305	2,325	(240)	-	12,390
384	School Athletic Revolving	205,730	767,836	(744,320)	-	229,246
385	Sch Bus Transportation 53E1/2	704,321	1,001,782	(701,425)	-	1,004,678
386	School Parking WA 53E1/2	86,173	54,200	(77,388)	-	62,986
388	Non Resident Tuition	-	1,958	(1,958)	-	-
389	Full Day Kindergarten	91,673	-	(91,673)	-	-
393	School-Tech Fee	6,905	9,612	(10,021)	-	6,496
		<b>2,215,003</b>	<b>2,837,516</b>	<b>(2,569,855)</b>	<b>-</b>	<b>2,482,664</b>

**TOWN OF WESTFORD**

**Special Revenue Funds - FY 2025**

<b>Fund 290 Town Other Spec Rev Funds</b>		<b>July 1, 2024</b>	<b>Receipts</b>	<b>Expenditures</b>	<b>Transfers Out</b>	<b>June 30, 2025</b>
29122717	Town Wide Sidewalk Gift	2,669	-	-	-	2,669
29122719	Disability/Handicap Parking	1,410	4	-	-	1,414
29122913	Newport Improvements	200,000	-	-	-	200,000
29122964	Coalition Non-Violence Gift	4,398	-	(1,155)	-	3,243
29122967	Business Guide Gift	2,000	-	(2,000)	-	-
29122977	Diversity/Inclusion Gift	2,090	2,500	(2,500)	-	2,090
29123909	Dog Park Gift Fund	442	-	-	-	442
29123196	Opioid Funds	179,296	71,371	(5,080)	-	245,586
29152152	BCBS Innovation Award	5,000	-	-	-	5,000
29170971	PWAH Gift	46,259	-	(4,400)	-	41,859
29170972	Tadmuck/Rte 110 Gift	53,690	-	-	-	53,690
29170974	2 Robbins Rd Sidewalk Gift	100,000	-	-	-	100,000
29170976	2 Robbins Rd Transportation Gift	131,400	-	-	-	131,400
29171950	Conservation Comm-Gift	2,111	32	-	-	2,143
29175962	Plan Bd Summer Village Insp Gift	11,127	-	-	-	11,127
29175965	Plan Bd Summer Village Gift	109,142	-	(26,825)	-	82,317
29179178	Community Gardens Gift	-	100	-	-	100
29210820	Police Off Duty Details	(102,860)	1,053,835	(1,216,583)	-	(265,609)
29210914	Police Gift Account	902	300	-	-	1,202
29210990	Drug Investigation	14,462	-	(3,168)	-	11,294
29210911	Police K-9 Gift	761	-	-	-	761
29220820	Fire Off Duty Details	(6,180)	25,630	(23,870)	-	(4,420)
29292292	Animal Control Gift Account	150	1,000	(43)	-	1,107
29421422	Bruce Freeman Rail Trail Gift	-	3,640	-	-	3,640
29421426	National Grid Paving Gift	37,500	-	-	-	37,500
29510973	BOH-Circle Health Gift	5,787	-	-	-	5,787
29510949	BOH-Lowell Comm Ftdn Gift	9,183	40,000	(2,835)	-	46,348
29510955	BOH-Health Gift	20,505	250	(119)	-	20,635
29510956	BOH-AED Defibrillator Gift	2,810	-	-	-	2,810
29510958	BOH-Dental Gift	7,928	-	-	-	7,928
29541544	COA Gift	5,423	15,629	(14,588)	-	6,464
29543950	Veteran's Gift	6,524	325	-	-	6,849
29610925	Library Restitution	2,231	1,998	(2,250)	-	1,979
29610950	Library Memorial Gift	794	29,349	(23,314)	-	6,829
29630132	Forge Pond Beach Phase 1	45,173	-	-	-	45,173
29630965	Recreation Forge/Edward Beach	20,458	-	-	-	20,458
29630137	McElligott Playground Gift	500	-	-	-	500
29630950	Recreation Gifts	2,482	6,000	(1,380)	-	7,102
29691950	Historic Comm Gift	752	-	-	-	752
		<b>926,320</b>	<b>1,251,962</b>	<b>(1,330,111)</b>	<b>-</b>	<b>848,171</b>
<b>Fund 295 School Other SRF</b>						
29239354	Misc School Donations	28,491	3,778	(4,482)	-	27,788
29239355	WEF Mini Grants	1	3,320	(4,371)	-	(1,050)
29241663	Day Playground Donations	2,760	-	-	-	2,760
29302390	School Choice	1,287,975	531,289	(808,330)	-	1,010,933
29302392	Circuit Breaker Sped DOE#520	2,427,520	3,298,807	(2,427,520)	-	3,298,807
29302394	Special Educ Reserve Fund	728,440	14,357	(400,000)	-	342,797
		<b>4,475,187</b>	<b>3,851,551</b>	<b>(3,644,703)</b>	<b>-</b>	<b>4,682,035</b>
<b>Other Special Revenue Funds</b>						
220	School Lunch	1,892,092	3,016,971	(3,183,484)	-	1,725,580
230	Highway Chapter 90	-	64,924	(107,118)	-	(42,195)
230	Winter Rapid Recovery	435,332	-	(435,332)	-	-
230	Fair Share Act - Chp 90	477,543	-	(477,543)	-	-
240	Community Preservation	10,088,661	3,657,782	(3,723,229)	-	10,023,214
		<b>12,893,628</b>	<b>6,739,677</b>	<b>(7,926,706)</b>	<b>-</b>	<b>11,706,599</b>
	<b>TOTALS</b>	<b>25,059,129</b>	<b>18,519,489</b>	<b>(21,047,659)</b>	<b>(52,427)</b>	<b>22,478,531</b>

**TOWN OF WESTFORD**  
**Capital Projects Funds - FY 2025**

Fund 310 - Town Related Org/Obj	Description	FY 2024		Revenue Perm Bonds	Earnings on Investments	State Grant Revenue	Premium Paydowns	General Fund Paydowns	Expended	Transfers	Continued Appropriation
		Balance Fwd	Revenue								
31199199	Roundenbush Rehab 3/17 #9	(	16,826								16,826
31410456	Plain Rd Phase II								(1,469)		(1,469)
31410731	Carlisle Rd Sidewalk \$440K		(69,856)					46,130	(47,262)		(70,988)
31410737	Oak Hill/Plain/Moore Rd Infrastructure		(3,268,996)	3,062,000			73,450	79,950	(35,546)	92,907	3,765
31410746	Eng Master Design 3/13 #16		10,497								10,497
31410785	Pedestrian Safety Improvements		(21,257)						(43,211)	100,000	35,533
31610614	JV Fletcher Library Construction		981,778		50,280	3,140,798			(1,916,721)		2,256,135
<b>Total Town Capital</b>		<b>(2,351,008)</b>	<b>3,062,000</b>	<b>3,140,798</b>	<b>50,280</b>	<b>3,140,798</b>	<b>73,450</b>	<b>126,080</b>	<b>(2,044,208)</b>	<b>192,907</b>	<b>2,250,299</b>

Fund 320 - School Related Org/Obj	Description	FY 2024		Revenue Perm Bonds	Earnings on Investments	State/MSBA Revenue	Premium Paydowns	General Fund Paydowns	Expended	Transfers	Continued Appropriation
		Balance Fwd	Revenue								
32199130	WA Amenities Building		808								808
32300728	Sch Access Controls \$570K 06/20 Art#		(172,664)					52,150		120,514	-
32300571	Blanchard Roof MSBA \$6.4M		(204,185)			2,209,577			(4,554,326)		(2,548,934)
32300574	Blanchard Roof \$1M STM 10/23		(5,571)						(5,994)	164,486	152,921
<b>Total School Capital</b>		<b>(381,612)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,209,577</b>	<b>-</b>	<b>52,150</b>	<b>(4,560,320)</b>	<b>285,000</b>	<b>(2,395,205)</b>

Fund 350 - Stormwater Enterprise Org/Obj	Description	FY 2024		Revenue Perm Bonds	Earnings on Investments	State Grant Revenue	Premium Paydowns	Stormwater Enterprise Paydowns	Expended	Transfers	Continued Appropriation
		Balance Fwd	Revenue								
35427737	Oak Hill/Plain/Moore Rd Infrastructure		(1,685,112)	1,666,150			37,900	43,450	(19,318)	(41,023)	2,046
35427784	Pond/Blue Brook Culvert Design		(251,876)					3,600			(248,276)
35427572	Pond/Blue Brook Culvert \$1.5M		(58,106)						(906,790)		(964,890)
35427786	185 N Main Culvert Replacement		(135,161)						(184,720)		(319,881)
<b>Total Stormwater Enterprise Capital</b>		<b>(2,130,255)</b>	<b>1,666,150</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>37,900</b>	<b>47,050</b>	<b>(1,110,828)</b>	<b>(41,023)</b>	<b>(1,531,006)</b>

Fund 360 - Water Enterprise Org/Obj	Description	FY 2024		Revenue Perm Bonds	Earnings on Investments	State Grant Revenue	Premium Paydowns	Water Enterprise Paydowns	Expended	Transfers	Continued Appropriation
		Balance Fwd	Revenue								
36450781	Town Farm Water Tank \$1.2M		(871,540)	898,000			36,000	86,000	(110,564)		37,896
36450734	Kirsi/Douglas Water Mains		37,166								37,166
36450737	Oak Hill/Plain/Moore Rd Infrastructure		(1,950,433)	1,929,850			46,850	50,400	(22,409)	(51,884)	2,374
36450771	PH Water Tank \$3.2M 3/17 Art#7		274,383								274,383
36450573	Francis Hill Water Tank \$1.045M		(574,085)	889,000			36,000		(348,622)		2,293
36450458	PFAS Treatment Plant \$24.5M		-						(1,156,465)		(1,156,465)
<b>Total Water Enterprise Capital</b>		<b>(3,084,508)</b>	<b>3,716,850</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>118,850</b>	<b>136,400</b>	<b>(1,638,060)</b>	<b>(51,884)</b>	<b>(802,352)</b>

**TOWN OF WESTFORD**  
**Trust Fund Activity - Fiscal Year 2025**

	Fund Balance July 1, 2024	Receipts	Investment Income (Loss)	Expenditures	Transfers In	Transfers Out	Balance June 30, 2025
<b>Non-Expendable Trusts:</b>							
810 Cemetery Perpetual Care	681,085	45,600	-	-	-	-	726,685
Charles Colburn Cem	1,500	-	-	-	-	-	1,500
William Wright Cem	5,000	-	-	-	-	-	5,000
Lyman Wilkins Cem	1,413	-	-	-	-	-	1,413
J.H. Fletcher Cem	1,500	-	-	-	-	-	1,500
Alonzo Reed Cem	1,500	-	-	-	-	-	1,500
Metcalf & Soldiers	1,300	-	-	-	-	-	1,300
Library Book Fund	13,000	-	-	-	-	-	13,000
Library Lecture Fund	30,000	-	-	-	-	-	30,000
Library All Purpose	17,348	-	-	-	-	-	17,348
Library Trustee	61,138	-	-	-	-	-	61,138
Ellen Rainville Educ	84,355	-	-	-	-	-	84,355
Library Benefactors Trust	5,364	-	-	-	-	-	5,364
Whitney Shade Tree	2,500	-	-	-	-	-	2,500
Whitney Education	10,000	-	-	-	-	-	10,000
<b>Total Non-Expendable</b>	<b>917,002</b>	<b>45,600</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>962,602</b>
<b>Expendable Trusts:</b>							
820 Conservation Fund	1,344,566	-	98,271	(13,829)	890,000	-	2,319,008
Conservation-Salamander	45,034	-	3,031	-	-	-	48,065
Cemetery Perpetual Care	112,065	-	53,939	(31)	-	(10,000)	155,973
Charles Colburn Cem	4,732	-	420	-	-	-	5,152
William Wright Cem	7,297	-	828	-	-	-	8,125
Lyman Wilkins Cem	5,590	-	471	-	-	-	6,062
J.H. Fletcher Cem	3,959	-	367	-	-	-	4,326
Alonzo Reed Cem	4,070	-	375	-	-	-	4,445
Metcalf & Soldiers	4,494	-	390	-	-	-	4,884
Library Book Fund	1,304	-	962	-	-	-	2,266
Library Lecture Fund	8,762	-	2,609	-	-	-	11,371
Library All Purpose	2,246	-	1,318	-	-	-	3,564
Library Trustee	12,972	-	4,974	(1,541)	-	-	16,406
J.V. Fletcher Library	485	-	33	-	-	-	517
Ellen Rainville Educ	16,898	-	6,809	(247)	-	-	23,460
Library Benefactors Trust	96,005	-	6,705	(15,565)	-	-	87,146
Whitney Shade Tree	23,077	-	1,722	-	-	-	24,799
Whitney Playground	40,589	-	3,405	-	-	-	43,994
Affordable Housing Trust	690,868	-	44,813	(83,783)	100,000	-	751,899
Capital Stabilization Fund	550,900	-	37,081	-	-	-	587,981
Cap Stab - Fire Training Tower	83,814	-	5,641	-	-	-	89,455
Stabilization Fund	5,939,046	-	399,759	-	-	-	6,338,804
OPEB Trust Fund	14,255,637	-	1,375,663	-	1,000,000	-	16,631,301
Water OPEB Stabilization	1,326,194	-	119,959	-	30,000	(8,383)	1,467,770
<b>Total Expendable</b>	<b>24,580,605</b>	<b>-</b>	<b>2,169,547</b>	<b>(114,995)</b>	<b>2,020,000</b>	<b>(18,383)</b>	<b>28,636,773</b>
<b>TOTAL TRUST</b>	<b>25,497,606</b>	<b>45,600</b>	<b>2,169,547</b>	<b>(114,995)</b>	<b>2,020,000</b>	<b>(18,383)</b>	<b>29,599,375</b>

