

ANNUAL REPORT of the
Town of Westford

For the Fiscal Year Ending June 30

2017



**WESTFORD CENTER FIRE STATION
1917 - 1974**

On the Cover

“23. Voted that the Town make additions to the Old Academy Building, so called, whereby the floor space thereof is to be increased and otherwise remodel and repair said building for the use of the Fire Department, ... in order to meet the expense to be incurred ... the Town Treasurer, with the approval of the Selectmen, be and hereby is authorized and empowered to borrow a sum not exceeding fifteen hundred dollars (\$1,500).”

- Minutes of the Annual Meeting February 12, 1917
Annual Report of the Town of Westford
For The Year Ending December 31, 1917

Report of the Building Committee for the Fire House

“On June 5th, we met at Selectmen’s Room with all members present, also P. Henry Harrington and Harry B Prescott.

“Alterations in the specifications were made after which P. Henry Harrington agreed to do said work for the sum of \$3,000.”

*Cover photo of the 1917 Fire House from
the collection of the Westford Historical Society.
Today, the building houses the Westford Museum.*

TOWN OF WESTFORD MASSACHUSETTS

Annual Report

For the fiscal year ending June 30, 2017

Annual Town Meeting
Saturday, March 24, 2018

Annual Town Election
Tuesday, May 1, 2018

CITIZEN ACTIVITY APPLICATION FORM

Town of Westford

GOOD GOVERNMENT STARTS WITH YOU

If you are interested in serving on a town committee, please fill out this form and mail to the Town Manager, Town Hall, 55 Main Street, Westford, MA 01886. This form may also be downloaded from the website at www.westfordma.gov. All committee vacancies will be filled by citizens deemed most qualified to serve in a particular capacity.

Date _____

Name _____

Address _____

Home Telephone _____ Email _____

Amount of Time Available _____

Interest in What Town Committee _____

Present Occupation _____

Education Background _____

Town Offices Held _____

Other Volunteer Positions _____

Remarks _____

In Memoriam



William J. Kavanagh, Jr.

1928 - 2016



Born in Forge Village and a 1946 graduate of Westford Academy, Bill was appointed to the Finance Committee in 1965 and served until 1974. When Bill decided to run for Moderator in 1975, not only was he unopposed, he received more votes than any other candidate on the ballot that spring. He presided over Town Meeting for eighteen years, stepping down in 1993.

George S. Fletcher

1928 - 2016

A farmer on the same land that his grandfather farmed on Plain Road, George served the town as Deputy Fire Chief, Dog Officer and Sealer of Weights & Measures among other jobs. George was elected to the Board of Selectmen in 1963 and served on the Highway Building Committee, Master Plan Committee and the Conservation Commission. When the town acquired East Boston Camps in 2002, George continued his forty-year tenure as caretaker.

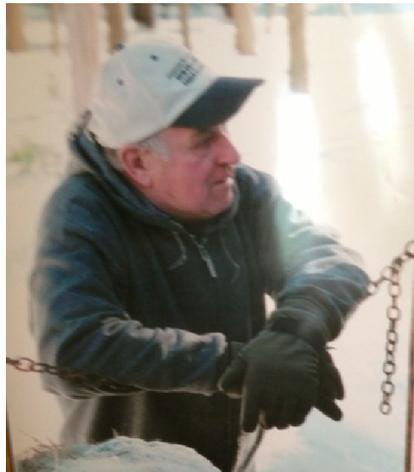


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ELECTED OFFICIALS AS OF JUNE 30, 2017

BOARD OF HEALTH

3 – year term

		<i>Term Expires</i>
Joanne Belanger	6 Marie Anne Dr	5/2018
Zac A Cataldo	121 Depot St	5/2020
Stephanie D Granger	101 Russell's Way	5/2019
Susan M Hanley	26 Kirsi Cir	5/2019
Michele Pitoniak-Crawford	15 Shelly Ln	5/2020

BOARD OF SELECTMEN

3 – year term

Elizabeth M Almeida	41 West St	5/2020
G Thomas Clay	7 Ward Hill Rd	5/2020
Scott Hazelton	76 Nutting Rd	5/2019
Mark D Kost	7 Grassy Ln	5/2018
Andrea Peraner-Sweet	21 Kirsi Cir	5/2019

HOUSING AUTHORITY

5 – year term

Muriel T Drake	67 Tadmuck Rd	5/2019
Carol S Engel	26 Lowell Rd	5/2021
Diane Holmes	13 Sandstone Rd	5/2022
Corrine Ryan	93 Stony Brook Rd	5/2018

JV FLETCHER LIBRARY TRUSTEES

3 – year term

Kathleen A Canavan	3 Misty Ln	5/2019
Elizabeth S Diercks	56 Depot St	5/2019
Marianne C Fleckner	23R Almeida Cir	5/2018
Susan M Flint	7 Swanson Ln	5/2018
Hajo W Koester	65 Providence Rd	5/2020
Robert D Price	18 Stratton Hill Rd	5/2020

MODERATOR

3 -year term

Susan M Spuhler	232 Concord Rd	5/2020
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PLANNING BOARD

5 -year term

Michael J Green	11 Hidden Valley Rd	5/2019
Kate Hollister	25 Vine Brook Rd	5/2021
Gary Lavelle	2 Meadow View Lane	5/2020
Dylan H O'Connor	3 Lambert Wy	5/2022
Darrin H Wizst	1 Noonan Way	5/2018

ELECTED OFFICIALS AS OF JUNE 30, 2017 — CONTINUED

SCHOOL COMMITTEE

3 – year term

		<i>Term Expires</i>
Avery Adam	87 Providence Rd	5/2018
Arthur F Benoit	26 Country Rd	5/2019
Megan A Eckroth	8 Timberlee Ln	5/2020
Alicia D Mallon	104 Plain Rd	5/2019
Gloria Miller	14 Hutchins Wy	5/2020
Terence J Ryan	7 Castle Rd	5/2018
Christopher P Sanders	4 Koala Bear Ln	5/2018

APPOINTED OFFICIALS AS OF JUNE 30, 2017

AFFORDABLE HOUSING COMMITTEE

Appointed by Board of Selectmen

2 – year term

		<i>Term Expires</i>
Joan Croteau	10 Groton Rd	6/30/2019
Edith Fruscione	8 Starr Cir	6/30/2020
Maureen George	3 Porter Rd	6/30/2018
Karen Hudson	35 Carlisle Rd	6/30/2019
Chris Pude	8 Bradley Ln	6/30/2018
Drew Vernalia	10 Groton Rd	6/30/2018

3 – year term

Robert F Downing	40 Nutting Rd	6/30/2018
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AFFORDABLE HOUSING TRUST COMMITTEE

Appointed by Board of Selectmen

1 – year term

John Parker	3 Cobbler Rd	6/30/2017
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2 – year term

Joseph P Diamond	7 Trailside Way	6/30/2018
Robert F Downing	40 Nutting Rd	6/30/2018
Andrea Peraner-Sweet	21 Kirsi Cir	6/30/2018
Robert J Waskiewicz	120 Groton Rd	6/30/2018

AGRICULTURAL COMMISSION

Appointed by Board of Selectmen

3 – year term

Elizabeth Almeida	41 West St	6/30/2020
Danielle Battle	8 Providence Rd	6/30/2020
Christine Berthold	3 Hyacinth Dr	6/30/2017
Keith Bohne	31 Tadmuck Rd	6/30/2020
Sharon Chew	12 Robinwood Cir	6/30/2020
Peter Cox	82 Main St	6/30/2018
Ellen Joseph	40 Flagg Rd	6/30/2017
Kimberly Liner	9 Tenney Rd	6/30/2017
Zoe Stapp	9 Connell Dr	6/30/2017
Maya Vitvitska	29 Providence Rd	6/30/2019
Bob Boonstra (alternate)	13 Alcorn Crossing	6/30/2019
Jo Crawford (alt.)	20 Old Homestead Rd	6/30/2017
Mark O'Lalor (alt.)	105 Concord Rd	6/30/2017
Leanne Terry (alt.)	21 South Chelmsford Rd	6/30/2019

BOARD OF ASSESSORS

Appointed by Town Manager

Michael S Coravos	44 Brandon Cir	6/30/2017
Diane L Holmes	4 Pleasant St	6/30/2019
Titus A Palmer	15 Vose Rd	6/30/2018

APPOINTED OFFICIALS AS OF JUNE 30, 2017 — CONTINUED

BOARD OF CEMETERY COMMISSIONERS

Appointed by Town Manager

3 – year term

		<i>Term Expires</i>
Jonathan P Ash	13 Depot St	6/30/2018
R Bradley Potts	19R Main St	6/30/2017
Daniel Provost	27 Orchard St	6/30/2019
George P Rogers	60 Pleasant St	6/30/2019

