



**TOWN OF WESTFORD
SELECT BOARD**

TOWN HALL
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**FY26/FY27 Select Board Goals in Alignment with Strategic Plan
Final December 9, 2025**

Caring and Engaged Community

Organizational Communications Capacity

- Finalize and implement the Town's new Comprehensive Communications Plan and evaluate its effectiveness.
 - Develop comprehensive set of metrics.
 - Identifying model towns for benchmarking communications functions in the Town to be the best engaged community of our size and type in the Commonwealth.
 - Consider whether to expand outreach tools, including social media, mailers, and in-person events.
 - Develop cross-departmental communications team.

Engagement with Boards and Committees

- Expand outreach to Boards and Committees to align their work with the Strategic Outcome Areas.
- Create and issue Board and Committee onboarding handbooks.

Responsive and Responsible Town Government

Strategic Plan Implementation

- Integrate Strategic Plan strategies into departmental work plans and begin tracking implementation progress across all seven outcome areas.
- Continue to implement a cross-departmental Strategic Plan tracking spreadsheet with references under each action item to monitor progress and accountability.
- Align existing plans and initiatives with the Strategic Plan framework.

Capital Facilities Project Planning and Implementation

- In coordination with School Department, integrate findings from the Facilities and Capital Needs Assessments and existing facilities plans into a comprehensive, multi-year capital plan aligned with Strategic Plan priorities (multi-year/ongoing).
- Oversee the J.V. Fletcher Library expansion.
- Oversee the Robinson School Building Feasibility Study.
- Develop a reporting structure and frequency for capital project status for Select Board and public.

Employee Development and Retention

- Strengthen employee development and retention by restoring professional growth opportunities beyond minimum certification requirements.
- Identify key/drivers measures of employee satisfaction.
- Develop framework for succession planning, cross training and standardized onboarding and offboarding of employees.

Establish a framework for identifying and prioritizing core services to ensure fiscal sustainability

- Improve public understanding of budget tradeoffs and strategic priorities.
- Complete comprehensive review of fee schedules, including potential impacts to revenue and stakeholders.
- Prepare for and execute digital records retention plan (multi-year execution).
- Prepare for and implement a modern online permitting system.

Commitment to Environmental Sustainability and Climate Action

Facilities Energy Efficiency Projects

- FY25 - 26 Energy Efficiency projects included \$2.9M in investments (most projects were included in original IGA as priority projects).
- FY26 - Execute Phase I of Energy Management Services contract with Ameresco.
 - Final IGA will be completed before end of FY; many projects already completed outside of performance contract.
- FY27 - Execute Phase II of Energy Management Services contract (performance contract) with Ameresco.
 - Projects anticipated for Phase II include Cameron HVAC, WA roof and HVAC, town/school BMS and several smaller contributing projects.
- FY27 - Continue Ch.25A S.14 projects (smaller scale projects).
- FY27 - Create a solar siting plan for municipal and school properties.

Fleet

- FY26 - FY27 - Develop a Fleet Transition Plan and Electric Vehicle Supply Equipment (EVSE) plan.

Waste Reduction

- Develop (FY26) and implement (FY27) a comprehensive waste reduction strategy to include residential and municipal sectors.
 - Implement Pay-As-You-Throw (PAYT) program in FY27.
 - Increase recycling and diversion opportunities to support PAYT transition.

Diverse and Attainable Housing Options

Planning

- Update the Town of Westford Housing Production Plan, currently set to expire in October 2027, and identify the top three (3) priority goals to implement.
- Host a Housing Summit for the Town of Westford to engage with stakeholders to better define housing challenges and identify potential solutions and options.
- Maintain Westford's Subsidized Housing Inventory (SHI) above 10% of the Town's total housing stock.

Implementation

- Allocate CPA funds on an annual basis to support programs and opportunities for affordable and community housing units by:
 - Providing funding to emergency and rental assistance programs.
 - Explore the creation of a down-payment assistance program(s) to help seniors, recent graduates, and others pursue homeownership options to meet their current needs.
 - Work in partnership with private developers to include additional affordable and community housing units within new housing developments and redevelopment projects.
- Encourage and support the Westford Affordable Housing Trust's efforts to explore options for increasing the number of income-restricted housing units at a variety of income levels, particularly for home-ownership units.
- Establish and grow a fund dedicated to the acquisition, creation, and/or protection of affordable housing units to allow for swifter reactions to minimize any "missed" opportunities.
- Seek opportunities to add existing non-qualifying affordable housing units for inclusion in the Town's SHI.
- Explore the creation of Westford-specific local initiative or affordability-restricted housing units (non-40B) with opportunities for local preferences that address our local needs.

Intentional and Appropriate Economic Growth

Creating a Business Friendly Culture

- Continue Discover Westford branding and marketing efforts that build the tax base, attract new businesses, and provide residents with local jobs, amenities, and services.
- Building and maintaining strong relationships and outreach with businesses and real estate professionals.
- Review Town policies to identify opportunities to become more business-friendly and promote tax incentive programs.
- Developing an engagement plan to understand resident preferences and balance between growth and preservation.

Land Use Planning

- Identify priority areas for intentional and appropriate economic growth, including considerations for infrastructure needs and grid capacity.
- Complete the Route 40 Corridor Master Plan.
- Proactive zoning changes on a regular basis to adapt to changes in business demands.

Targeted Redevelopment and Neighborhood Revitalization

- Graniteville – advance redevelopment of 12 North Main Street through continued grant pursuit, site readiness planning, and community engagement.
- Revitalization of what is currently the office building market into something of better and higher use.

Quality Educational Opportunities

Optimize shared resources amongst, the Town, Westford Public Schools and Nashoba Valley Technical High School

- Understand the Westford Public Schools and Nashoba Valley Technical High School goals for the next three years.
- Create event opportunities for lifelong learning that align with the town's educational goals.
- Strengthen collaboration with Westford Public Schools and Nashoba Valley Technical High School through shared services and joint planning initiatives.

Opportunities for Recreation & Preservation of Open Space

Open Space and Recreational Assets

- Complete the update of the Open Space and Recreation Plan.
- Begin development of a Sidewalk and Trail Master Plan.
- Targeted capital improvements as part of the facilities and infrastructure capital plan development.

Develop, promote and enhance recreational opportunities for all generations

- Hold 3-4 major community events in partnership with Roudenbush and other area organizations.
- Structured collaboration with Community services (library, senior center, wellness, health, veterans, recreation) departments and others as necessary.
- Pursue the Nashoba Greenway Project.