**TOWN OF WESTFORD**  
**Custodial Fund Activity - FY 2025**

	<b>Balance July 1, 2024</b>	<b>Revenue</b>	<b>Expenditures</b>	<b>Transfers Out</b>	<b>Balance June 30, 2025</b>
Performance Bonds	157,156	417	(35,385)	-	122,187
Developer Escrow	258,115	213,551	(38,694)	-	432,972
Water Developer Escrow	-	8,500	(6,205)	-	2,295
Rail Tree Hill	5,272	-	-	-	5,272
Villanova Drive Deposit	9,294	-	(9,294)	-	-
Vose Hill Road	959	-	-	-	959
License to Carry	10,513	22,975	(22,588)	(3,250)	7,650
Police-Holding Account	54,256	11,947	-	-	66,203
Student Activity (Detail Below)	383,833	1,407,937	(1,273,703)	-	518,067
<b>TOTALS</b>	<b>879,398</b>	<b>1,665,326</b>	<b>(1,385,869)</b>	<b>(3,250)</b>	<b>1,155,606</b>
<b>Student Activity Fund Detail</b>					
Student Activity-Rita Miller	1,337	1,854	(3,168)	-	22
Student Activity-Nabnasset	11,515	3,942	(3,216)	-	12,241
Student Activity-Robinson	5,164	1,488	-	-	6,652
Student Activity-Abbot	17,880	17,235	(18,212)	-	16,903
Student Activity-Crisafulli	3,472	9,975	(6,845)	-	6,603
Student Activity-Norman Day	6,189	19,341	(15,730)	-	9,799
Student Activity-Blanchard	17,361	61,001	(60,090)	-	18,273
Student Activity-Stonybrook	56,577	90,010	(100,177)	-	46,410
Student Activity-Westford Acad	264,339	1,203,090	(1,066,264)	-	401,164
<b>Total Student Activity (to above)</b>	<b>383,833</b>	<b>1,407,937</b>	<b>(1,273,703)</b>	<b>-</b>	<b>518,067</b>

# Town Clerk

Laurie Shaw  
Town Clerk

## Registrars: Census & Elections

We are grateful for the dedication and hard work of our election workers. Election Officers work long hours to bring election day to the voters at the polls. Regardless of turnout, they spend the better part of 15 hours (working in two shifts) ready to assist voters at all seven precincts. There is an incredible amount of teamwork that goes into running elections. A special thank you to all of those who helped with the elections and town meetings during another challenging year. Many thanks go out to school personnel, especially custodians, for their hard work setting up and taking down the polling places and being available while polls are open. We are grateful for Police Officers who maintain a presence at the polls, to protect the integrity of the election process, a role that is so often taken for granted, because they do it so effortlessly. I could not have done it without all of them, and most especially the hardworking staff in the Clerk's office.

The Clerk's office had staff changes in 2024. Andy Sherman accepted a new position as Operations Administrator in the Police Department in December, 2024 and Marilyn Frank officially retired. Jess Maurer became the new Assistant Town Clerk in December 2024. Charlene Destrempe became our new Office Manager in April, 2025.

Thank you to our Registrars, Chair Alisa Nakashian-Holsberg, John Ricketson, and Beverly Woods. Your assistance is invaluable.

In FY 25 was an extremely demanding year with elections. The State Primary, September 3, 2024, with a 19% turnout, the Presidential Election, Nov 5, 2024 with at 77% turnout, and the Local Election May 6, 2025 with a 14% turnout.

Special Town Meeting held at Westford Academy, October 21, 2024 Westford checked in 511 voters.

Annual Town Meeting held at Westford Academy, March 22, 2025 checked in 666 voters.

Mail in voting continues to be a popular option with residents and each election sees an increasing number of vote by mail ballots. The mail in voting numbers are trending upward each year with just under a 50/50 split of mail in voters and walk in voters (on elections day).

Two long time Select Board members chose not to run another term, J. Scott Hazelton and Andrea Peraner-Sweet. Two new Select Board members were elected, Noelle Donovan and Sean Kelly.

The chart below shows how those voters registered along with the total voters currently registered for each party and political designation.

Voter registration sessions are held 10 days before elections and Town Meetings, online, by mail or in person at the Town Clerk's office.

## Polling places are as follows:

Precinct 1	Westford Academy, 30 Patten Rd
Precinct 2	Stony Brook School, 9 Farmer Way
Precinct 3	Westford Academy, 30 Patten Rd
Precinct 4	Westford Academy, 30 Patten Rd
Precinct 5	Stony Brook School, 9 Farmer Way
Precinct 6	Stony Brook School, 9 Farmer Way
Precinct 7	Westford Academy, 30 Patten Rd

## Civic Engagement:

Many thanks to the League of Women Voters in Westford. Many League members have helped us recruit election workers. Alongside Town Meeting Forums and Candidate Nights, Westford is fortunate to have such positive energy focused on civic engagement.

**Town of Westford**  
**Voter Total Sheet as of 6/30/2025**  
**All Voters**  
**July 23, 2025 11:25**

A Conservative  
 AA Natural Law Party  
 BB American Term Limits  
 CC Unenrolled Independent Party  
 D Democrat  
 DD Twelve Visions Party  
 G Green Party USA

H We The People  
 J Green Rainbow  
 K Constitution Party  
 L Libertarian  
 O No Preference  
 Q American Independent  
 R Republican

S Socialist  
 T Inter 3rd Party  
 U Unenrolled  
 V America First Party  
 X Pirate

Precinct	A	AA	BB	CC	D	DD	G	H	J	K	L	O	Q	R	S	T	U	V	X	Grand Totals
1	2	1		3	459			1			6	1	1	222		1	1855			2552
2	2			5	514				1		8		2	234	1	2	1945		1	2715
3				5	515		1				5	1		264		1	2125		1	2918
4	2			1	497				1		8	1	1	243			1766	1	1	2522
5	3	1	1	9	501				2	1	4	3		244	2		1890			2661
6				7	512	1		1	1		10	1		270	1	2	2215			3021
7	2	1		7	642			1	2		7		1	281	1		2227			3172
	11	3	1	37	3640	1	1	3	7	1	48	7	5	1758	5	6	14023	1	3	19561
	11	3	1	37	3640	1	1	3	7	1	48	7	5	1758	5	6	14023	1	3	19561

**\*Political Party.** Political parties hold primaries. All political designations are now allowed to participate in the primary of their choosing, like Unenrolled voters. Members enrolled in a political party may only vote in their party's primary.

**\*\*Unenrolled Voters.** Registered voters who have not selected a political party or designation are called unenrolled voters. This is often referred to as an "Independent" or "Unaffiliated" voter.

**Vital Statistics:**

Vital statistics are reported on a calendar year basis. The table that follows shows figures over the last several years. The Town Clerk's office has custody of vital records dating back to 1729, the time of the town's incorporation. Early records are available on microfilm at the J.V. Fletcher Library.

Year	Births	Deaths	Marriages
2025	176	202	77
2024	154	243	73
2023	152	180	70
2022	181	193	64
2021	160	173	59
2020	169	201	82
2019	144	130	59
2018	145	176	62

**At the Counter:**

In addition to issuing certified copies of vital records and dog licenses, the Town Clerk's office is responsible for filing applications and decisions made by the Planning Board and Zoning Board of Appeals. The Town Clerk's office works closely with the Permitting office to ensure that information is properly filed and available to the public as soon as possible.

The Town Clerk's office issues several types of licenses that are reported on a fiscal year basis unless otherwise noted to better reflect revenues. Statistics over the last several years are listed below.

ACTIVITIES	2019	2020	2021	2022	2023	2024	2025
<b>Business Certificates</b>	79	136	124	111	94	120	91
<b>Dog Licensing</b>	2528	2349	2662	2421	2546	2049	2117
<b>Flammable Storage Registration</b>	37	37	40	36	36	36	37
<b>Raffle Permits Issued</b>	6	8	4	10	10	11	11
<b>Certified Copies of Vital Records</b>	989	1299	1171	1877	1705	1685	1944

**Select Board Annual Licensing**

The Town Clerk's office provides administrative support to the Select Board for their annual licensing. The tables below show annual licensing payments that were received for the processing of applications and/or renewals:

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
<b>All Alcohol Club</b>	7	7	7	7	7	7	7	7	7	7	7
<b>All Alcohol Package Store</b>	7	7	7	7	7	7	7	7	7	7	7
<b>All Alcohol Innholder</b>	2	2	2	2	2	2	2	2	2	2	2
<b>All Alcohol Restaurant</b>	21	21	21	21	18	18	16	18	18	18	18
<b>Beer &amp; Wine Package Store</b>	5	5	5	5	5	5	5	5	5	5	5
<b>Beer &amp; Wine Restaurant</b>	3	3	4	5	5	4	3	0	0	0	3

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
<b>Common Victualler</b>	58	54	56	57	54	57	54	31	30	30	32
<b>Automatic Amusement</b>	90	90	126	126	136	136	125	136	136	136	64
<b>Class I New Car</b>	1	1	1	1	1	1	1	1	1	1	1
<b>Class II Used Car</b>	10	9	9	9	10	5	7	8	5	5	5
<b>Class III Junk Car</b>	1	1	1	1	0	0	0	0	0	0	0
<b>Junk Dealer</b>								3	3	3	3

**Meetings:**

Meetings of governmental bodies are open to the public and handicap accessible. Executive Sessions are allowed under the Open Meeting Law for reasons that must be stated in the agenda. Meeting agendas are posted on our website and at Town Hall in the back vestibule that is always open and accessible to the public 24 hours a day. Agendas are posted at least 48 hours in advance of the meeting and may be emailed to [agendas@westfordma.gov](mailto:agendas@westfordma.gov). Minutes are available online through the Town’s Document Management system [www.westfordma.gov/dms](http://www.westfordma.gov/dms) and now available on the Town Website attached with the agenda under meeting minutes. Minutes are also found in the Town Archives at the Town Clerk’s Office as soon as they are approved by the board/ committee.

**Boards and Committees:**

Civic involvement in Westford is still going strong thanks to the hundreds of residents who volunteer time from their busy lives to help continually improve our wonderful community. Committee membership is printed in the front of this book and the also available online at <https://data.westfordma.gov/bc/>. Boards and committees are subject to the Open Meeting and Conflict of Interest laws.

Appointment letters, oaths of office, open meeting and conflict of interest law

acknowledgments and minutes are all preserved in the Town Clerk’s Office and are carefully tracked by Marilyn Frank. Although we fondly refer to her as the Enforcer, her gentle nudge and friendly reminders help us all with compliance of these laws. All appointed and elected officials must be sworn in by the Town Clerk before they can perform their duties. Elected Officials have the additional requirement of filing campaign finance forms.

Board and Committee information is available online at <https://data.westfordma.gov/bc/>.

**Volunteers:**

We are indebted to our volunteers who take on time-consuming tasks to help us keep up with the workflow. Without them, we would be working nights and weekends to meet our census, dog license processing, election management and records preservation goals.

**Additional information about the Town Clerk is available online:**  
[www.westfordma.gov/255/Town-Clerk](http://www.westfordma.gov/255/Town-Clerk)

# Town Moderator

**Angela Harkness  
Town Moderator**

## **Summary of Responsibilities:**

The Moderator's job is to run the Town Meeting. Town Meeting, consisting of all registered voters in attendance, is the legislative body of our community which passes our local laws and decides how to spend our money. The Moderator directs the attention of the Meeting to the items being discussed, recognizes voters who wish to comment or ask questions and declares the outcome of the votes taken. It is the Moderator's job to ensure that discussion stays on track and is accomplished efficiently. In Westford the Moderator is elected by the voters in a Town Election and serves a three-year term.