BOARD OF WATER COMMISSIONERS

Appointed by Town Manager

3 – year term

Elizabeth A Denly	458 Groton Rd	6/30/2017
Hugh C Maguire	127 Cold Spring Rd	6/30/2018
Titus A Palmer	15 Vose Rd	6/30/2017
Chauncey Chu (alt.)	1 Green Needles Rd	6/30/2017

BYLAW REVIEW COMMITTEE

Appointed by Board of Selectmen

3 – year term

David B Chandler	26 Hillside Ave	6/30/2018
Jean Croteau	10 Boutwell Hill Rd	6/30/2017
Joan Croteau	10 Boutwell Hill Rd	6/30/2019

No expiration date

Kaari Mai Tari

CAPITAL PLANNING COMMITTEE

Appointed by Town Manager

3 – year term

Kathy Auth	5 Kylemore Dr	6/30/2017
Kelly J Ross	7 Carriage Way	6/30/2017

No expiration date

Arthur Benoit	26 Country Rd	
John H Cunningham	4 Butternut Rd	
Mark D Kost	7 Grassy Ln	
Thomas J Mahanna	4 Butterfield Ln	
Dan O'Donnell	55 Main St	
Bill Olsen	23 Depot St	
Jodi Ross	55 Main St	

COMMISSION ON DISABILITY

Appointed by Town Manager

1 – year term

Scott Hazelton	76 Nutting Rd	6/30/2017
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3 – year term

Joyce Benoit	65 Tadmuck Rd	6/30/2017
Raymond K Clark	47 Hildreth St	6/30/2017
Dawn F Dillon	2 Ward Hill Rd	6/30/2019
Janet C Horner	74 Nutting Rd	6/30/2018
Katherine L Phaneuf	7 Drawbridge Rd	6/30/2018
Patricia C Reppucci	15 Lucille Ave	6/30/2018
Marguerite F Sabatino	18 Lucille Ave	6/30/2017
Linda M Clifford (alt.)	4 Cypress Rd	6/30/2017

APPOINTED OFFICIALS AS OF JUNE 30, 2017 — CONTINUED

COMMUNICATIONS ADVISORY COMMITTEE

Appointed by Board of Selectmen

1 – year term

		<i>Term Expires</i>
Robert Fesmire	149 Main St	6/30/2017
Jim Silva	98 Chamberlain Rd	6/30/2017
Tom Spuhler	232 Concord Rd	6/30/2017

COMMUNITY CENTER / MILL WORKS / RECREATION DEPARTMENT TASK FORCE

Appointed by Board of Selectmen

1 – year term

Sandra Habe	55 Main St	6/30/2017
Ellen Harde	39 Main St	6/30/2018
Mark Kost	7 Grassy Ln	6/30/2018
John McNamara	11 Hillside Av	6/30/2018
Ingrid Nilsson	6 Depot St	6/30/2018
Katelyn Olson	3 Pond St	6/30/2018
Pattie Pichette	19 Roche Av	6/30/2018
Pat Savage	55 Main St	6/30/2018
Bob Waskiewicz	120 Groton Rd	6/30/2018
Elizabeth Almeida (alt.)	41 West St	6/30/2018
Kacy Caviston (alt.)	14 Morning Glory Cr	6/30/2018
Paul Ercolini (alt.)	15 Boutwell Hill Rd	6/30/2018

COMMUNITY PRESERVATION COMMITTEE

Appointed by Board of Selectmen

3 – year term

Chris Barrett	13 Vose Hill Rd	6/30/2018
John P Cunniffe	8 Patten Rd	6/30/2018
Marilyn Frank	6 Chamberlain Rd	6/30/2018
Kathleen A Healy	95 Main St	6/30/2018
Diane Holmes	13 Sandstone Rd	6.30/2017
Bob S Jefferies	11 Boston Rd	6/30/2018
Christine M MacMillan	12 Maple St	6/30/2018
Robert D Price	18 Stratton Hill Rd	6/30/2019

CONSERVATION COMMISSION

Appointed by Board of Selectmen

3 – year term

Robert Boonstra	13 Alcorn Crossing	6/30/2017
John Cunningham	4 Butternut Rd	6/30/2018
Eric Fahle	9 Long Sought For Pond Rd	6/30/2017
Marilyn Frank	6 Chamberlain Rd	6/30/2019
James Gozzo	6 Carolina Ln	6/30/2017
Ann Jefferies	11 Boston Rd	6/30/2018
Peter Mahler	25 Vine Brook Rd	6/30/2019

APPOINTED OFFICIALS AS OF JUNE 30, 2017 — CONTINUED

CONSTABLE

Appointed by Board of Selectmen

3 – year term

		<i>Term Expires</i>
Patricia L Dubey	30 Pleasant St	6/30/2018
John R Sullivan	145 Plain Rd	6/30/2018

COUNCIL ON AGING

Appointed by Town Manager

3 – year term

Nancy Cook	25 N Main St	6/30/2019
Helena Crocker	34 West St	6/30/2019
Patricia A Holmes	7 Church St	6/30/2019
Robert Tierney	10 Tallard Rd	6/30/2018
George Rogers	60 Pleasant St	6/30/2018
Kathryn S Wilson	55 Main St	6/30/2019

CULTURAL COUNCIL

Appointed by Board of Selectmen

Ankita Ahalavat	98 Main St	6/30/2019
Joan Bennett	74 Parkhurst Dr	6/30/2017
Denali Delmar	8 Dunstable Rd	6/30/2017
Prabhat Gupta	100 Hildreth St	6/30/2018
Erin D Heinhold	49 Hildreth St	6/30/2017
Yen Yen Lim	0 Shannon Cir	6/30/2018
Etienne M Marchione	6 Tower Rd	6/30/2018
Angela W McAlister	49 Flagg Rd	6/30/2018
Brian Pitts	2 Mulberry Ln	6/30/2018
Seema Pusalkar	2 Sweetwood Cir	6/30/2019
Anita Tonkarn-Nguyen	9 Plain Rd	6/30/2018
Lynda B Vernalia	10 Groton Rd	6/30/2018

DESIGNER SELECTION COMMITTEE

ROUDENBUSH COMMUNITY CENTER REHABILITATION PROJECT

Appointed by Town Manager

1 – year term

Lisa Cohen	7 Kylemore Dr	6/30/2017
Paul DeScenza	3 Depot St	6/30/2017
Brenda J Grant	10 Wilson Ln	6/30/2017
William Kenison	55 Main St	6/30/2017
Patti Pichette	65 Main St	6/30/2017
Jeanne K Roberts	1 Hildreth St	6/30/2017
Leslie A Thomas	8A Old Colony Dr	6/30/2017

APPOINTED OFFICIALS AS OF JUNE 30, 2017 — CONTINUED

DOG PARK TASK FORCE

Appointed by Board of Selectmen

2 - year term

		<i>Term Expires</i>
Avery Adam	87 Providence Rd	6/30/2018
Elizabeth Almeida	41 West St	6/30/2018
Julie V Darcy	33 Broadway St	6/30/2018
Edith Fruscione	8 Starr Cir	6/30/2018
Karen Hudson	35 Carlisle Rd	6/30/2018
Joshua Manuel	77 Plain Rd	6/30/2018
Sandra L Martinez	95 Main St	6/30/2018
Katelyn R Olson	3 Pond St	6/30/2018
Mark J Olson	3 Pond St	6/30/2018
Teresa L Olson	98 Depot St	6/30/2018
Michele Pilotte	22 Acton Rd	6/30/2018
Deborah A Rorke	23 Indian Ridge Ter	6/30/2018
Rosemary Theroux	9 Poplar Rd	6/30/2018
Kelly Tierney	6 Butterfield Ln	6/30/2018
Krish Velmurugan	50 Boston Rd	6/30/2018
Kelly Wong	2 Dodge Rd	6/30/2018
Marsha C Wyman	57 Indian Ridge Ter	6/30/2018

ECONOMIC DEVELOPMENT COMMITTEE

Appointed by Board of Selectmen

3 - year term

Thomas P Barry	27 Stone Ridge Rd	6/30/2018
Ronald Caterino	45 Stone Ridge Rd	6/30/2018
Elia P Demetri	31 Stone Ridge Rd	6/30/2018
Chris Kluchman	55 Main St	6/30/2018
William R Nussbum	29 Stone Ridge Rd	6/30/2018
Andrea Peraner-Sweet	21 Kirsi Cir	6/30/2018
Jodi Ross	55 Main St	6/30/2018