## **Key initiatives completed this year:**

Special Town Meeting was held on Monday, October 21, 2024, starting at 7 pm at Westford Academy.

Because of the interest in Article 1 of the Warrant for this Meeting (the Firearms bylaw), and the large number of voters who appeared at prior meetings on this same issue, we prepared four rooms and enough space and equipment to handle up to 2,000 voters. At the end of the day, 666 voters registered for the meeting and the vote proceeded quickly and efficiently. This experience allowed us to understand the issues attendant to preparing for a large meeting better, and also brought to light the need for us to be able to better estimate attendance.

As has been true for the last few years, free childcare and transportation were provided for voters. Various accommodations were put in place for voters needing assistance. Ten articles were discussed and decided and the Meeting was adjourned at 9:20 PM.

Annual Town Meeting was held on March 22, 2025 starting at 9 AM at Westford Academy. After conducting a town wide survey, the Town Manager estimated that we should

expect around 500 people. That estimate turned out to be extremely accurate with 511 voters actually checking in over the course of the day. We will continue to use this method for estimating attendance in the future. There were 11 children at the free childcare program and several people who took advantage of the free transportation provided. There was plenty of parking at WA for the number of people in attendance (including a substantial number of accessible spaces), however, some voters elected to use the overflow parking at Robinson and take the shuttle bus to the meeting.

For the first time coffee was served by the Routes program participants. This partnership was very productive and we hope to continue it in the future.

Check in was flawless thanks to the hard work of our Town Clerk and her tellers and there was no waiting by the voters.

All advocates and advocacy groups remained outside in designated spaces, having been supplied with maps and clear directions from the tellers, designated Town Meeting volunteers and police officers on duty. Once the meeting started no one remained outside. Thanks to one of our last ARPA funded projects we were able to upgrade the WiFi in the gym this year and received several expressions of gratitude as a result. Voters were happy to be able to keep in touch with family from the Meeting site and also to quickly look things up as discussion proceeded.

Lunch was successfully served by WA cafeteria staff. The food estimates were also accurate, we started with 144 meals and ended with only 15 left over. The attendees were served quickly and had plenty of time to eat.

Accommodations for voters requiring special services continued to be refined to better serve the need.

As a result of the hard advance work of Town staff, the ongoing assistance of Westford CAT and the considered participation of the voters themselves both the Special and Annual Town Meetings ran very smoothly. I'd like to thank all the voters who were present – their attendance and attention is, of course, the essence of the meeting.

In addition to moderating Special and Annual Town Meetings during this fiscal year the Moderator made three appointments to the Finance Committee. Finally, one appointment to the Nashoba Valley Technical High School Committee was made at a joint meeting of the Select Board and School Committee presided over by the Moderator.

**Notable milestones or successes:**

- Two in person "Ask the Moderator" sessions were held several days prior to Annual Town Meeting to allow voters to meet the Moderator and ask any questions they might have about upcoming Warrant Articles or the process of running of the Meeting itself.
- Collaboration with the "Routes" program allowed for service of coffee at Town Meeting by young adults participating in that Town program.
- The Town Manager conducted a townwide survey which successfully predicted attendance at Annual Town Meeting.
- Improvements in wifi at the Meeting site benefitted the voters in attendance.
- Attendance numbers at Town Meeting generally continue to increase.
- Meeting accommodations continued to be refined based on suggestions from the Commission on Disability.

- Collaboration with Westford CAT to set up four rooms in which a large Meeting could be run with two way visual and audio to each location.

**Awards, recognition, or public engagement:**

Officials from the Town of Concord visited to see how we run our meeting and how we use our electronic vote tabulators in an effort to decide on whether or not they should purchase a similar system.

**Ongoing Initiatives:**

We continue to try to educate the public to the issues and make attending Town Meeting as easy as possible in order to increase participation.

**Key Challenges Faced During the Year:**

- Estimating attendance in order to plan accordingly.
- Working with the Commission on Disability to anticipate and providing accommodations for those who need them to assure participation by all.
- Increasing voter participation generally.

**Comparative Insights:**

Although attendance numbers continue to rise, many voters still find they are unable to attend Town Meeting for one reason or another. A resolution passed as a result of a Citizen Petition at Special Town Meeting advised the Select Board of the Meeting's desire for the Town to do whatever is possible to encourage a change in state law that would allow for remote participation by voters at Town Meeting.

**Top Priorities for the Coming Year:**

Increase public education on the issues.  
Increase voter participation.

**Anticipated Collaborations:**

Town Meeting is planned and conducted by way of a collaboration between the Moderator and the Town Clerk, Select Board, Town Manager's Office, Finance Department,

Police and Fire Departments, IT Department, Commission on Disability, Facilities Department, Rec Department (childcare), Council on Aging (transportation) and Westford CAT. Recognizing the importance of this aspect of our local government process, each Meeting is truly a town-wide operation.

**Additional information about the Town Moderator is available online:**

[www.westfordma.gov/891/Town-Moderator](http://www.westfordma.gov/891/Town-Moderator)



# T.R.E.A.D. PROGRAM

On November 16, 1998, the Town of Westford voted to accept the provisions of Chapter 60, Section 3D that establishes an elderly and disabled taxation fund. Taxpayers can make tax deductible donations to the TREAD fund at the Tax Collector's office or electronic donations can be made through our online bill pay service at <https://epay.cityhallsystems.com/selection>. Contact the Tax Collectors office for more information about how to give at **978-692-5506**.

The purpose of the fund is to assist in defraying the real estate taxes of elderly, and disabled persons of low income. In Westford, the program is administered through the Council on Aging.

Applications are reviewed by a committee appointed by the Town Manager. State law determines the make-up of the committee: Tax Collector/Treasurer, a representative from the Board of Assessors plus 3 members at large. Donated funds are in the custody of the town and held in an interest-bearing account specifically designated for TREAD.

TREAD awards vary year to year as the funds are dependent upon the generosity of private individuals and businesses as well as applications submitted. Donations and investment income received in FY25 totaled \$16,757 and expenditures totaled \$11,750. We helped residents in varying amounts based upon their need.

## **Qualifications:**

- Must own and occupy the property for which taxes are assessed.
- Must be 65 years old or older or have a state recognized disability.
- Must file completed application disclosing exemptions and household income and expenses for all members of the

household age 18 or older.

This is a wonderful program and helps some of Westford's most vulnerable residents! Thank you to those who contributed to TREAD regularly last year. Your generosity makes a difference.

For more information about giving, contact the Tax Collector's Office at **978-692-5506**. For more information about applying to receive a TREAD award, contact the Council on Aging at **978-692-5523**.

# Tree Warden

## Mission Statement:

The Tree Warden is appointed by the Town Manager and authorized by the Select Board to oversee the care, maintenance, and removal of public shade trees.

## Summary of Responsibilities:

- Posting and conducting public shade tree hearings in accordance with Massachusetts General Laws, Chapter 87.
- Care and control of public shade trees within the town right-of-way.
- Authorizing the emergency removal of dead or hazardous trees within the town right-of-way.
- Determining ownership of trees adjacent to the town right-of-way needing to be removed or trimmed.
- Assessing the condition of trees, particularly with respect to public safety.
- Approving and authorizing the planting of public shade trees.
- Ensuring that utility vegetation management and hazard tree removal plans comply with town ordinances and regulations.
- Removal of all illegally erected signs or advertisements placed upon trees under the Tree Warden's jurisdiction.

## Staffing Snapshot:

Kyle Fox, Tree Warden; Rick Savary, Highway HEO, Qualified Tree Warden

## Key initiatives completed this year:

In FY 2025, the Tree Warden conducted three public shade tree hearings and issued three shade tree trim/remove permits. The Tree Warden also granted National Grid approval to conduct tree trimming and pruning along four

Kyle Fox, P.E.  
Tree Warden

different circuits as part of its Annual Vegetation Management Plan.

The Tree Warden facilitated Westford's second annual tree seedling giveaway in April/May, 2025. 400 seedlings were given to Westford residents to help make our town a greener and healthier place. Varieties distributed were White Oak, Choke Cherry, Balsam Fir and Paw Paw.

## Additional information about the Tree Warden is available online:

[www.westfordma.gov/1859/Tree-Warden](http://www.westfordma.gov/1859/Tree-Warden)

# Department of Veterans Services

## Mission Statement:

The town of Westford's Department of Veterans' Services serves as an advocate for all veterans and their dependents. The department advises residents as to the availability of federal and state services and benefits to which they are entitled and provides financial assistance to qualifying veterans, surviving spouses and their dependents.

## Summary of Responsibilities:

The department administers services and financial assistance under the provisions of MGL Chapter 115 and CMR 108. Many times, we can assist with locating jobs with our state partners at the Career Centers. This office is normally able to assist veterans who are unable to locate their discharge papers. We also will work with the National Archives to obtain discharge papers that are not found in the Massachusetts collection. Expedited service is available for any immediate needs. We also engage in veterans empowerment initiatives, and work to create a thriving veteran friendly community in Westford.

**Number of Staff:** Two (2).

## Key initiatives completed this year:

Effective May 23, 2025, a new Veterans Services Officer was appointed. Within the first two months, outreach efforts successfully engaged with more than 100 veterans. Direct assistance was provided to seven veterans in securing M.G.L. Chapter 115 benefits, and thirteen veterans in obtaining VA Compensation and Pension benefits—among them a World War II veteran and several severely disabled local veterans.

In addition, the officer liaises with multiple town committees, including the Council on Aging and the Health and Human Services Committee, and has established partnerships with local nonprofit organizations to expand access to federal resources for the

**Colin Bode**  
*Veterans Services Officer/  
Veterans Agent*

**Heather Monahan**  
*Senior Administrative Assistant*



*Colin Bode, Veterans Services Officer*

community. He also is attending several local initiatives such as the See a New Sun Foundation Gala on September 26, 2025, for suicide prevention.

## Ongoing Projects:

- The Westford Veterans Coffee Social has been successfully restarted to enhance community engagement among local veterans. A local equine therapy program is currently in development to provide additional wellness resources. Efforts are underway to acquire more accurate data on the veteran population in Westford and to build upon the increase in VA claims filed over the past two years. The benefits tracking system is being expanded to include spouse information to ensure more comprehensive support for veterans and their families.
- Currently have 9 veterans receiving and or eligible to receive MGL-115 benefits. We also have 4 current active claims, with 5 pending submission awaiting

documentation. We are also pending our first coffee social (09/12/2025) and have submitted.

- The Westford Veterans Coffee Social has been scheduled for September 12, 2025, at 9:00 a.m. at the Cameron Senior Center. The event has been promoted through the town newsletter and the VSO Facebook page, with an estimated attendance of ten veterans. In mid-July, a meeting was held with Good Pickin' Farm to explore the development of an equine therapy program. The meeting was successful, and efforts are currently underway to assess veteran interest both locally and statewide. Funding is being discussed with Mike Edwards Assistant Town Manager.

#### **Key Challenges Faced During the Year:**

One of the main barriers is that many veterans are simply not aware of the services available through the town. Outreach has been limited in recent years due to issues like the pandemic, which has made it harder for some veterans to learn about and access these benefits.

#### **Opportunities for Growth:**

The Westford Veterans Services Office is committed to growth through a two-pronged approach. The first focuses on collaboration with other Town offices in Westford to strengthen partnerships and improve coordination of services. The second emphasizes consistent and effective outreach to the community. This outreach includes hosting Veterans Coffee Socials, volunteering at local events such as the 4H Middlesex County Fair, and organizing veteran-centered programs including movie nights at the Cameron Senior Center, the Veterans Book Club, and additional initiatives designed to connect with and support the veteran community.

#### **Key Metrics Tracked:**

- Number of veterans enrolled in chapter 115: **7**
- Number of veterans with claims in or pending: **18**

- Number of spouses of deceased veterans acquired (living list) : **161**
- Previously unidentified westford veterans found from May to August 2025 : **5**
- Spouses Identified: **152**
- total veterans identified: **786** (town census only includes **684**)

#### **Comparative Insights:**

Veterans enrolled in claims enrollment from 06/15/2025 on is 12 including pending cases, one veteran with MS rated fully disabled.

#### **Public Engagement and Participation:**

Veterans services has been present at the Memorial Day Ceremony, the Jim Arciero Senior Center cookout, all council on aging meetings, 9/11 ceremony, Flag Day, and will be hosting a coffee social. Feedback from veterans has been positive, citing increased outreach as a positive.