EMERGENCY MANAGEMENT

Appointed by Town Manager

1 - year term

Joe Targ	55 Main St	6/30/2017
Tim Whitcomb	55 Main St	6/30/2017

ENERGY COMMITTEE

Appointed by Board of Selectmen

3 - year term

Noel Almeida	41 West St	6/30/2019
Peter D Berson	8 Holly Ln	6/30/2020
Michael Belinski	37 Crown Rd	6/30/2020
Vincent Florek	4 Tyler Rd	6/30/2018
Juliette Mount	51 Boston Rd	6/30/2019
Todd Palumbo	2 Emily Wy	6/30/2017
Robert W Willis	7B Pilgrim Dr	6/30/2017

APPOINTED OFFICIALS AS OF JUNE 30, 2017 — CONTINUED

FENCE VIEWER

Appointed by Board of Selectmen

1 – year term

		<i>Term Expires</i>
Brian Pitts	2 Mulberry Ln	6/30/2018
Albert Prescott	16 Lake Shore Drive N	6/30/2018

FINANCE COMMITTEE

Appointed by Moderator

3 – year term

Liewei Bao	2 Tavern Cir	6/30/2018
Ellen Doucette	3 Brookview Dr	6/30/2019
Heather P FitzPatrick	13 Shannon Cir	6/30/2018
Shankar Hegde	2 Mohegan Pl	6/30/2020
Ingrid Nilsson	6 Depot St	6/30/2019
Glen Secor	56R Pleasant St	6/30/2017
Hari Vetsa	4 Mamie Ln	6/30/2019
Dennis Wrona	5 Sassafras Rd	6/30/2017

HEALTHY WESTFORD COMMITTEE

Appointed by Board of Selectmen

3 – year term

Lucia Alfano	5 Polar Bear Dr	3/21/2019
Chris Barrett	13 Vose Hill Rd	11/9/2018
Zac Cataldo	121 Depot St	11/9/2018
Jennifer Claro	55 Main St	11/9/2018
Michelle Collette	22 Town Farm Rd	11/9/2019
Will Darling	7 Flagg Rd	11/9/2018
Megan Eckroth	8 Timberlee Ln	6/30/2019
Joy Felicani (alt.)	22 Town Farm Rd	6/30/2019
Judith Formanek	33 Pine Rd	11/9/2018
Gloria Gilbert	5 Cummings Rd	3/21/2019
Carol Gumbart	55 Main St	11/9/2018
Alisha E Hillam	6 Coolidge Av	11/9/2018
Gregory W Johnson	55 Main St	11/9/2018
Bruce J Rosenberg	123 Westview Dr	3/21/2018
Terence J Ryan	7 Castle Rd	11/9/2018
Jeffrey Stephens	55 Main St	6/30/2019
Lynn B Tenney	31 Tyngsboro Rd	11/9/2018
Lynn S Tyndall	42 South Chelmsford Rd	11/9/2018
Kristen Upham	11 Vineyard Rd	3/21/2019

APPOINTED OFFICIALS AS OF JUNE 30, 2017 — CONTINUED

HISTORICAL COMMISSION

Appointed by Board of Selectmen

3 – year term

		<i>Term Expires</i>
Brian G Alcorn	18 Boston Rd	6/30/2017
John P Cuniffe	8 Patten Rd	6/30/2017
Bruce Doran	4 Leland Rd	6/30/2017
Brenda Grant	10 Wilson Ln	6/30/2019
David Gutbrod	74 Depot St	6/30/2019
Brian Langenfeld	2 MacQuarrie Ln	6/30/2017
David Meichsner	21 Shawnee Pl	6/30/2020
Robert E Stafford	22 Leland Rd	6/30/2017

INSURANCE ADVISORY COMMITTEE

Voted by Unions

No expiration date

Mark Chambers	55 Main St
John Emanouil	Non-resident
Marilyn Frank	6 Chamberlain Rd
Mary McCusker	65 Griffin Rd
Thomas McEnaney	53 Main St
Joan Mitchell	Non-resident
Sarah Regan	Non-resident
Glen Robinson	Non-resident

LOWELL REGIONAL TRANSIT AUTHORITY

Appointed by Board of Selectmen

No expiration date

Russell J Badessa	30 Southgate Rd
Bernadette A Dureault	81 North Main St

MASTER PLAN IMPLEMENTATION COMMITTEE

Appointed by Planning Board

2 – year term

Misty Bergeron	40 Brookside Rd	6/30/2018
Joan C Croteau	10 Boutwell Hill Rd	6/30/2018
John Cunningham	4 Butternut Rd	6/30/2018
Dennis Galvin	90 Concord Rd	6/30/2018
Scott Hazelton	76 Nutting Rd	6/30/2018
Bob Krankewicz	15 Boston Rd	6/30/2018
Susan Spuhler	232 Concord Rd	6/30/2018
Tom Spuhler	232 Concord Rd	6/30/2018

NASHOBA VALLEY TECHNICAL HIGH SCHOOL DISTRICT

Appointed by Moderator, School Committee and Board of Selectmen

3 – year term

Warren Adam (alt.)	87 Providence Rd	3/31/2019
Ronald E Deschenes	86 Tadmuck Rd	3/31/2020
Emanuel Manolopoulos	11 Butternut Rd	3/31/2019

APPOINTED OFFICIALS AS OF JUNE 30, 2017 — CONTINUED

NORTHERN MIDDLESEX COUNCIL OF GOVERNMENT

Appointed by Board of Selectmen

<i>1 – year term</i>		<i>Term Expires</i>
Elizabeth Almeida	41 West St	6/30/2018
Jim Silva	98 Chamberlain Rd	6/30/2018

Appointed by Planning Board

<i>1 – year term</i>		
Darrin Wizst	1 Noonan Wy	6/30/2018

NORTHERN MIDDLESEX STORMWATER COLLABORATIVE

Appointed by Town Manager

<i>3 – year term</i>		
Richard J Barrett	47 Tadmuck Rd	6/30/2019
Paul Starratt	28 North St	6/30/2019

PARKERVILLE SCHOOLHOUSE COMMITTEE

Appointed by Town Manager

<i>3 – year term</i>		
Heidi Hatke	78R Carlisle Rd	6/30/2018
June W Kennedy	31 Old Lowell Rd	6/30/2018
Florence Michaelides	Non-resident	6/30/2018
Bonnie Oliphant	3 Robinson Rd	6/30/2017
Roger Plaisted	175 Carlisle Rd	6/30/2018
John Wilder	61 Carlisle Rd	6/30/2018

PARKS AND RECREATION COMMISSION

Appointed by Town Manager

<i>3 – year term</i>		
Chris Barrett	13 Vose Hill Rd	6/30/2019
Kevin A Caviston	14 Morning Glory Cir	6/30/2019
John M Clancy	61 Village View Rd	6/30/2018
Beverly M Doucette	48 Nabnasset St	6/30/2018
Ulrike S Kjellberg	1 Walter Cir	6/30/2017
Richard McCusker	13 Chippewa Rd	6/30/2016
John W McNamara	11 Hillside Av	6/30/2018
Michael Sawyer	6 Holly Ln	6/30/2020
Lee Ann Alden (alt.)	13 Blue Ridge Rd	6/30/2018

PEDESTRIAN SAFETY COMMITTEE

Appointed by Board of Selectmen

<i>3 – year term</i>		
Don Gayla	11 Mark Vincent Rd	6/30/2017
Sarah Gifford	44 Boston Rd	6/30/2018
Shari L O'Connor	3 Lambert Wy	6/30/2017
Terence J Ryan	7 Castle Rd	6/30/2018

No expiration date

Chris Barrett	13 Vose Hill Rd
Peter Ewing	21 Old Homestead Rd
Scott Hazelton	76 Nutting Rd
Kate Hollister	25 Vine Brook Rd
Karen Hudson	35 Carlisle Rd
Robert Stafford	22 Leland Rd

APPOINTED OFFICIALS AS OF JUNE 30, 2017 — CONTINUED

PERMANENT TOWN BUILDING COMMITTEE

Appointed by Board of Selectmen

2 – year term

		<i>Term Expires</i>
Gary Lavelle	2 Meadow Ln	6/30/2018
Kirk Ware	5 Granada Dr	6/30/2019

3 – year term

Karen A Cavanagh	8 Dempsey Wy	6/30/2017
Nancy J Cook	25 N Main St	6/30/2018
Paul Davis	6 Crest Dr	6/30/2017
Tom Ellis	5 Chicory Rd	6/30/2019
Thomas J Mahanna	4 Butterfield Ln	6/30/2017
Jeanne K. Roberts	1 Hildreth St	6/30/2018

PERSONNEL ADVISORY COMMITTEE

Appointed by Board of Selectmen

3 – year term

Joan E Bennett	74 Parkhurst Dr	6/30/2018
Susan M Flint	7 Swanson Ln	6/30/2018
Judith E Ramirez	14 Beaver Dam Dr	6/30/2018

PUBLIC WORKS INITIATIVE COMMITTEE

Appointed by Board of Selectmen

3 – year term

Avery Adam	87 Providence Rd	6/30/2019
Augustus Bickford	95 N Main St	6/30/2018
John Cunningham	4 Butternut Rd	6/30/2019
Eric Heideman	55 Main St	6/30/2019
Mark Kost	7 Grassy Ln	6/30/2019
Hugh Maguire	127 Cold Spring Rd	6/30/2019
Robert D Price	18 Stratton Hill Rd	6/30/2019
George Rogers	60 Pleasant St	6/30/2019
Terrance Ryan	7 Castle Rd	6/30/2019
Pat Savage	55 Main St	6/30/2019

RECORDS AND ARCHIVES COMMITTEE

Appointed by Town Manager

3 – year term

Patty Dubey	30 Pleasant St	6/30/2020
Ellen Harde	39 Main St	6/30/2019
Pat Louch	82 Main St	6/30/2017
Sandy Martinez	95 Main St	6/30/2019
Virginia Moore	50 Main St	6/30/2017
Bob Oliphant	3 Robinson Rd	6/30/2019

APPOINTED OFFICIALS AS OF JUNE 30, 2017 – CONTINUED

RECYCLING COMMISSION

Appointed by Town Manager

3 – year term

Alan Bugos	3 Jocelyn Dr	6/30/2019
Kris Erickson	41 Keyes Rd	6/30/2019
Ellen S Harde	39 Main St	6/30/2018
Cynthia D Peraner	6 Churchill Ct	6/30/2018
Charles Stark	14 Christopher Rd	6/30/2019
Susan Thomas	7 Old Homestead Rd	6/30/2018

REGISTRARS OF VOTERS

Appointed by Board of Selectmen

3 – year term

Phillip R McGee	2 Beaver Brook Rd	6/30/2017
Alisa Nakashian-Holsberg	6 Betty Ln	6/30/2018
Sheila Tucke	100 Chamberlain Rd	6/30/2019

No expiration

Kaari Mai Tari	55 Main St	
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TAX POSSESSION SALE COMMITTEE

Appointed by Board of Selectmen

3 – year term

Donald Costley	3 Phillips Dr	6/30/2019
Ryan Donovan	7 Leland Rd	6/30/2019
David Earl	8B Old Colony Dr	6/30/2018
Joseph R Foti	3C Old Colony Dr	6/30/2020
William Harman	10 Chamberlain Rd	6/30/2019
Paul Morris	1 Pleasant St	6/30/2019
Rose O'Donnell	8 Sassafras Rd	6/30/2019
Steve Sadowski	10 Evergreen Cir	6/30/2018

TOWN CENTER PARKING AND TRAFFIC STUDY COMMITTEE

Appointed by Board of Selectmen

1 – year term

Gail S Flannery	2 Court Rd	6/30/2017
Kristina V Greene	1 Chesapeake Dr	6/30/2017
Ellen Harde	39 Main St	6/30/2017
Pat Louch	82 Main St	6/30/2017
Shari L. O'Connor	3 Lambert Wy	6/30/2017
Andrea Peraner-Sweet	21 Kirsi Cir	6/30/2017
Milind Tamaskar	5 Erins Wy	6/30/2017
Jeanette Wilkinson	56 Main St	6/30/2017

TOWN FOREST COMMITTEE

Appointed by Town Manager

3 – year term

Richard J. Barrett	47 Tadmuck Rd	6/30/2019
Jim Gozzo	6 Carolina Ln	6/30/2019
Hugh C. Maguire	127 Cold Spring Rd	6/30/2019

APPOINTED OFFICIALS AS OF JUNE 30, 2017 — CONTINUED

TREAD COMMITTEE

Appointed by Town Manager

3 – year term

Nancy J Cook	25 N Main St	6/30/2018
Christine Collins	55 Main St	6/30/2018
Diane Holmes	13 Sandstone Rd	6/30/2018
Patricia C Reppucci	15 Lucille Av	6/30/2019

WESTFORD SCHOLARSHIP AND GRANT COMMITTEE

Appointed by Board of Selectmen

3 – year term

Julie Baudreau	23 Depot St	6/30/2018
William W Cruikshank	13 Butternut Rd	6/30/2018
Louis Esposito	57 Stone Ridge Rd	6/30/2018
Richard Hendl	10 Hayrick Ln	6/30/2018
Rosemarie Koester	65 Providence Rd	6/30/2018
Andrea Mejia	23 Depot St	6/30/2018
Jonathan Myerov	58 Birch Rd	6/30/2018
Janet H Tortora	17 Chippewa Rd	6/30/2018

ZONING BOARD OF APPEALS

Appointed by Board of Selectmen

5 – year term

Jay Enis	13 Pine Tree Trail	6/30/2018
Robert C Herrmann	101 Concord Rd	6/30/2019
James Kazeniak	4 Robinson Rd	6/30/2017
Paul MacMillan	12 Maple St	6/30/2020
Scott MacKay	7 Crown Rd	6/30/2021
David R Earl (alt.)	8B Old Colony Dr	6/30/2020
Scott Fitzgerald (alt.)	49R Carlisle Rd	6/30/2021

GENERAL MEETING TIMES FOR BOARDS & COMMITTEES

Board/Committee	Day of the Month	Time	Location
Affordable Housing Committee	2 nd Wednesday	7:15 am	Alternates between 65 Tadmuck Rd. and Town Hall
Affordable Housing Trust Fund	2 nd Tuesday	7:30 am	Alternates between 65 Tadmuck Rd. and Town Hall
Board of Health	2 nd & 4 th Monday (if needed)	7:00 pm	Town Hall
Board of Selectmen	2 nd & 4 th Tuesday	7:30 pm	Town Hall
Bylaw Review Committee	1 st and 3 rd Tuesday	7:30pm	Town Hall
Capital Planning Committee	Friday Mornings (no set schedule)	8:30 or 9:30am	Town Hall
Cemetery Commission	2 nd Wednesday in Jan, Apr, July, Oct	8:00 am	Pine Grove Cemetery Office
Communication Advisory Committee	4 th Tuesday	7:00 pm	Fletcher Library Mary Atwood Room
Conservation Commission	2 nd & 4 th Wednesday	7:30 pm	Town Hall
Council on Aging	2 nd Wednesday	4:00 pm	Cameron Senior Center
Energy Committee	1 st & 3 rd Monday	7:00pm	Town Hall
Historical Commission	3 rd Wednesday	7:00 pm	Museum Cottage
Housing Authority	2 nd Thursday	7:00 pm	Alternates between 7 Cross St. and 65 Tadmuck Rd.
Library Trustees	1 st Monday	7:00 pm	Fletcher Library
Nashoba Valley Technical High School	2 nd Tuesday	7:30 pm	Nashoba Valley Technical High School
Parks & Recreation	1 st Monday	7:00 pm	Town Farm Building
Permanent Town Building Committee	Every other Wednesday	7:00 pm	Cameron Senior Center
Planning Board	1 st & 3 rd Monday	7:30 pm	Town Hall
Recycling Commission	2 nd Thursday	7:00 pm	Town Hall
School Committee	Every other Monday	7:30 pm	Millennium
Tax Possession Sale Committee	3 rd Thursday	5:00pm	Town Hall
Water Commission	1 st & 3 rd Wednesday	5:30 pm	Water Dept. Operation Center
Zoning Board of Appeals	3 rd Wednesday	7:00 pm	Town Hall

Every effort is made to keep the meeting postings up to date on the online Town Clerk's Meeting Posting page at www.westfordma.gov.