#### **Top Priorities for the Coming Year:**

Key objectives moving forward include increasing enrollment in M.G.L. Chapter 115 benefits, expanding the number of veterans accessing tax benefits and VA medical assistance, and successfully completing the planning and execution of the Westford Veterans Conference.

#### **Anticipated Collaborations:**

Continued collaboration with the Cameron Senior Center.

#### **Additional information about the Veterans Services Department is available online:**

[www.westfordma.gov/394/Veterans-Services-Department](http://www.westfordma.gov/394/Veterans-Services-Department)

#### **Westford Veterans Services homepage:**

[www.westfordma.gov/veterans](http://www.westfordma.gov/veterans)

#### **Westford Military Burial Index:**

[data.westfordma.gov/vets](http://data.westfordma.gov/vets)

#### **Westford Honor Roll:**

[data.westfordma.gov/honorroll/](http://data.westfordma.gov/honorroll/)



*Photo credit for interview to Westford CAT/ Veterans Services Office. Westford CAT present at 9/11 ceremony.*

# Westford Cultural Council

## Mission Statement:

The Westford Cultural Council's mission is to enhance the quality of life in the Westford community by supporting arts, humanities, and sciences programs held in Westford, and neighboring towns and by Westford artists, arts organizations, schools, and community organizations.

The council has used community input from Westford residents to guide its funding priorities for grant applications (listed below):

- Communitywide gatherings like Festivals, Concerts, Plays, etc.
- Arts & Music Education in/outside schools
- Nature, Science & Environmental Education projects
- Projects/Events celebrating local cultural diversity

## Staffing Snapshot:

The Council has 8-member staff of Westford town, who are volunteers, promoting culture and arts and adept at planning, budgeting, organizing and overseeing community practice and services.

## Key initiatives completed this year:

In FY25, the Westford Cultural Council (WCC) was allocated a total of \$11,600 from the Massachusetts Cultural Council (MCC) to distribute grant funds to those offering cultural activities or programs to Westford residents. A total of \$11,600 grant funds were allocated to various activities to enrich Westford residents. Through an annual grant application process, the WCC reviewed applications and awarded funds aligned with the WCC's priorities. The priorities are updated annually and can be found on the MCC website.

**Vidya Raman**  
*Chair*

**Dongchun Wang**  
*Treasurer*

**Apparao B Karri**

**Seema Pusalkar**

**Claire France**

**Babita Piplani**

**Frances McDermott**

**Emily Glass**

WCC conducts annual community survey to determine the WCC's annual priorities for the upcoming grant cycle, some of the WCC members were able to participate in regular annual programming including but not limited to the Westford Strategic Planning Retreat and hosting the annual WCC grantee reception. In 2024, we appointed 3 new members to our council - Babita Piplani, Leena Prabhudesai and Frances McDermott and we welcome them to our council and community. In May 2025, Leena Prabhudesai resigned as she moved out of town.

## Notable milestones or successes:

In FY25, the Westford Cultural Council (WCC) was allocated a total of \$11,600 from the Massachusetts Cultural Council (MCC) to distribute grant funds to those offering cultural activities or programs to Westford residents.

## Ongoing Projects:

Activities to publicize the grant opportunity included: posting to social media accounts (Facebook, Instagram and Twitter), wide distribution of paper and electronic flyers around town, including schools, and submission of online articles and press releases. For FY25, WCC received 38

applications and awarded grants to the 35 applicants.

1. We are still processing reimbursement as FY25 grant cycle goes until December of 2025.
2. MCC has awarded again \$11,600 for FY26 and currently applications are open to submit for grants. Last day for application is Oct 16, 2025.

**Opportunities for Growth:**

The Westford Cultural council needs more volunteers to handle the work that has expanded over the years and we are actively recruiting.

**Comparative Insights:**

Since the inception in 2011, the Westford Cultural council received \$4000.00 in total grants and now we have trending upwards and receive \$11,600.00 in grants from MCC. This is really helping WCC make a difference in our community especially at our scholols, musical events for children, senior citizens and community at large.

**Public Engagement and Participation:**

Surveys conduceted, posting to social media accounts (Facebook, Instagram and Twitter), wide distribution of paper and electronic flyers around town, including schools, and submission of online articles and press releases.

**Top Priorities for the Coming Year:**

The council has used community input from Westford residents to guide its funding priorities for grant applications (listed below).

- Communitywide gatherings like Festivals, Concerts, Plays, etc.
- Arts & Music Education in/outside schools
- Nature, Science & Environmental Education projects
- Projects/Events celebrating local cultural diversity
- WCC plans what grants we get allocated from MCC, we as volunteers, do attend the MCC meetings and outreach to better funding.

**Additional information about the Cultural Council is available online:**

[www.westfordma.gov/627/Cultural-Council](http://www.westfordma.gov/627/Cultural-Council)

**Key Metrics Tracked:**

FY	# of Applicants	# of Grants Approved	MCC Distribution	Grant Total
2025	38	35	\$11,600	\$11,600
2024	34	32	\$10,600	\$10,600
2023	31	28	\$10,600	\$10,600
2022	29	26	\$8,900	\$10,850
2021	20	17	\$7,900	\$7,900
2020	24	20	\$7,400	\$7,400
2019	23	19	\$5,400	\$7,281
2018	29	24	\$4,900	\$4,900

## Westford Public Schools School Committee

In the May 2025 election, Shana Farnsworth and Jessica Silverman were elected to the School Committee, succeeding Sean Kelly and Marisol Garcia, who did not seek re-election. The Committee thanks them for their service and welcomes the new members as the work of FY25 continues.

At the annual summer retreat meeting, the School Committee established goals focused on improving the accessibility of information, strengthening financial policies, and supporting district-wide initiatives through the Master Plan. Transparency and public access to information were priorities this year. In compliance with the Open Meeting Law, the Committee completed a backlog review of executive session minutes from FY20 and FY21, releasing them to the public. The Committee also updated its webpage to improve navigation and provide clearer access to information, including resources on the Start Time initiative.

The School Committee also made progress in reviewing financial policies to align with best practices. Guidelines for revolving fund practices were approved, and a comprehensive Non-General Fund Guidebook was created to provide information and recommended balances across multiple accounts. These efforts received positive recognition during the FY25 budget process from town partners. The Finance Subcommittee also began reviewing policies in the 3000 Series, leading to an updated Facilities Fee policy, with additional updates planned for Fall 2025.

In August 2024, Westford Public Schools launched the ROUTES program, an in-district post-graduate special education and transition program for students aged 18–22. The program emphasizes self-determination, vocational preparation, and daily living skills, as well as interview preparation, resume

**Valery Young**  
*Chair*

**Kathryn Clear**  
*Vice-Chair*

**Laurie Oliver**  
*Secretary*

**Thomas Laflamme**

**Bill McDonald**

**Shana Farnsworth**

**Jessica Silverman**

development, and authentic work experiences. A highlight is ROUTES Roasters, a student-run coffee shop that provides both hands-on training and community interaction.

In Spring 2025, following extensive review and community input, the School Committee approved new school start times to take effect in the 2025–26 school year. The revised schedule shifts start and dismissal times later for most students, reflecting research on student well-being and strong support from families and students. The Subcommittee collaborated with the Transportation Department, school staff, and community groups to ensure the change could be implemented without additional transportation costs.

This year also saw the School Committee adopt the FY25 budget while balancing the district's needs with significant cost pressures in areas such as special education, transportation, staffing, and utilities. To manage these challenges, the Committee approved the use of non-general fund offsets and identified efficiencies to maintain programs and services. For FY26, the proposed budget reflects a modest increase and was developed within the constraints of

Proposition 2½. The preparation process has focused on careful review of revolving accounts, strategic staffing adjustments, and targeted service realignments to ensure fiscal responsibility while continuing to meet student needs.

Continuing to participate in the MSBA process, the Robinson School Building Committee advanced a feasibility study and schematic design phase, with \$1.6 million of funding for these preliminary stages approved at Annual Town Meeting. This work represents a significant step forward in planning for future school facilities.

Throughout the year, the School Committee also updated and approved several policies, such as the Student Activities Account, Approval of Warrants, School Naming, Transgender and Gender Nonconforming Students, Revolving and Special Fund Accounts, Graduation Requirements, and Timeout Spaces.

For this year, the School Committee had representation on the following Westford Public Schools groups:

- WPS Diversity, Equity & Inclusion Team
- Special Education Parent Advisory Council
- English Learner Parent Advisory Council
- Calendar Committee
- Student Advisory Committee

Finally, the School Committee members served as members on (or liaisons to) several town-wide committees:

- Town Diversity, Equity, and Inclusion Committee
- Capital Planning Committee
- Westford CAT Board
- Pedestrian Safety Committee
- Robinson School Building Committee

The School Committee remains grateful for the continued partnership of students, families, staff, and the broader community

in supporting Westford's schools.

Meetings of the Westford School Committee are open to the public and are generally held every other Monday evening during the school year, with a 7 pm start time. You can find a detailed meeting schedule, along with instructions for accessing meeting agendas and meeting packets, at [westfordk12.us/district/school-committee/pages/meetings-minutes](https://westfordk12.us/district/school-committee/pages/meetings-minutes).

**School Committee Website:**

[Westfordk12.us/district/school-committee](https://westfordk12.us/district/school-committee)

**Email Address:**

[School-committee@westfordma.gov](mailto:School-committee@westfordma.gov)

# Westford Public Schools Superintendent of Schools

Christopher Chew, Ed.D  
Superintendent of Schools

Westford Public Schools continues to be rated as one of the very best school systems in Massachusetts. We are proud of this reputation and recognize that it is the result of the positive relationships our outstanding staff creates to engage all of our students along with the successful partnership and support provided by the town as a whole.

Although the enrollment does change slightly throughout any given school year based on students moving in or out of the district, our official enrollment count is determined by the Department of Elementary and Secondary Education (DESE) in the fall of each year. Westford Public Schools reported the official FY2025 enrollment number of 4587 students on October 1, 2024.

The 2024-2025 school year was Year 2 of our current Westford Public Schools Strategic District Improvement Plan (SDIP). In the spring of 2025, a progress report on Year 2 (FY25) along with the action plan for Year 3 (FY26) was presented to the School Committee. The student-designed one-page poster for our SDIP has been published and posted prominently throughout all of our schools which has helped to increase communication and awareness of the overall plan. The poster and all of the supporting documents including the complete SDIP, the annual progress reports and action plans can be accessed here: <https://www.westfordk12.us/district/superintendent-schools/pages/strategic-district-improvement-plan-documents>

The foundation of our District Strategy is articulated in our mission and vision as they speak clearly to the heart of the work that we do:

*We value the development of curious lifelong learners who are responsible, empathetic members of the community, demonstrating innovation through a wide variety of*

*opportunities within inclusive, joyful learning environments that embrace their variability and honor their diversity.*

We believe in preparing our students for active, positive participation as both local and global citizens by developing and fostering creativity, communication, collaboration, and critical thinking.

Also included in our SDIP is the commitment to our core values:

**Safety**- physical, mental, and emotional wellbeing  
**Perseverance**- fostering resilience and growth mindsets  
**Inclusion**- committing to equity for all  
**Respect**- both of ourselves and those around us  
**Integrity**- in our work, in our actions, in our choices  
**Teamwork**- collaborating with others toward a common goal

The Theory of Action states that if the Westford Public Schools Strategic District Improvement Plan is clearly articulated with specific actionable initiatives, then the objectives can be effectively assessed and monitored through the annual improvement plan process. If the individual School Improvement Plans are clearly aligned with the Strategic District Improvement Plan, then the priorities of the district will be consistently exhibited within each school. If each school within the district articulates annual goals aligned with a current District Improvement Plan, then all of our educators can connect their goals during the Educator Evaluation process to the district initiatives which have the greatest impact directly on students within the classrooms.

The four Strategic Objectives developed for this plan to guide the district through FY26 are as follows:

**Additional information about the Westford School Department is available online:**  
[westfordk12.us](https://westfordk12.us)

1. Infuse our equity work into our curriculum and instruction-the heart of what we do.
2. Assess our organizational structures to ensure equitable learning environments for all of our students.
3. Prioritize mental health and wellness for all of our students and staff by exploring strategies to minimize academic and or social emotional “pressure valves” that negatively impact performance.
4. Collaborate with our Town partners to support goals outlined in the Westford’s Climate Roadmap authored by the Clean Energy and Sustainability Co.