DEMOCRATIC PARTY STATE PRIMARY – SEPTEMBER 8, 2016

	PREC 1	PREC 2	PREC 3	PREC 4	PREC 5	PREC 6	TOTAL
Representative in Congress (Vote for							
Blanks	7	3	3	1	4	5	23
Nicola S. TSONGAS	55	64	53	46	56	37	311
Write Ins	1	0	0	0	0	1	2
TOTALS	63	67	56	47	60	43	336
Councillor (Vote for One)							
Blanks	12	10	9	5	16	8	60
Eileen R. DUFF	51	57	47	42	44	34	275
Write Ins	0	0	0	0	0	1	1
TOTALS	63	67	56	47	60	43	336
Senator in General Court (Vote for One)							
Blanks	8	3	4	3	3	5	26
Eileen M. Donoghue	55	64	52	44	57	38	310
Write Ins	0	0	0	0	0	0	0
TOTALS	63	67	56	47	60	43	336
Representative in General Court (Vote for One)							
Blanks	6	2	3	2	1	1	15
James ARCIERO	57	65	52	45	58	42	319
Write Ins	0	0	1	0	1	0	2
TOTALS	63	67	56	47	60	43	336
Sheriff (Vote for One)							
Blanks	7	5	5	5	6	4	32
Peter J. KOUTOUJIAN	40	46	29	31	42	24	212
Barry S. KELLEHER	16	15	22	11	12	15	91
Write Ins	0	1	0	0	0	0	1
TOTALS	63	67	56	47	60	43	336
Total Democratic Ballots cast	63	67	56	47	60	43	336
Total Registered Democrats	633	677	551	574	582	494	3,511
TOTAL REGISTERED VOTERS	2,950	2,846	2,781	2,660	2,655	2,498	16,390
Total Voter Turnout (all primaries)	87	91	83	68	83	64	476
% Voter Turnout	2.95%	3.20%	2.98%	2.56%	3.13%	2.56%	2.90%

REPUBLICAN PARTY STATE PRIMARY – SEPTEMBER 8, 2016

	PREC 1	PREC 2	PREC 3	PREC 4	PREC 5	PREC 6	TOTAL
Representative in Congress (Vote for							
Blanks	1	0	0	0	0	0	1
Ann WOFFORD	21	22	27	21	22	21	134
Write Ins	1	0	0	0	0	0	1
TOTALS	23	22	27	21	22	21	136
Councillor (Vote for One)							
Blanks	1	2	0	0	0	1	4
Richard A. BAKER	21	20	27	21	22	20	131
Write Ins	1	0	0	0	0	0	1
TOTALS	23	22	27	21	22	21	136
Senator in General Court (Vote for One)							
Blanks	22	20	24	20	17	20	123
Write Ins	1	2	3	1	5	1	13
TOTALS	23	22	27	21	22	21	136
Representative in General Court (Vote for One)							
Blanks	21	21	24	19	19	21	125
Write Ins	2	1	3	2	3	0	11
TOTALS	23	22	27	21	22	21	136
Sheriff (Vote for One)							
Blanks	22	20	27	21	19	20	129
Write Ins	1	2	0	0	3	0	6
Angelo A. LaCivita						1	
TOTALS	23	22	27	21	22	21	136
Total Republican Ballots cast	23	22	27	21	22	21	136
Total Reg. Republicans	404	365	396	391	365	294	2,215
TOTAL REGISTERED VOTERS	2,950	2,846	2,781	2,660	2,655	2,498	16,390
Total Voter Turnout (all primaries)	87	91	83	68	83	64	476
% Voter Turnout	2.95%	3.20%	2.98%	2.56%	3.13%	2.56%	2.90%

GREEN-RAINBOW STATE PRIMARY – SEPTEMBER 8, 2016

Representative in Congress	PREC 1	PREC 2	PREC 3	PREC 4	PREC 5	PREC 6	TOTAL
Blanks	0	0	0	0	0	0	0
Write Ins	0	0	0	0	0	0	0
TOTALS	0						
Councillor							
Blanks	0	0	0	0	0	0	0
Write Ins	0	0	0	0	0	0	0
TOTALS	0						
Senator in General Court							
Blanks	0	0	0	0	0	0	0
Write Ins	0	0	0	0	0	0	0
TOTALS	0						
Representative in General Court							
Blanks	0	0	0	0	0	0	0
Write Ins	0	0	0	0	0	0	0
TOTALS	0						
Sheriff (Vote for One)							
Blanks	0	0	0	0	0	0	0
Write Ins	0	0	0	0	0	0	0
TOTALS	0						
TOTAL REGISTERED VOTERS	2,950	2,846	2,781	2,660	2,655	2,498	16,390
Total Green-Rainbow ballots cast	0	0	0	0	0	0	0
Total Reg. Green-Rainbow	1	1	2	2	2	3	11
TOTAL REGISTERED VOTERS	2,950	2,846	2,781	2,660	2,655	2,498	16,390
Total Voter Turnout	87	91	83	68	83	64	476
% Voter Turnout	2.95%	3.20%	2.98%	2.56%	3.13%	2.56%	2.90%

UNITED INDEPENDENT STATE PRIMARY – SEPTEMBER 8, 2016

<i>Representative in Congress</i>	PREC 1	PREC 2	PREC 3	PREC 4	PREC 5	PREC 6	TOTAL
Blanks	1	2	0	0	1	0	4
Write Ins	0	0	0	0	0	0	0
TOTALS	1	2	0	0	1	0	4
<i>Councillor</i>							
Blanks	1	2	0	0	1	0	4
Write Ins	0	0	0	0	0	0	0
TOTALS	1	2	0	0	1	0	4
<i>Senator in General Court</i>							
Blanks	1	1	0	0	1	0	3
Write Ins	0	1	0	0	0	0	1
TOTALS	1	2	0	0	1	0	4
<i>Representative in General Court</i>							
Blanks	1	2	0	0	1	0	4
Write Ins	0	0	0	0	0	0	0
TOTALS	1	2	0	0	1	0	4
<i>Sheriff</i>							
Blanks	0	2	0	0	0	0	2
Write Ins	1	0	0	0	1	0	2
TOTALS	1	2	0	0	1	0	4
Total United Independent ballots cast	1	2	0	0	1	0	4
Total registered United Independent	13	15	9	10	15	11	73
TOTAL REGISTERED VOTERS	2,950	2,846	2,781	2,660	2,655	2,498	16,390
Total Voter Turnout	88	91	83	68	83	64	476
% Voter Turnout	2.98%	3.20%	2.98%	2.56%	3.13%	2.56%	2.90%

PRESIDENTIAL ELECTION – NOVEMBER 8, 2016

	PREC 1	PREC 2	PREC 3	PREC 4	PREC 5	PREC 6	TOTAL
<i>Electors of President and Vice President</i>							
Blanks	50	27	31	31	28	31	198
CLINTON and KAINÉ	1,497	1,334	1,266	1,352	1,242	1,163	7,854
JOHNSON and WELD	146	155	147	127	143	106	824
STEIN and BARAKA	21	33	27	32	23	24	160
TRUMP and PENCE	792	815	854	677	813	755	4,706
Write Ins	58	47	54	54	38	42	293
Feegbeh and O'Brien							0
Kotlikoff & Leamer					1		1
Moorehead & Lilly							0
Schoenke & Mitchel, Jr.							0
McMullin & Johnson	7	10	9		3	6	35
TOTALS	2,571	2,421	2,388	2,273	2,291	2,127	14,071
<i>Representative in Congress</i>							
Blanks	97	87	80	60	59	65	448
Nicola S. TSONGAS	1,599	1,521	1,431	1,476	1,439	1,314	8,780
Ann WOFFORD	875	810	877	737	792	747	4,838
Write Ins	0	3	0	0	1	1	5
TOTALS	2,571	2,421	2,388	2,273	2,291	2,127	14,071
<i>Councillor</i>							
Blanks	257	204	196	185	180	148	1,170
Eileen R. DUFF	1,253	1,254	1,148	1,218	1,159	1,070	7,102
Richard A. BAKER	1,060	961	1,044	869	952	907	5,793
Write Ins	1	2	0	1	0	2	6
TOTALS	2,571	2,421	2,388	2,273	2,291	2,127	14,071
<i>Senator in General Court</i>							
Blanks	747	638	661	560	618	588	3,812
Eileen M. Donoghue	1,813	1,765	1,713	1,698	1,666	1,530	10,185
Write Ins	11	18	14	15	7	9	74
TOTALS	2,571	2,421	2,388	2,273	2,291	2,127	14,071