Following the successful completion of the Eligibility period which began in August 2024, the Massachusetts School Building Authority (MSBA) invited Westford Public Schools to advance to the Feasibility Study phase of their comprehensive building process. At the spring Annual Town Meeting, residents voted to support moving forward with this detailed feasibility study, which will examine potential solutions for addressing the identified concerns at the Robinson School. This study will evaluate options including the possible consolidation of Robinson and Abbot schools into a new facility or comprehensive renovation work at the existing Robinson School site. The feasibility study represents the second phase of the nine-phase MSBA process and will provide detailed analysis of costs, timelines, and educational programming considerations. Upon completion of the study, the findings and recommendations will be presented to the entire community at a future town meeting, where residents will have the opportunity to consider and vote on potential next steps. The feasibility study phase is expected to take approximately 12-18 months to complete, with regular updates provided to the community throughout the process.

## DIRECTORY - OFFICE OF THE SUPERINTENDENT OF SCHOOLS

<b>Staff Member</b>	<b>978-692-5560</b>
Christopher Chew, Superintendent	X2103
Cathy Mucci, Administrative Assistant to the Superintendent	X2102
Courtney Moran, Assistant Superintendent	X2105
Sandra Abramo, Administrative Assistant to the Assistant Superintendent	X2104
Jenny Lin, Director of School Finance	X2106
Gerard Coughlin, Director of Special Education and Social Emotional Learning	X2112
Zoe Daniels, Administrative Assistant	X2111
Jessica Staskiewicz, Administrative Assistant	x2113
Colleen Wallace, Director of Food Services	X2109
Tracy Razzaboni & Kathy Thompson, Administrative Assistants	X2110
Jeff Goodwin, Director of Town & School Facilities	X2435
Jacqueline Studley, Administrative Assistant	X2438
Jennifer Schaffer, Human Resource Generalist	X2138
Kristy O'Brien, Human Resource Associate	X2142

## DIRECTORY - SCHOOL BUILDING ADMINISTRATORS

<b>Staff Member</b>		
Dan Twomey, Principal	Westford Academy	978-692-5570
Betsy Murphy, Bob Ware & Amanda Welch	Deans	978-692-5570
Allison Hammer, Principal	Stony Brook	978-692-2708
Richard McElhinney	Assistant Principal	978-692-2708
Tim Hislop	Blanchard Middle School	978-692-5582
Patricia Demins	Assistant Principal	978-692-5582
ChrisLouis Sardella	Norman E. Day School (3-5)	978-692-5591
Chrissy Michaud	Assistant Principal	978-692-5591
Melissa Boylan, Principal	Rita Miller School (K-2)	978-392-4476
Caitlyn Johnson	Assistant Principal	978-392-4476
Pete Myerson, Principal	Abbot School (3-5)	978-692-5582
Nina Balfe, Principal	Nabnasset School (K-2)	978-692-5583
Sharon Kennelly, Principal	Crisafulli School (3-5)	978-392-4483
Jennifer Hutchinson	Assistant Principal	978-392-4483
Kevin LaCoste, Principal	Robinson School (K-2)	978-692-5586
Gina Kutarnia	Assistant Principal	978-692-5586

	<b>NAB</b>	<b>ROB</b>	<b>MLR</b>	<b>ABB</b>	<b>DAY</b>	<b>CRIS</b>	<b>STBRK</b>	<b>BMS</b>	<b>WA</b>	<b>TOTAL</b>
<b>Pre-Sch</b>	29	34	39							102
<b>Kinder- garten</b>	103	83	77							263
<b>Grade 1</b>	102	103	76							281
<b>Grade 2</b>	112	129	92							333
<b>Grade 3</b>				107	97	111				315
<b>Grade 4</b>				143	91	119				353
<b>Grade 5</b>				121	111	113				345
<b>Grade 6</b>							179	183		362
<b>Grade 7</b>							186	179		365
<b>Grade 8</b>							181	179		360
<b>Grade 9</b>									405	405
<b>Grade 10</b>									374	374
<b>Grade 11</b>									353	353
<b>Grade 12</b>									369	369
<b>SP</b>									7	7
<b>TOTALS</b>	346	349	284	371	299	343	546	541	1508	4587

NAB Nabnasset School  
 ROB Col. John Robinson School  
 MLR Rita Edwards Miller School  
 ABB Abbot School  
 DAY Norman E. Day School  
 CRIS John A. Crisafulli School  
 STBRK Stony Brook Middle School  
 BMS Lloyd G. Blanchard Middle School  
 WA Westford Academy

# Westford Public Schools School Health Report

*Joan Mitchell  
MEd BS RN  
Director of School Nurses*

NASN ( National Association of School Nurses) vision is that all students are healthy, safe, and ready to learn. School nursing practice, built upon these ethical foundations, is grounded in the NASN core values of child well- being; diversity, equity and inclusion; excellence; innovation; integrity; leadership; and scholarship (NASN 2020).

School nurses provide students, staff, and school communities with quality healthcare that is critical for health promotion, disease prevention, health maintenance, and health equity.

The school nurses conduct yearly vision, hearing, height, and weight screenings.

## **Health Screening Conducted**

Vision: 2,660 (Preschool-5, 7th and 10th)  
Hearing: 1862 (Grade 1-3, 7th, 10th)  
BMI: 1,304 (Grades 1,4,7,10)  
Oral Health (Health Department)-124 (Grades K-2)

SBIRT (Screening, Brief Intervention, and Referral to Treatment)SBIRT is a comprehensive, integrated, public health approach to the delivery of early intervention and treatment services for persons with substance use disorders, as well as those who are at risk of developing these disorders.

**Westford Academy:** 340 students screened,  
5 students parents opted out,  
25 students opted out

**Middle School:** 352 students screened, 7 students  
parents opted out, , 6 students opted out

School-based and community collaboration enable staff and students to be healthy and safe.

# Westford Public Schools Special Education & Social Emotional Learning

**Gerard Coughlin**  
*Director of Special Education  
and Social Emotional Learning*

The Westford Public Schools offer a range of special education services and programs at all grade levels that are designed to meet all learners. Westford continues to have tremendously dedicated teachers and support staff who strive to improve their teaching practices and educate the diverse learners that make up the students in Westford. It is the The Department of Special Education and Social Emotional Learning' mission to continue to support our students development of being curious lifelong learners who are responsible, empathetic members of the community, demonstrating innovation through a wide variety of opportunities within inclusive, joyful learning environments that embrace their variability and honor their diversity.

According to data submitted to the Massachusetts Department of Elementary and Secondary Education's (DESE) Student Information Management System (SIMS), Westford reported 923 students with disabilities in June 2025. This number of students represents a moment in time, as students are continuously evaluated throughout the year for both eligibility and placement. Of the 923 students, 76 were placed in private special education day schools, collaborative classrooms, or residential school placements, which was a small jump over the previous year.

Reflecting on these numbers, it is notable that Westford saw a small decrease in the number of special education students in the district from 2024 to 2025. Our Out of District enrollment also increased by a small number of students due to a variety of challenging circumstances that occurred throughout the school year. The District is continuing to expand special education programming throughout the district in order to offer the

most comprehensive continuum of services a public school system can offer. After having a very successful inaugural year with the Routes- the 18-22 program created in *The Millenium Building*; Fiscal Year 2025 saw the budgeting, preparation and full implementation of three new programs across three schools. Nabnassett expanded the district's long successful Reach Program to include a neighborhood classroom there. The Day school added the COMPASS Program for our medically fragile students and Blanchard expanded our SAIL Program to offer a middle school classroom for students with social/emotional needs.. Westford continues to provide a continuum of services focusing on inclusivity at each grade level, by responsibly including students with peers, academic, behavior, and social development is fostered. Depending on eligibility criteria, students may receive a variety of services, including specialized instruction; behavior management; speech and language therapy; occupational therapy; physical therapy; social skills; specialized vision and hearing training; assistive technology; and adaptive physical education.

Westford is still contending with an increase of 14% for Out of District tuition costs from two years ago as well as another nearly 4% increase in tuition for the 2026 Fiscal Year. The district is also managing an increase in transportation costs that has not seen commensurate offsets from grant funding, which decreased from last year. Additionally, recent CDC data supports that Massachusetts students still are struggling with social emotional impacts that may still be lingering from COVID era lockdowns and school closures. This data indicates that many of our at-risk middle and high school students continue to be deeply affected by social emotional disabilities and related mental

health diagnoses. As many of our students continue to be faced with challenges around social/emotional learning, school districts are faced with trying to program for these students and Westford is continuing to plan programming to support these students in the future and decrease our Out of District needs.

Westford experienced success implementing the new IEP created by DESE and the district received positive feedback on our Integrated Monitoring Review (IMR). The district was identified as having some procedural processes as only being partially

implemented and the district has developed a corrective action plan to rectify those areas so that they will be fully implemented in the future. Lastly, DESE released a policy memo on June 13, 2025 indicating significant changes to the parent response to proposed IEP and proposed placement which will require special education teams to work efficiently and collaboratively to meet new timelines. These timelines will continue to be reviewed and monitored by the district as we continue to provide parents the most transparent and comprehensive services for their children.

<b>Funding Source</b>	<b>Federal/ State</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY2024</b>	<b>FY2025</b>	<b>FY2026</b>
Grant 262	Federal	\$20,262.	\$20,473	\$20,692	\$22,228	\$22,978	23,000	\$23,173
Grant 274	State	N/A	\$26,840	N/A	N/A	\$33,208	\$20,000	N/A
Grant 240	Federal	\$979,977	\$1,012,066	\$1,012,066	\$1,045,208	\$1,115,460	\$1,064,827	\$1,099,717
Grant 298	State	N/A	\$3,230	N/A	N/A	N/A	N/A	N/A
Grant 252	Federal	N/A	N/A	\$244,750	N/A	N/A	N/A	N/A
Grant 264	Federal	N/A	N/A	\$21,777	N/A	N/A	N/A	N/A

*\*N/A indicates that the grant was not made available from the state or federal government or was a grant that the District of Westford did not meet the criteria for.*

## PreK - 5 Elementary Schools

At the beginning of the 2024-2025 school year, we warmly welcomed our students back, filling every school with excitement and a shared dedication to cultivating a welcoming and inclusive community. From the outset, we remained focused on addressing the social and emotional needs of both students and staff. Utilizing our annual Panorama Platform surveys, we collected important data on student well-being that helped shape our instructional approaches and guided the support and coping strategies we provided.

Our community has become stronger thanks to the collaborative efforts of our Adjustment Counselors, who have closely partnered with Counseling Departments and staff to advance Social Emotional Learning (SEL) across all grade levels. The Counseling teams have worked alongside classroom teachers to deliver lessons, lead small group sessions, and provide individual student support. With the support of our shared Counseling staff, transitions between district schools have become smoother, further fostering positive relationships throughout the district.

As a Leadership Team, we upheld our tradition of visiting schools monthly across the district, observing the dynamic learning environments present in each building. During these visits, we facilitated small group discussions centered on the Universal Design for Learning (UDL) principle of Engagement. We saw a wide range of teaching methods that helped create a strong sense of belonging for students at every grade level.

Our K-5 schools continued to honor Neurodiversity Week, reinforcing our commitment to diversity, inclusion, and acceptance. Throughout the week, students and staff engaged in activities such as viewing educational videos, learning about notable neurodiverse individuals, taking part in Community Meetings, and exploring the many unique ways people learn. These activities

### Principals:

**Pete Myerson - Abbot**

**Sharon Kennelly - Crisafulli**

**Chris Louis Sardella - Day**

**Melissa Boylan - Miller**

**Nina Balfe - Nabnasset**

**Kevin LaCoste - Robinson**

celebrated the individuality of every student and emphasized that our differences are what make us special.

Grades 3–5 schools celebrated their fifth graders' accomplishments as they prepared to transition to middle school. The fifth grade students enjoyed two memorable adventure days at East Boston Camps, participating in interactive games, various activities, and a special enrichment program led by "Ooch." As the school year concluded, each school held special ceremonies honoring their fifth graders.

Additionally, school teams planned transition activities for second grade students moving up to the 3–5 schools. These students took part in a "move-up" day, touring their new schools and having the chance to ask questions, helping them feel ready and excited for the next step in their educational journey.

Our preschool team has worked diligently to align both ELA and math assessments with our new standards-based report card. Utilizing data from Kathy Richardson math assessments and Heggerty phonemic awareness tools, they are thoughtfully tailoring instruction to meet the needs of every learner.

The foundation of our preschool instruction remains the OWL curriculum, which is fully

aligned with the Massachusetts Curriculum Frameworks. To further enrich student learning, our teachers integrate Handwriting Without Tears and the I See I Learn social-emotional curriculum, ensuring a whole-child approach to development.