PRESIDENTIAL ELECTION-NOVEMBER 8, 2016

	PREC 1	PREC 2	PREC 3	PREC 4	PREC 5	PREC 6	TOTAL
<i>Representative in General Court</i>							
Blanks	599	513	525	448	458	469	3,012
James ARCIERO	1,962	1,898	1,850	1,808	1,824	1,646	10,988
Write Ins	8	6	12	17	8	8	59
Dennis Galvin	2	4	1	0	1	4	12
TOTALS	2,571	2,421	2,388	2,273	2,291	2,127	14,071
<i>Sheriff</i>							
Blanks	709	627	622	552	600	543	3,653
Peter J. KOUTOUJIAN	1,852	1,786	1,758	1,709	1,683	1,578	10,366
Write Ins	10	8	8	12	8	6	52
TOTALS	2,571	2,421	2,388	2,273	2,291	2,127	14,071
<i>Question 1: relative to additional casino licenses</i>							
Blanks	88	70	81	60	88	69	456
Yes	719	865	764	657	713	827	4,545
No	1,764	1,486	1,543	1,556	1,490	1,231	9,070
TOTALS	2,571	2,421	2,388	2,273	2,291	2,127	14,071
<i>Question 2 : relative to authorizing new charter schools</i>							
Blanks	60	41	38	43	41	38	261
Yes	1,087	927	920	982	981	848	5,745
No	1,424	1,453	1,430	1,248	1,269	1,241	8,065
TOTALS	2,571	2,421	2,388	2,273	2,291	2,127	14,071
<i>Question 3 : relative to prohibiting certain farm animal containment methods</i>							
Blanks	49	42	46	45	42	41	265
Yes	1,946	1,843	1,794	1,700	1,768	1,595	10,646
No	576	536	548	528	481	491	3,160
TOTALS	2,571	2,421	2,388	2,273	2,291	2,127	14,071
<i>Question 4 : relative to legalizing recreational marijuana</i>							
Blanks	35	26	33	28	39	33	194
Yes	1,183	1,285	1,055	1,043	1,128	951	6,645
No	1,353	1,110	1,300	1,202	1,124	1,143	7,232
TOTALS	2,571	2,421	2,388	2,273	2,291	2,127	14,071
TOTAL REGISTERED VOTERS	3,068	2,952	2,867	2,758	2,753	2,575	16,973
Total Voter Turnout	2,571	2,421	2,388	2,273	2,291	2,127	14,071
% Voter Turnout	83.80%	82.01%	83.29%	82.41%	83.22%	82.60%	82.90%

ANNUAL TOWN ELECTION – MAY 2, 2017

	PREC 1	PREC 2	PREC 3	PREC 4	PREC 5	PREC 6	TOTAL
<i>Board of Selectmen (3 year term)</i>							
Blanks	195	201	203	182	194	207	1182
Elizabeth M. ALMEIDA	376	485	470	459	486	299	2575
G. Thomas CLAY	382	461	466	404	446	237	2396
Dennis J. GALVIN	311	380	384	321	306	381	2083
Write Ins	2	3	1	2	2	4	14
TOTALS	1266	1530	1524	1368	1434	1128	8250
<i>Board of Health (3 year term)</i>							
Blanks	403	461	435	417	397	388	2501
Zac A. CATALDO		557	564	490	531	394	2974
Michele PITONIAK-CRAWFORD	421	510	522	458	502	346	2759
Write Ins	4	2	3	3	4	0	16
TOTALS	1266	1530	1524	1368	1434	1128	8250
<i>Board of Health (1 year vacancy)</i>							
Blanks	95	111	83	92	83	47	511
Joanne E. BELANGER	318	403	378	352	396	196	2043
Shunhe XIONG	219	250	300	239	237	320	1565
Write Ins	1	1	1	1	1	1	6
TOTALS	633	765	762	684	717	564	4125
<i>Housing Authority (5 year term)</i>							
Blanks	174	200	183	183	156	170	1066
Diane L. HOLMES	459	565	577	498	559	393	3051
Write Ins	0	0	2	3	2	1	8
TOTALS	633	765	762	684	717	564	4125
<i>Library Trustees (3 year term)</i>							
Blanks	388	426	427	388	385	355	2369
Hajo W. KOESTER	444	552	537	486	524	383	2926
Robert D. PRICE	434	552	559	492	523	390	2950
Write Ins	0	0	1	2	2	0	5
TOTALS	1266	1530	1524	1368	1434	1128	8250

ANNUAL TOWN ELECTION-MAY 2, 2017

	PREC 1	PREC 2	PREC 3	PREC 4	PREC 5	PREC 6	TOTAL
<i>Moderator (3 year term)</i>							
Blanks	67	68	52	66	51	53	357
Thomas J. SEVERO	176	207	280	185	227	176	1251
Donald L. SIRIANI	159	226	219	196	214	163	1177
Susan McNeill SPUHLER	227	264	208	237	225	171	1332
Write Ins	4	0	3	0	0	1	8
TOTALS	633	765	762	684	717	564	4125
<i>Planning Board (5 Year Term)</i>							
Blanks	188	202	202	206	182	184	1164
Dylan H. O'CONNOR	445	562	559	477	534	379	2956
Write Ins	0	1	1	1	1	1	5
TOTALS	633	765	762	684	717	564	4125
<i>Planning Board (3 Year Term)</i>							
Blanks	147	148	125	150	121	87	778
Gary W. LAVELLE	231	306	334	275	337	241	1724
Thomas F. SPUHLER	255	308	302	258	258	236	1617
Write Ins	0	3	1	1	1	0	6
TOTALS	633	765	762	684	717	564	4125
<i>School Committee (3 Year Term)</i>							
Blanks	330	429	366	396	381	309	2211
Megan A. ECKROTH	316	323	392	283	375	256	1945
Alicia D. MALLON	251	338	387	277	298	268	1819
Gloria K. MILLER	367	439	373	411	377	295	2262
Write Ins	2	1	6	1	3	0	13
TOTALS	1266	1530	1524	1368	1434	1128	8250

ANNUAL TOWN ELECTION – MAY 2, 2017

	PREC 1	PREC 2	PREC 3	PREC 4	PREC 5	PREC 6	TOTAL
<i>Question 1</i>							
Shall the Town of Westford be allowed to assess an additional one million six hundred thousand dollars in real estate and personal property taxes for the purpose of supplementing the amount appropriated for the operation of the Westford Public Schools for the fiscal year							
Blanks	10	15	3	11	12	7	58
YES	323	388	377	409	379	271	2147
NO	300	362	382	264	326	286	1920
TOTALS	633	765	762	684	717	564	4125
Total Registered Voters	3,069	2,973	2,860	2,767	2,783	2,597	17,049
<i>Precinct Totals:</i>	633	765	762	684	717	564	4125
Total Voter Turnout	20.6%	25.7%	26.6%	24.7%	25.8%	21.7%	24.2%

SPECIAL TOWN MEETING MINUTES – OCTOBER 17, 2016

At a legal meeting of the inhabitants of the town of Westford, qualified by law to vote in town affairs, held at the Abbot School on Monday, October 17, 2016, called to commence at 7:30 pm, the following business was transacted:

Election officers, using voting lists, acted as tellers at the doors.

Ellen Harde, Town Moderator, called the meeting to order at 7:33 pm with at least 200 voters present at the meeting. A total of 316 voters attended Town Meeting.

Town meeting was introduced to two new staff members in the Town Manager's Office: Assistant Town Manager Eric Heideman and Project / Procurement Specialist Greg Johnson.

It was voted unanimously to allow department heads, staff, Town Counsel and Tony Hsiao of Finegold Alexander Associates (with J.V. Fletcher Library Trustees), who are nonvoters 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 those printed in the green document entitled October 17, 2016 Special Town Meeting Motions and on file at the Town Clerk's Office as official.

Article 1: Authorization for the Board of Selectmen to petition the General Court for one (1) additional all alcohol on premises license to be exercised by Westford Gateway, LLC located at 66-68 Boston Road, Westford (by petition).

It was voted unanimously to dismiss this article.

Resolution 1:

The following Resolution was made and seconded. On a standing vote that was not counted the Moderator declared that the motion to adopt the resolution passed with a majority. A counted vote was requested a short time later and taken by the Tellers and the motion failed by a counted vote of 103 in favor to 114 opposed.

Whereas the town of Westford intends to protect our investments in our Agricultural Preservation Restricted (APR) lands, to maintain affordable agricultural use of this land, prevent commercial encroachment into restricted and residential areas, and protect our natural resources in perpetuity.

Resolve that the Town Meeting advises the Board of Selectmen and town government to discontinue use of any further resources for any purpose that would serve to undermine the integrity of the Agricultural Preservation Restrictions or other protected lands in the town of Westford, including, but not limited to, discontinuance of any support for the construction of a restaurant on protected land. Further, the Board should direct resources as needed to enforce the APRs and their intended purposes, and use the full extent of their authority to have the property cleaned up.