Beyond academics, our PreK-2 educators are unwavering in their commitment to supporting the growing social, emotional, and behavioral needs of our youngest learners. Every day, they reinforce our district's core values of SPIRIT ensuring students grow not only as learners but as kind, responsible members of our school community.

Kindergarten through second grade continued their commitment to provide comprehensive phonics instruction through the implementation of UFLI and by using data to identify students' strengths as well as areas for growth. As a result student performance in foundational phonics skills have improved and will serve them well as they enter grades three through five and beyond. Additionally, teachers implemented the EL Education Literacy Curriculum which provided students with guided instruction, engaging content, and an emphasis on collaboration and perseverance in the reading and writing domains. Students were able to gain a deep understanding of content through the implementation of varied lessons, including read alouds, video clips, independent reading and final projects that demonstrated their knowledge. Through the EL curriculum, students integrate science and social studies into their learning. They are encouraged to make interdisciplinary connections, fostering a holistic understanding of content and standards across subjects.

This year the Pre-K to grade five adjustment counselors worked collaboratively to implement lessons that support CASEL standards that include self-awareness, self-management, social awareness, relationship skills, and responsible decision-making. We look forward to utilizing Wayfinder, a curriculum focused on

social emotional learning that provides lessons and activities for tier 1, 2 and 3 during the 25-26 school year. This curriculum addresses the five CASEL standards.

The 3–5 schools continued their use of the online iReady Math Diagnostic Assessment and further advanced the implementation of the EL Education Literacy Curriculum. In math, teachers had increased opportunities to dive deeper into the iReady platform, leveraging its detailed reports and data to better inform their instruction. The assessment's actionable insights allowed educators to pinpoint student strengths and areas in need of support, enabling more targeted and effective planning for next steps in learning.

During literacy instruction, both students and educators continued to build their skills through the consistent use of the EL Education Curriculum. Grounded in the Science of Reading, this curriculum empowers students to engage with complex, on-grade-level texts using a variety of evidence-based strategies. The curriculum also integrates relevant, real-world topics across content areas—including social studies, STEM, social justice, and environmental issues—encouraging rich classroom discussions and promoting the development of strong character habits. Throughout the year, staff focused on thoughtful lesson planning by utilizing the extensive EL resources available in both print and digital formats. They also began implementing the ALL Block, an extension of the core literacy block designed to reinforce and expand on concepts introduced in the module lessons. To strengthen their instructional practices, teachers worked collaboratively within grade-level teams and across schools in the district.

# Blanchard & Stony Brook Schools

Westford Public Schools includes two of the top-performing middle schools in the state of Massachusetts. Designed to support the unique needs of young adolescents, the Blanchard and Stony Brook schools provide a rich educational experience to students in grades six, seven, and eight. Consistent with best practices in middle school, students are placed on interdisciplinary teams to create smaller communities where students are well-known by multiple adults. Educator collaboration is at the heart of the Westford middle school model, as teachers meet regularly to plan instruction and team activities to build spirit and community.

English Language Arts, mathematics, science, and social studies instruction is aligned to the Massachusetts Curriculum Frameworks. The academic curriculum is enhanced by a variety of world languages and integrated arts courses that support the whole child. French, German, Latin, and Spanish are offered at all grade levels as well as English Language Development for English Language Learners. The program of studies also includes health and physical education, visual and performing arts, and S.T.E.A.M. (Science, Technology, Engineering, Art & Mathematics). Opportunities to participate in ensemble groups including band, orchestra, and chorus are also built into the schedule. Academic coaching is an intervention available to any individual student in need of additional assistance with academics. During a daily advisory block, students are able to meet with teachers individually and in small groups, access school resources such as the library and counseling department, collaborate on projects, or participate in team activities.

Partnership between school and home is emphasized at both schools. Multiple means of communication are utilized to encourage family engagement in learning. The principals send weekly school newsletters via email. In addition to annual parent conference and

**Tim Hislop**  
*Blanchard Principal*

**Allison Hammer**  
*Stony Brook Principal*

curriculum nights, teaching teams and counselors designate time for weekly parent meetings. The Parent Teacher Organizations at Blanchard and Stony Brook are recognized under the Westford Elementary Parent Teacher Organization.

The teachers and administration at the Blanchard and Stony Brook schools work closely with 6-12 curriculum coordinators to promote consistency in the learning experiences offered to all middle school students in Westford. Collaboration during professional development days, as well as monthly faculty and curriculum meetings, also focused on Universal Design for Learning and Restorative Practices.

## **LLOYD G. BLANCHARD MIDDLE SCHOOL**

The mission of the Lloyd G. Blanchard Middle School is to empower the whole child to achieve academic and personal success through a team approach. The Blanchard School Improvement Plan is aligned to this mission, along with district wide goals, and guides efforts to continuously improve teaching and student learning. The school is highly rated, with a low student-teacher ratio, serving a student population of approximately 535. The goals for the 2024–2025 school year focused on several important areas: Equitable Student Outcomes, Sense of Belonging, and Social, Emotional, and Academic Engagement. A variety of academic and exploratory activities promoted the district's core values of Safety, Perseverance, Inclusion, Respect, Integrity, and Teamwork as well as Blanchard's core values of Respect, Opportunity, Cooperation, Kindness, and Service. Student-driven projects benefited local organizations and charities such as For the

Love of Erika, Project Thirst, and The Wish Project. A World of Difference peer mentors continued to lead school-wide anti-bias activities and training. Finally, the Blanchard Honored Citizens program recognized students for positive contributions to their classrooms, teams, and school in special assemblies over the course of the year.

Extracurricular activities, athletics, and musical ensembles were an integral part of students' social, emotional, and academic growth. Over twenty clubs were offered including Student Council, Speedcubing, Outdoor Adventure, and a competitive math team. Blanchard Theatre Arts performed *Into the Woods* in the fall, produced *The Lion, the Witch, and the Wardrobe* in the spring and has begun production of *Freaky Friday*. Band, orchestra and choral students performed in concerts and town events such as the Apple Blossom Festival, and several Blanchard ensemble students were selected to perform at the highly competitive Eastern District Music Festival.

The Blanchard Parent Teacher Organization led fundraising efforts that supported several enrichment programs tied to the curriculum in each grade level. Students enjoyed "Fun with Pyramids and Pharaohs," "New Inca Son," and a visit from author Jack Gantos. The PTO also hosted teacher appreciation events throughout the year and coordinated an eighth grade field day and celebration.

Blanchard's annual Middle School Completion and Achievement Ceremony was held in June. Embracing multiple forms of success, the program also featured musical performances by the ensemble groups and recognitions for outstanding achievement, effort, leadership, and community involvement.

### **STONY BROOK SCHOOL**

At the Stony Brook School our goals are to support students' academic and personal growth and to build a strong sense of community and belonging. Our School Improvement Plan is aligned to Westford's

Strategic District Improvement Plan and our goals focus on Equitable Student Outcomes, Sense of Belonging, and Social, Emotional, and Academic Engagement.

The Stony Brook School Advisory Council was co-chaired by Allison Hammer, principal, and parent representative, Karen Wiczynski. Parent membership included Priyanki Amroliwala and Melissa Mackey. Helene Orvoen and Mindy Schnare served as the teacher representatives. We repeated our survey about home-school communication with a focus on how student progress is shared with caregivers and will continue to use these results to improve.

The Stony Brook community continues to promote our PRIDE core values of perseverance, respect, inclusivity, dedication, and empathy, as well as our Westford SPIRIT core values of safety, perseverance, inclusion, respect, integrity, teamwork. These core values are embedded in our daily practice with students and staff. Our students continued to participate in community building activities throughout the year. Many of our students participated in leadership opportunities, such as the Student Leadership Council and A World of Difference Peer Leadership, which both helped to make positive change for our school community.

The Stony Brook PTO continued to support our students and educators throughout the year. Academic Enrichment Programs this year included a variety of opportunities for our students to supplement the regular curriculum. Our 6th graders had visits from author Jack Gantos and mathematician Greg Tang. Our 7th graders had visits from *Pyramids and Pharaohs* and *Mythmasters Tales of Greek Mythology*. Our 8th graders had visits from *Sub Zero and Ball in the House*. All of our students participated in a school-wide presentation by Rob Surette's *Hero Art*. All of these visits enriched the experiences of our students. Our teachers continued to benefit from mini-grants, which helped them to enhance their curriculum and instruction. The PTO honored our staff with several teacher

appreciation events throughout the year and organized the 8th grade celebration dance and volleyball game in conjunction with Blanchard.

At Stony Brook, we have robust after school athletics, performing arts, and club offerings and many of our students participate regularly. Our students continued to showcase their talents through band, chorus, and orchestra concerts in the fall and spring, as well as in two Stony Brook Theater Arts productions, Emma in the fall and Within in the spring.

Stony Brook will hold our annual Completion Ceremony in June to celebrate all of our 8th graders as their time in middle school draws to a close. We recognize students with class and school-wide awards for their middle school achievements and there is a focus on academic achievement, outstanding effort, citizenship, and demonstrating our core values.

## Grades 9 to 13: Westford Academy

Principal Dan Twomey  
Westford Academy

Westford Academy continues to maintain its excellent reputation with strong academics, co-curricular activities, focus on student learning and increasing a sense of belonging for all students. This past year in collaboration with the Westford School Committee and district leadership we were successful in changing the school start time for Westford Academy to 8:00 a.m. for the school year 2025-2026. In addition, after thoroughly reviewing and evaluating the WPS graduation requirements, WPS adopted a new set of graduation requirements for the class of 2030. Another highlight included this past year was parents and caregivers having access to real time grades and information as posted by teachers using the open grade portal.

Westford Academy continued to host cultural events including DARBA, Lunar New Year Celebration and added a Salsa Night. Westford Academy also hosted the only production of Harry Potter in the entire state after WATA successfully won the rights to the show during a grueling application process. The show sold the most tickets for a WATA event in school history. Westford Academy musicians and art students continued to produce awards across local, state and regional competitions.

Westford Academy Athletics captured many Dual County League titles, several MIAA State Runner Up Championships and won the MIAA D1 Girls Cross Country Team title in Fall 2024. Many student athletes will continue their academic and athletics careers at Division 1, 2, 3 colleges and universities across the country. Westford Academy started its first ever Unified Basketball team this past winter and girls flag football program. Both teams had incredible participation and support.

## WESTFORD ACADEMY CLASS OF 2025

Ali Majd Abdulkareem	Toby Keenan Brock	John Robert DeLuca
Alana Danielle Abraham	Jordyn Anne Brooks	Christopher Joel Demers
Alijah Daniel Abraham	Makenzy Lynn Brooks	Olivia Sadie Dempster
Aarush Adimulam	Ayla Colleen Brown	Brian John Desrochers
Charlotte Paige Aeder	Katelyn Elizabeth Brown	Liliana Elizabeth DeStefano
Seth Gregory Aeder	Kaylee Allison Bulat	Ella Grace DiRuggiero
Phillip Teixeira Aguiar	Vincent Raymond Buonacore	Fiona Fitzgerald Dolan
Leonardo David Albuquerque	Benjamin Ryan Burgess	Jack Steven Donovan
Varnika Alla	David James Burke	Maeve Doonan
Kalli Marie Allen	Nicholas Edward Burns	Madyson Paige Dorey
Willeny Yudelkis Alvarado	Brady Kenneth Burrell	Lucas Teodoro Dos Santos
Shreya Ambekar	Margaret Elizabeth Burrows	Sahil Dua
Gauri Anju	Christopher Clemens Butts	Leandra Duah-Asamoah
Gayathri Anju	Brendon Joseph Cafferelli	Nathan Michael Dubay
Megan Lily-Ann Armstrong	Mary Caroline Callaghan	Nicholas Conrad Dubuc
Saanvi Arora	Ryan Laverty Campbell	Cassidy Ellen Dufault
Ananya Atri	Sofia Corinne Cannistraro	Benjamin Angelo Durgin
Natalia Andrea Ayala-Alvarado	Kassidy Briggs Carmichael	Cooper John Durgin
Karthik Babu	Isabella Marie Caruso	Alyssa Jean Duronio
Krish Babu	Louis Dean Casale	Maggie Elizabeth Eckroth
Anoushka Ria Badkar	Mairéad Catalano-Foley	William Matthew Eddy
Vineeth Badvelu	Christopher Michael Chaisson	Tyler William Eliassen
Shuban Bala	Prahlad Sudarsan Chakravarthy	Aiden Patrick Emanouil
Venkata Pranav Kalyan Bala	Brendan Murphy Chambers	Daniel Owen Engdahl
Navya Sushma Balineni	Samuel Thomas Chaput	Andrew Benjamin Fenelon
Nathan Barreto	Nikhil Jiewen Chaudhuri	Ashan Fernando
Tess Elizabeth Baumert	Hetrajsinh Narendrasinh Chavda	Bryan George Fitzgerald
Suhaas Behara	Vivaan Chhabra	Sarah Patricia Foley
Elizabeth Katherine Bellomy	William Broderick Chiasson	Julianne Renee Frechette
Cameron James Benoit	Natalia Rose Cincotti	Maxwell Rong Fu
Mason Arthur Bergeron	Jacqueline Elizabeth Clay	Jason Richard Funaro
Hector Antonio Berman-Sample	Olivia Catherine Coates	Liam Joseph Furey
Ceniyah Anari Bernard	Connor Patrick Collura	Devam Darshankumar Gajjar
Violette Simone Bernier	Joslyn Helene Collura	Porter Everett Gallant
Nicholas William Berthold	Cammie Emeline Crawford	Madilynn Elizabeth Gault
Paige Bittencourt	Mikayla Lynn Creighton	Deepa Gautam
Rocco Sante Bjelajac	Emilia Crosby	Anya Brynn Gesin
Alana Brynn Blacksburg	Sean Kenneth Cryan	Jennah Lauryn Goode
Ethan Randall Boaz	Sarah Josie Cunniffe	Soorya Govarthanaraj
Leah Marie Bordenca	Owen Pieroni Curtin	Shreyas T.S. Gowda
Matthew William Boucher	Noah James Daigle	Jack Lawrence Graffeo
Jeremy Peter Bove	Leoria Monahan Dantas	Keira Nancy Grenier
Emma Rose Boylen	Joleighn Daranikone	Sophia May Griffin
Lily Ella Boynton	Cash Elias Davis	Ashender Seth Gudavalli
Noah Michael Bramanti	Ruby Rose Davis	Gavin Guo
Nathaniel J Branco	Tanya Dayan	Shlok Gupta
	Rosey Amelia Grace Deeks	Anna Maria Guzik
	Aniketh Hanumanthapura Deepak	Rachel Mary Haley

## WESTFORD ACADEMY CLASS OF 2025

Katherine Aileen Hall  
Amogh Hanchur  
Nakul Hans  
Ian Joaquin Haraty  
Isabella Marie Hesse  
Maura Alyse Stanley Hogan  
Ashley Marleen Hopkins  
Gerald Robert Hsin  
Alexander Michael Huesgen  
Joseph David Hughes  
Kieran Oliver Humphreys  
Anna Susan Hutchinson  
Keerthi Sai Isanaka  
Arav Jain  
Ava Rose Janko  
Diya Jayaraman  
Cameron William Jewell  
Ari Laban Johnson  
Grady Daniel Jondro  
Nathaniel Tyler Jones  
Nicholas Ryan Jordan  
Xavier Alan Joseph  
Neha Joshil  
Bhavik Kancharla  
Jane Kang  
Maria Alexandra Kasharina  
Vea Kashyap  
Shreekari Kavuri  
Andrea Kebbe  
Erin Colleen Keefe  
Owen Patrick Kenific  
Samuel Roger Ketchum  
Muhammad Haris Khan  
Martha Khusid  
Antony Khvesiuk  
Quinn Paul Kien  
Sai Gopal Kilambi  
Amelia Lee Knapp  
Connor William Knoettner  
Ethan Windsor Koehr  
Elitsa Nikolaeva Koleva  
Rujul Kishor Koli  
Lana Jade Koser  
Katelin Elizabeth Krangle  
Sophie Rae Krauss  
Olivia You-Ning Kuo  
Vyom Kushwaha

Ryan John Kyle  
Isha Labhsetwar  
Natalie Jean LaCoste  
Aidan Kimball Lamburn  
Hans Lewis Laping  
Heather Grace Lardizabal  
Sienna Rosabele Lewis-Polson  
Nathaniel Jianxiu Li  
Serena Dulcie Li  
Jayden Xing Lin  
Tina YuTing Lin  
Nathan Laurent LoConte  
Karsten Andrew Loosigian  
Somya Lunavat  
Sanvi Hita Luthra  
Brian Ma  
Lachlan Scott MacDonald  
Elena Katherine Mach  
Nathan Richard Mach  
Murphy Brennan Macleod  
David Michael Maillet  
Caroline Paige Mallio  
Ethan Joseph Mandile  
Saunak Manna  
Charlotte Rose Marchione  
Nihal Ethan Mark  
Colby Malik Marshall  
Paige Donice Masterson  
Arnav Mathur  
Hannah Lynn McDonough  
Rachel Mae McKean  
Ryan David McKean  
Finnegan Douglas McKeon  
Logan Connor McKeown  
Shelby Danielle McLaughlin  
Ava Claire McMullen  
Keira Meredith McPhee  
Heer Manish Mehta  
Andrew Gabriel Mejia  
Omar Fayssal Merhi  
Caitlin Bray Merritt  
Noah Jackson Metters  
Irith Midha  
Asia Marie Miranda  
Jameson Terrence Moran  
Marie Leni Morris  
Marjorie Mae Mortensen

Felix John Morton  
Sophia Alexa Mulgrew  
Raj Prabhav Lochan Mul-  
lapudi  
Teresa Avila Munichello  
Leanora Sera Murray  
Kanishka Tharini Murugalin-  
gam  
Emma Eileen Nagle  
Sara Anahid Na-  
kashian-Holsberg  
Grace Namkung  
Diego Alexander Navas  
Ryan Thomas Nelken  
Clara Baotran Nguyen  
Joseph William Nickerson  
Sophia Josie Nigro  
Nia Ivaylova Nikolova  
Alexandria Leigh Nolan  
Andrew Robert O'Brien  
Dilan David O'Hearn  
Isabeal Evelyn O'Hearn  
Wynne Harrington O'Malley  
Maeve Olwen O'Toole  
Fabian Gabriel Osang'ir  
Akash Rajiv Pandey  
Nikhil Pandia  
Alexa Rose Pantoja  
Hangyel Park  
Alana Alexandra Parks  
Jack Sacco Parradee  
Evan Michael Pasters  
Isha Jaivin Patel  
Krish Jagdishbhai Patel  
Mihir Xitij Patel  
Jake Griffin Patterson  
Julia Mae Pender  
Lucas Anthony Perrotta  
Eshaan Bhawalkar Phadke  
Khoi Thien Pham  
Hailey Michelle Phan  
Megan Catherine Piendak  
Aniya Cheyanne Pittman  
Nathan Stephen Pitts  
Brian Anatoly Podolskiy  
Madeleine Statia Poirier  
Kathryn Marie Portante

## WESTFORD ACADEMY CLASS OF 2025

Addison Grace Preble  
James Michael Proctor  
Tait Thomas Proos  
Travis William Proulx  
Sahan Pydah  
Rithvik Raghunath  
Priyanka Rajaram  
Vishal Rampur  
Sachi Ravindra Rasne  
Anika Ravichandran  
Maryn Virginia Rendish  
Quinn Elliot Reynolds  
Benjamin Anderson Richards  
Marcos Daniel Rivera  
Lara Rodriguez  
Aubrie Rosalie Rose  
Olivia Grace Roux  
Ava Francesca Russo  
Sophia Rose Sacco  
Het Mansukh Sagparia  
Iralys Esther Santiago  
Benjamin Carlos Santos  
Tyler Diego Santos  
Devank Saxena  
Nicholas John Scarano  
Carissa Grace Schutt  
Odin McAllister Scott  
Zoe Ruth Seiger  
Varsha Senthilkumar  
Rithvik Senthilraja  
Yash Sharma  
Dalia Shvartsman  
Madison Stefania Silvia  
Harshitha Simhadri  
Ian Byron Skinner  
Audrey Grace Smagula  
Brady William Smith  
Daniel Norman Smith  
Ryan Jeffrey Snow  
Kavi Neyaz Soman  
Sathian Firouz Soman  
Ashley Jimin Son  
Elliot O'Neal Spencer-Shahmehri  
Anshika Srivastava  
Eesha Srivastava  
Noah Robert Stackhouse  
Olivia Julianne Strong

Matthew Joseph Strzegowski  
Matthew Christopher Stuparu  
Nadia Laila Swepson  
Caroline Grace Talbott  
Andrew Han Tang  
Emre Tanir  
Manuel Edilio Tavaréz Mendoza  
Aanya Thakur  
Abiral Raj Thapa  
Bryan Leon Therrien  
Ariana Marie Thomas  
Carinna Adeline Tocci  
Juliette Marie Travassos  
Lauren Beckett Treible  
Emily Sarah Tsechrintzis  
Connor Jean Tsui  
Matthew Pierre Tsui  
Campbell Liam Twitchell  
Padma Upadhyaya  
Olivia Grace Vasiliu  
Yash Sandeep Veerkar  
Bhargava Krishna Vetsa  
Veronica Ava Vidoli  
Prakruth Vikram  
Ashley Ann Vinith  
Shubhang Viswanadha  
Mia Sara Votano  
Cliff Haoran Wang  
Daniel Jiaheng Wang  
Emily Susanna Wang  
Luke Yuhao Wang  
Rebecca Jane Mariam Ward  
Henry Charles Warren  
Brady John Waterman  
Sydney Lauren Weiss  
Ian Jeffrey Welsh  
Faith Huynh Williams  
Sasha Emmeline Williams  
Alex John Wilson  
Daniel Joseph Winsor  
Carissa Elizabeth Wong  
Karen Victoria Wong  
Chelsea JeanAnn Wright  
Elena Wu  
Alexander Mucheng Xiang  
JingXuan Xu  
Advith Sreesh Yarlagadda

Helen Yee  
Zayden Kiriroth Yong  
Madelynn Davia York  
Phillip David Yorke  
Abigail Yu  
Benjamin J Zhang  
Mengmeng Zhang  
Catherine Zhu

# Zoning Board of Appeals

## Mission Statement:

The Zoning Board of Appeals (BOA) typically meets at 7:00 pm on the third Wednesday of each month in Meeting Room 201 at Town Hall. Meetings are open to the public and are recorded by Westford Community Access Television (WCAT). WCAT broadcasts are also available for viewing online. Recordings of the meetings are generally made available on WCAT and YouTube within a few days of the meeting date.

## Summary of Responsibilities:

Membership consists of five regular voting members and two associate members appointed by the Select Board.

The Board of Appeals shall have and exercise all the powers granted to it by Chapters 40A, 40B, and 41 of the General Laws and by this Bylaw. The Board's powers are as follows:

- 1. Special Permits** - To hear and decide applications for special permits. Unless otherwise specified herein, the Board of Appeals shall serve as the special permit granting authority, to act in all matters in accordance with the provisions of Section 9.3, or as otherwise specified. A special permit shall lapse within a three-year period or a shorter period if so specified, including time required to pursue or await the determination of an appeal pursuant to G.L.c. 40A, s. 17, and if substantial use thereof has not sooner commenced except for good cause, or, in the case of a permit for construction, if construction has not begun within the period except for good cause.
- 2. Variances** - To hear and decide appeals or petitions for variances from the terms of this Bylaw, with respect to particular land or structures, as set forth in G.L. c. 40A, s. 10, where owing to circumstances relating to the soil conditions, shape or topography of such land or structures and especially

**Scott MacKay**  
*Chair*

**Jay Enis**  
*Vice Chair*

**James Kazeniak**  
*Clerk*

**Scott Fitzgerald**

**Daniel Britko**

**David Earl**  
*Alternate*

**Jeffrey Valcourt**  
*Alternate*

affecting such land or structures but not affecting generally the zoning district in which it is located, a literal enforcement of the provisions of the Bylaw would involve substantial hardship, financial or otherwise, to the petitioner or appellant, and that desirable relief may be granted without substantial detriment to the public good and without nullifying or substantially derogating from the intent or purpose of this Bylaw. A use variance may be granted by the Board of Appeals to authorize a use or activity not otherwise permitted in the district in which the land or structure is located.

- 3. Administrative Appeals** - To hear and decide appeals taken by any person aggrieved due to an inability to obtain a permit or enforcement action from any administrative officer under the provisions of G.L. c. 40A, ss. 7, 8 and 15.
- 4. Comprehensive Permits** - To hear and decide comprehensive permits for construction of low or moderate income housing by a public agency or limited dividend or nonprofit corporation, as set forth in G.L. c. 40B, ss. 20-23.