Article 2: Approve Unpaid Bills from Previous Fiscal Year(s)

It was voted unanimously that the town appropriate from Water Enterprise Retained Earnings the sum of \$2,231.05 (TWO THOUSAND TWO HUNDRED THIRTY-ONE DOLLARS AND FIVE CENTS) to pay for unpaid bills of prior fiscal years from DG Solar Lessee, LLC for services incurred by the Water Enterprise in accordance with the provisions of Massachusetts General Laws Chapter 44, Section 64.

SPECIAL TOWN MEETING MINUTES – OCTOBER 17, 2016

– CONTINUED

Article 3: Approve Fiscal Year 2017 Budget Adjustments

It was voted unanimously that the town raise and appropriate the sum of \$108,853 (ONE HUNDRED EIGHT THOUSAND EIGHT HUNDRED FIFTY THREE DOLLARS) in order to supplement the following Fiscal Year 2017 Operating Budgets:

210 Police Personal Services	\$62,853
432 Recycling Expenses	\$46,000

That the town appropriate from Free Cash the sum of \$115,000 (ONE HUNDRED FIFTEEN THOUSAND DOLLARS) in order to supplement the following Fiscal Year 2017 Operating Budgets:

215 Public Safety Communications Personal Services	\$60,000
220 Fire Personal Services	\$47,000
294 Tree Warden Expenses	\$8,000

And further

That the town appropriate from Water Enterprise Retained Earnings to the Water Enterprise Fiscal Year 2017 Personal Services Operating Budget the sum of \$18,823 (EIGHTEEN THOUSAND EIGHT HUNDRED TWENTY THREE DOLLARS).

And further

That the town appropriate from Ambulance Enterprise Retained Earnings to the Ambulance Enterprise Fiscal Year 2017 Personal Services Operating Budget the sum of \$23,500 (TWENTY THREE THOUSAND FIVE HUNDRED DOLLARS).

Resolution 2:

The following resolution was made and seconded but failed by a counted vote of 58 in favor to 119 opposed.

WHEREAS, when the town of Westford purchased the 3 APRs for the 66-68 Boston Road Drew Farms property in 1996, a 2/3 vote was required of that Town Meeting.

BE IT RESOLVED, that the Board of Selectmen bring any decision concerning the 3 APRs for 66-68 Boston Road to Town Meeting for a 2/3 vote for approval.

Article 4: Approve Fiscal Year 2017 Budget Transfers

It was voted unanimously that the town transfer the following sums between and among various accounts for the Fiscal Year ending June 30, 2017:

<i>FROM</i>	<i>TO</i>	<i>AMOUNT</i>
April 2, 2016 Art #7 Wastewater Management Capital Appropriation for the Westford Academy/ Crisafulli School Leach Field Testing	Compliance modifications to the Westford Academy Wastewater Treatment Plant and other related costs	\$30,000

SPECIAL TOWN MEETING MINUTES – OCTOBER 17, 2016

– CONTINUED

Article 5: Approve Fiscal Year 2017 Capital Appropriations

It was voted under two separate motions that the town appropriate from Free Cash the sum of \$80,000 (EIGHTY THOUSAND DOLLARS) to provide for the following capital requests and costs incidental and related thereto:

<i>VOTE</i>	<i>DEPARTMENT</i>	<i>AMOUNT</i>	<i>PURPOSE</i>
Majority	Engineering	\$30,000	For the appraisal of easements for the Oak Hill Rd. and Groton Rd. intersection improvements
Unanimous	Engineering	\$50,000	For the design of the Complete Streets Prioritization Projects

Article 6: Authorize Revolving Funds

It was voted unanimously that the town authorize revolving funds for the Fiscal Year July 1, 2016 - June 30, 2017, under the provisions of Massachusetts General Laws Chapter 44, Section 53E ½ for the following:

Revolving Account	Spending Authority	Revenue Source	Allowed Expenses	Expenditure Limits	Year End Balance
Town Forest Management	Town Forest Committee	Revenue received from the sale of timber for the support and management of town forests	Costs associated with the management and maintenance of Town Forests	\$25,000	Available for expenditure next year

Article 7: Amend the Wage and Classification Plan

It was voted that the town amend the Pay Classification Plan for non-unionized municipal employees, effective July 1, 2016 as follows:

Position	<i>Current Band</i>	<i>Min</i>	<i>Mid</i>	<i>Max</i>	New Band	Min	Mid	Max
Assistant Town Accountant / Finance & Budget Analyst	<i>New Position</i>	<i>N/A</i>	<i>N/A</i>	<i>N/A</i>	Band 4	\$56,306	\$65,691	\$75,075

SPECIAL TOWN MEETING MINUTES – OCTOBER 17, 2016

– CONTINUED

Article 8: Authorize the Selectmen to Enter a Lease for the Office and Programming Space for the Parks, Recreation, and Cemetery Departments in Building 18 of the former Courier/RR Donnelley Printing Facility at 22 Town Farm Road and Appropriate Funds for the First Year of the Lease and Appropriate Funds for the First Year of the Lease.

It was voted by a two-thirds declared majority that the town authorize the Board of Selectmen to enter into a lease agreement, for an initial term of 5 (FIVE) years with the option for an additional 5 (FIVE) year extension, at the former Courier/RR Donnelley Printing Facility located in Building 18 at 22 Town Farm Road, on such terms and conditions as the Board of Selectmen shall deem appropriate, and, further, that the town vote to appropriate from Free Cash the sum of \$46,235 (FORTY SIX THOUSAND TWO HUNDRED THIRTY FIVE DOLLARS) to pay the rental for the first year of the lease of said building, and expenses associated with and/or incidental to said lease, including, but not limited to, costs of leasehold improvements reasonably needed to accommodate the town's use, installation of computers and other equipment, furnishings and moving costs.

ARTICLE 9: Reduce Amount Raised by Taxes in Fiscal Year 2017

It was voted unanimously that the town transfer the following available funds to reduce the net amount to be raised by taxes for Fiscal Year 2017;

\$26,906.63 From Fund Balance Designated for Debt Exclusion Reduction

ARTICLE 10: Acceptance of Schematic Design for the J.V. Fletcher Library

It was voted unanimously that the town vote to accept the schematic architectural design for the J.V. Fletcher Library building and authorize the Board of Library Trustees of the J.V. Fletcher Library and/or the Board of Selectmen to apply for, accept, and expend any state grants which may be available for the cost of the design, construction and equipping of the library project, contingent upon the receipt of a state grant.

ARTICLE 11: Approve Community Preservation Committee Recommendations

Main motion was divided into two motions.

Motion 1: Dismissed unanimously

Motion 2: Passed by Majority

That the town, pursuant to Massachusetts General Laws, Chapter 44B, or any other enabling authority, in accordance with the recommendations of the Westford Community Preservation Committee, appropriate from Community Preservation Funds the sum \$175,000 (ONE HUNDRED SEVENTY FIVE THOUSAND DOLLARS) as follows:

SPECIAL TOWN MEETING MINUTES – OCTOBER 17, 2016

– CONTINUED

Motion 1: Dismissed Unanimously	\$125,000	From the Undesignated Fund Balance For the recreation feasibility study and any other related costs.	Westford Parks & Recreation Commission
Motion 2: Passed by Majority	\$50,000	From the Undesignated Fund Balance For the installation of a deep well and pump shed at the W. Otis & Alice V. Day Westford Community Garden and any other related costs.	Agricultural Commission

ARTICLE 12: Accept Clare Circle as a Public Way

It was voted unanimously that the Town accept the layout of Clare Circle as a Town public way pursuant to Massachusetts General Laws Chapter 82.

Having no further business to conduct, it was voted to adjourn Special Town Meeting at 9:06pm.

A true copy attest:



Kaari Mai Tari
Town Clerk

SPECIAL TOWN MEETING MINUTES – FEBRUARY 6, 2017

A legal meeting of the inhabitants of the town of Westford, qualified by law to vote in town affairs, was called by the Selectmen as the result of a petition signed by at least 200 voters. The Special Town Meeting, held at the Abbot School on Monday, February 6, 2017, was called to commence at 7:30 pm, where the following business was transacted:

Election officers, using voting lists, acted as tellers at the doors.

Ellen Harde, Town Moderator, called the meeting to order at 7:42 pm with at least 200 voters present at the meeting. A total of 426 voters attended the meeting.

It was voted by a declared two-thirds majority to allow Town Counsel to address the meeting.

Article 1: Amend General Bylaw Chapter 33: Legal Affairs

The following motion was made by the lead petitioner Alisa Nakashian-Holsberg and was seconded:

Citizens Petition:

To see if the town will vote to amend general bylaw Chapter 33: Legal Affairs, as follows:

§ 33.1. Actions ~~against~~ **involving** the town.