**Staffing Snapshot:**

Joseph Giniewicz, Town Planner; Sierra Pelletier, Assistant Planner; Erin Toothaker, Permitting Program Assistant; all overseen by Jeffrey Morrisette, Assistant Town Manager - Land Use & Economic Development

This year saw the unfortunate and unexpected passing of James Kazeniak, Clerk, in June of 2025. Jim was very involved in town boards and committees. He served on the Board of Appeals for approximately 18 years, dedicating many evenings in service to the Town. Jim also participated in the MBTA Communities Multi-Family Advisory Committee (MCMAC), helping to shape the Town's MCMOD overlay district. Jim was the recipient of the 2008 Jim Minton Excellence Award by the Chief Probation Officer's Association for his work as an Ayer District Court probation officer. He will be greatly missed.

**Key Metrics Tracked:**

Throughout FY 2025, the BOA held nine regular meetings, one special meeting, and zero executive sessions. The regular meetings of January and February 2025 were cancelled due to lack of items on the agendas. The Board acted on 11 applications, with some consisting of multiple petitions. Some examples of requests included the following:

- Variances for additions to homes or accessory structures that do not meet setback standards;
- Variances to allow uses not otherwise permitted by the Zoning Bylaw;
- Special Permit to create an ADU;
- Special Permit for the demolition and reconstruction of a non-conforming structure; and
- Minor modification to a prior approval.

**Board of Appeals Decisions issued between July 1, 2024 and June 30, 2025:**

<b>BOA Petitions</b>	<b>Approved</b>	<b>Denied</b>	<b>Withdrawn</b>	<b>Total</b>
Variances*	6	0	0	6
Modifications to Variances	0	0	0	0
Special Permits**	2	0	0	2
Modifications to Special Permits	0	0	0	0
Determination of Non-Substantive Change (Minor Modification)	2	1	0	3
Extension of Time for Prior Approval	0	0	0	0
Appeal of Administrative Decision	0	0	0	0
Authorization of Administrative Approval	0	0	0	0
Comprehensive Permits (40B)	0	0	0	0
<b>Totals</b>	<b>10</b>	<b>1</b>	<b>0</b>	<b>11</b>

The Town of Westford has surpassed the state's goal under M.G.L. Chapter 40B that more than 10% of housing units in a municipality (including both rental and ownership) be listed on the state's Subsidized Housing Inventory (SHI) for affordable units. As of December 2024, the state's SHI listing for the Town of Westford was 12.03%.

**\*Summary of Variances Granted:**

3	Setbacks (2 Front yard,1 Side yard)
2	Allow a use not otherwise authorized by the Zoning Bylaw
1	Other

**\*\*Summary of Special Permits Granted:**

1	Reconstruct a non-conforming structure with larger volume, area, and/or footprint
1	Accessory Dwelling Units

**Additional information about the Westford Board of Appeals is available online:**  
[westfordma.gov/295/Zoning-Board-of-Appeals](http://westfordma.gov/295/Zoning-Board-of-Appeals)

## Directory of Town Departments

<b>Department</b>	<b>Address</b>	<b>Office Hours</b>	<b>Main Phone/Email</b>
Animal Control Department	Town Hall 55 Main St.	Leave message or call Police Dispatch (emergency only)	978-692-4574 978-399-2345 animalcontrol@westfordma.gov
Assessing Department	Town Hall 55 Main St.	M-F, 8 a.m.-4 p.m.	978-692-5504 assessors@westfordma.gov
Building Department	Town Hall 55 Main St.	M-F, 8 a.m.-4 p.m.	978-692-5527 hfontaine@westfordma.gov
Cameron Senior Center/Council on Aging/	20 Pleasant St. P.O. Box 2223	M-F, 8 a.m.-4 p.m.	978-692-5523 jclaro@westfordma.gov
Cemetery Department	Pine Grove Cemetery Office 68 Forge Village Rd.	M-F, 7 a.m.-3:30 p.m.	978-692-5526 cemetery@westfordma.gov
Community Wellness	Town Hall 55 Main St.	M-F, 8 a.m.-4 p.m.	978-399-2503 nlaviolette@westfordma.gov
Emergency Management Agency	<i>Contact Public Safety Communications Department to be connected to an Emergency Management Director</i>		978-399-2345
Engineering Department	Town Highway Facility, 28 North St.	M-F, 7:30 a.m.-3:30 p.m.	978-692-5520 pstarratt@westfordma.gov
Facilities Department	Millennium School 23 Depot St.	M-F, 8 a.m.-4 p.m.	978-399-2435 jgoodwin@westfordma.gov
Finance Department	Town Hall 55 Main St.	M-F, 8 a.m.-4 p.m.	978-399-2573 odonnell@westfordma.gov
Fire Department	65 Boston Rd. P.O. Box 296	M-F, 8 a.m.-4 p.m. (emergency dispatch 24 hours/day)	Business: 978-399-2345 Emergencies: 911
GIS Department	Town Highway Facility, 28 North St.	M-F, 8 a.m.-4 p.m.	978-399-2533 ccoutu@westfordma.gov
Health Department	Town Hall 55 Main St.	M-F, 8 a.m.-4 p.m.	978-692-5509 rdick@westfordma.gov
Highway Department	Town Highway Facility, 28 North St.	M-F, 7 a.m.-3:30 p.m.	978-692-5520 whighway@westfordma.gov

## Directory of Town Departments

<b>Department</b>	<b>Address</b>	<b>Office Hours</b>	<b>Main Phone/Email</b>
Housing Authority	65 Tadmuck Rd.	M-F, 8:30 a.m. -1:30 p.m.	978-692-6011 westfordhousing@ westfordma.gov
Human Resources Department	Town Hall 55 Main St.	M-F, 8 a.m.-4 p.m.	978-399-2915 phicks@westfordma.gov
J. V. Fletcher Library	50 Main St.	M-Th 10 a.m.-9 p.m. Fri 1 p.m.-5 p.m. Sat 10 a.m.-5 p.m. Sun 2 p.m.-5 p.m. (Jan-April)	978-399-2300 westfordlibrary@westfordma.gov
Land Use Management	Town Hall 55 Main St	M-F, 8 a.m.-4 p.m.	978-692-5524 jmorrissette@westfordma.gov
Museum	2-4 Boston Rd.	Sun 1 p.m.-3 p.m. Office hours: M,W,F, 9 a.m.- 2 p.m.	978-692-5550 director@museum.westford.org
Police Department	53 Main St.	M-F, 8 a.m.-4 p.m. (dispatch 24 hours/day)	Business: 978-399-2345 Emergencies: 911
Public Safety Communications Department	53 Main St.	M-F, 8 a.m.-4 p.m. (dispatch 24 hours/day)	Business: 978-399-2345 Emergencies: 911
Recreation Department	Roudenbush Community Center 65 Main St.	M-F, 8 a.m.-4 p.m.	978-692-5532 recreation@westfordma.gov
School Department	Millennium School 23 Depot St.	M-F, 8 a.m.-4 p.m.	978-692-5560 Online form:  westfordk12.us/district/about- wps/webforms/submit-online- comments-district
Sustainability Department	Millennium School 23 Depot St.	M-F, 8 a.m.-4 p.m.	978-399-2798 stthomas@westfordma.gov
Tax Collector- Treasurer	Town Hall 55 Main St.	M-F, 8 a.m.-4 p.m.	978-399-2526 ccollins@westfordma.gov
Technology Department	1 East Prescott St.	M-F, 8 a.m.-4 p.m.	978-399-2418 itdepartment@westfordma.gov
Town Accountant	Town Hall 55 Main St.	M-F, 8 a.m.-4 p.m.	978-392-4450 jlbeyer@westfordma.gov
Town Clerk	Town Hall 55 Main St.	M-F, 8 a.m.-4 p.m.	978-692-5515 townclerk@westfordma.gov

## Directory of Town Departments

<b>Department</b>	<b>Address</b>	<b>Office Hours</b>	<b>Main Phone/Email</b>
Town Manager	Town Hall 55 Main St.	M-F, 8 a.m.-4 p.m.	978-692-5501 ext.1 tmaa@westfordma.gov
Tree Warden	Town Highway Facility, 28 North St.	M-F, 7 a.m.-3:30 p.m.	978-692-5520 kfox@westfordma.gov
Veterans Services Department	Millennium School 23 Depot St.	M-Th, 8 a.m.-4 p.m. F, 8 a.m.-4 p.m. by appointment only	978-392-1170 veterans@westfordma.gov
Water Department	60 Forge Village Rd.	M-F, 8 a.m.-4 p.m.	978-692-5529 water@westfordma.gov

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## IN MEMORIAM

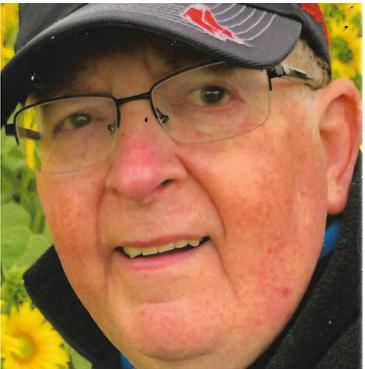


### **Dorothy E. Hall**

**August 10, 1925 - October 11, 2024**

A 1946 graduate of Mass General Hospital School of Nursing, Dot moved to Graniteville in 1961 when she was appointed Director of Nursing at Nashoba Nursing Services in Ayer. The Westford Board of Health had joined with thirteen other towns to create the Nashoba Associated Boards of Health to provide the needed health services the towns could not afford independently. In her role with Nashoba Nursing Services, Dot served Westford's Board of Health for seven years.

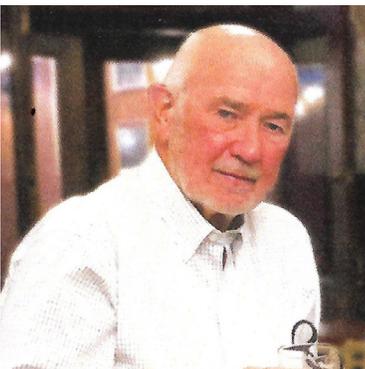
After her retirement from nursing, Dot became a volunteer SHINE counselor at the Cameron Senior Center in 1988 and she also served on the Council on Aging board of directors. In 1994 the Town Moderator appointed Dot to the Finance Committee where she served until 2000.



### **Greg Wadleigh**

**February 27, 1951 - April 21, 2025**

A teacher of music and leader of the jazz band at Norman E. Day, Blanchard and Stony Brook schools from 1980-2006, Greg will always be remembered by his students for the kindness, laughter and the music he brought into their lives. Even after retirement, Greg never stopped connecting with his students, many of whom returned over the years to visit him at his home in Forge Village and share how he had shaped their lives.



### **H. James Kazeniak**

**September 7, 1947 – June 28, 2025**

Born in Forge Village and a 1965 graduate of Westford Academy, Jim was a tireless volunteer in Westford. He had served his alma mater as a Trustee of Westford Academy since the spring of 1993 and was on the Westford Academy Sports Hall of Fame Committee.

In 1999 the Town Manager appointed Jim as an alternate member of the Zoning Board of Appeals. Soon thereafter he became a full member of the ZBA and was still serving in that role at his death. Jim's thoughtful contributions based on his life-long knowledge of Westford were greatly respected.

## Westford At A Glance

Settled:	1635
Incorporated:	September 23, 1729
Population:	24,643 (2020 Census)
Miles of Road:	170+
Area:	31.3 square miles
Elevation:	Approx 406 feet
Residential Tax Rate:	\$13.47 per \$1,000 of valuation
Form of Government:	Open Town Meeting / Select Board / Town Manager
Religious Institutions:	Catholic, Episcopal, Unitarian/United Church of Christ, Baha'i, Jewish, Methodist, Non-Denominational
Hospital:	Mass General Brigham (Westford)
Transportation:	MBTA Commuter Rail (Lowell Line via nearby Chelmsford), LRTA bus service (Route 15 through Westford), Interstate 495, US Route 3, Routes 110   40   225   27
Utilities:	Electricity/Natural Gas – National Grid; Town-administered Water
Schools:	Public – Westford Public Schools (9 schools, PK-12), Nashoba Valley Technical High School (regional vocational)
Public Safety:	Full-time Westford Police Department; Westford Fire Department and Emergency Medical Services (EMS)
Recreation:	Municipal parks, trails, athletic fields, outdoor recreation areas, community recreation programs

Visit the Town's website at [www.westfordma.gov](http://www.westfordma.gov) for a calendar of municipal events and meetings, and for general information about the Town.

## **On the Back Cover**

"In 2008, a replica of the bandstand from about 1861 was built around the current flagpole by David W. Fox and Ed Buckingham with support from the Nashoba Valley Technical High School carpentry class and the Westford Academy Service Team."

*Westford Gazetteer, Robert W. Oliphant, 2010*