The Selectmen shall, with the assistance of Town Counsel, institute, prosecute and defend any and all claims, actions and proceeds to which the town is a party or in which the interests of the town are or may be involved.

§ 33.2. Authority to settle certain claims.

The Selectmen may, subject to the approval of the town, settle or compromise any claim, action, suit, or other proceeding ~~made or instituted by them in~~ **on** behalf of the town. They may settle or compromise, without such approval, any such claim, action, suit or proceedings which does not involve more than ~~\$100,000~~ **\$20,000 in currency or goods, services or commodities in-kind**. Subject to appropriation **and the approval of the town** therefor, they may settle any claim, action, suit or other proceeding against the town.

It was then voted by a majority to amend the original motion by deleting and replacing the original text with the text below.

§ 33.2. Authority to settle certain claims.

The Selectmen may settle or compromise any claim, action, suit or other proceeding made or instituted by or against the town or any board, commission, committee, officer or employee of the town. If the proposed settlement involves the payment by the town of a sum of \$100,000 or more, the settlement shall be subject to Town Meeting approval. The Selectmen shall not settle or compromise any claim, action, suit or other proceeding involving the issuance or denial of a license, permit or approval, without the license, permit or approval granting authority's authorization granted in accordance with the requirements of laws applicable to the issuance or denial of such license, permit or approval, including a vote in accordance with the quantum of vote required to issue such license, permit or approval in the first instance. Said authorization shall be given only after the license, permit or approval granting authority has conducted a duly noticed public hearing on the proposed settlement or compromise.

SPECIAL TOWN MEETING MINUTES – FEBRUARY 6, 2017

– CONTINUED

A motion was made to amend the following sentence with the underlined text. That motion failed for a lack of majority.

If the proposed settlement involves the payment to or by the Town of a sum of \$100,000 or more, or agreements whose value to the town is the equivalent of \$100,000 or more, the settlement shall be subject to Town Meeting approval.

The main motion was then voted and passed by a majority of the voters in the gymnasium.

Having no further business to conduct, it was voted to adjourn Special Town Meeting at 9:06pm.

A true copy attest:

A handwritten signature in black ink, appearing to read 'Kaari Mai Tari', written in a cursive style.

Kaari Mai Tari
Town Clerk

ANNUAL TOWN MEETING MINUTES – MARCH 25 & 27, 2017

At a legal meeting of the inhabitants of the town of Westford, qualified by law to vote in town affairs, held at the Abbot School on Saturday, March 25, 2017, called to commence at 10:00 am, the following business was transacted:

Election officers, using voting lists, acted as tellers at the doors.

Ellen Harde, Town Moderator, called the 288th meeting to order at 10:00 am. A total of 1,151 voters were in attendance over the two-day meeting.

It was voted unanimously to allow consultants, Town Counsel, and staff who are not residents to sit with their respective boards on the floor of Town Meeting and to address the meeting.

It was voted to waive the reading of the motions and accept as the official motions the document printed on green paper dated and filed with the Town Clerk on March 24, 2017.

It was announced that if needed, Town Meeting would convene to Monday, March 27, 2017 at 7:00pm.

The Moderator declared that two articles would be taken up at a time certain because of the high interest. Article 13 would be taken up at 11:00am and Article 19 would be taken up at 1:00pm.

ARTICLE 2: Approve Unpaid Bills from Previous Fiscal Year(s)

It was voted unanimously to dismiss this article.

ARTICLE 4: Approve Fiscal Year 2017 Budget Transfers

It was voted unanimously to dismiss this article.

Articles 14, 15, 18 and 23 were passed unanimously under a Consent Agenda.

ARTICLE 14: Appropriate Chapter 90 Local Transportation Funds for Roadway Maintenance

It was voted unanimously under the consent agenda that the town appropriate the proceeds due to the town under the provisions of Massachusetts General Laws Chapter 90 under a consent agenda.

ARTICLE 15: Appropriate Funds from Water Enterprise Other Post Employment Benefits Stabilization Fund

It was voted unanimously under the consent agenda that the town transfer the sum of \$17,265 (SEVENTEEN THOUSAND TWO HUNDRED SIXTY FIVE DOLLARS) from the Water Enterprise Other Post Employment Stabilization Fund to the Water Enterprise Expenses to pay for the FY18 retiree benefits.

ARTICLE 18: Rescind Authorized and Unissued Debt

It was voted unanimously under the consent agenda that the town rescind the following amounts that have been authorized to be borrowed for the stated purposes, pursuant to the votes and articles as listed below, which amounts have not been issued and are no longer needed:

ANNUAL TOWN MEETING MINUTES – MARCH 25 & 27, 2017

– CONTINUED

<i>Unissued Amount</i>	<i>Date of Warrant Approval</i>	<i>Article Number</i>	<i>Purpose</i>
\$365,826	10/20/2008	7	Groton Road Route 40 Water Main
\$579,576	07/30/2009	1	Nutting & Stepinski Wells WPAT
\$175,000	03/26/2012	21	Water System Improvements Route 110
\$73,516	03/23/2013	16	School Boilers

ARTICLE 23: Authorize Board of Selectmen to Accept Easements

It was voted unanimously under the consent agenda that the town authorize the Board of Selectmen, during Fiscal Year 2018, to accept any and all easements for sidewalk, drainage, or other utility purposes, as they may deem in the town’s best interests.

The Town Manager presented the State of the Town, a copy of which is filed with the Town Meeting minutes and available online.

Article 7 was passed under four separate motions. Motion 1 passed by a simple majority, Motions 2 and 3 were passed by a two-thirds declared majority, and Motion 4 passed unanimously.

ARTICLE 7: Approve Capital Appropriations

The following four motions were voted under Article 7 by the quantum of vote indicated under each motion.

Motion 1: *(Majority Vote Required)*

It was voted that the town appropriate from Free Cash the sum of \$1,818,667 (ONE MILLION EIGHT HUNDRED EIGHTEEN THOUSAND SIX HUNDRED SIXTY SEVEN DOLLARS) to provide for the following capital requests and costs incidental and related thereto:

<i>DEPARTMENT</i>	<i>AMOUNT</i>	<i>PURPOSE</i>
Technology	\$34,000	Town computer replacement
Technology	\$300,000	School computer replacement
Technology	\$60,000	Server & storage replacements
Technology	\$25,000	Network upgrades
Technology	\$75,000	Town copiers and any other related costs
Public Buildings	\$60,000	Feasibility study for the town center replacement building at 51 Main Street
Public Safety Communications	\$36,000	Construction and equipment expenses for the combined police and fire dispatch center
Fire Department	\$13,880	Radios for Engine #4 and associated technology
Schools	\$55,000	Pumps, piping, valves for the Blanchard Middle School heating system
Schools	\$37,000	Emergency school to school communication network

ANNUAL TOWN MEETING MINUTES – MARCH 25 & 27, 2017

– CONTINUED

DEPARTMENT	AMOUNT	PURPOSE
Engineering	\$56,250	Pre-design engineering work for the Boston Road reconstruction project
Engineering	\$50,000	Appraisals for the Dunstable Road and Groton Road intersection improvement project
Engineering	\$200,000	Groton Road and Oak Hill Road right of way acquisitions and nonparticipating landscaping costs
Highway	\$45,000	Pickup truck, purchase and equip
Highway	\$12,000	Equipment trailer, purchase and equip
Highway	\$30,750	Salt brine maker and storage tank, purchase and install
Highway	\$365,402	Road repairs and maintenance
Highway	\$211,385	6-Wheel Plow Truck, purchase and equip
Board of Health	\$30,000	Vehicle replacement, purchase and equip
Recreation	\$100,000	Recreation feasibility study
Parks & Grounds	\$22,000	Tractor, purchase and equip

And further

That the town appropriate from Water Enterprise Retained Earnings the sum of \$77,000 (SEVENTY SEVEN THOUSAND DOLLARS) to provide for the following capital requests and costs incidental and related thereto:

DEPARTMENT	AMOUNT	PURPOSE
Water Enterprise	\$18,750	Pre-design engineering work for the Boston Road reconstruction project
Water Enterprise	\$26,250	Utility truck bed replacement, purchase and install
Water Enterprise	\$32,000	Vehicle replacement, purchase and equip

And further

That the town appropriate from Ambulance Enterprise Retained Earnings the sum of \$21,000 (TWENTY ONE THOUSAND DOLLARS) to provide for the following capital requests and costs incidental and related thereto:

DEPARTMENT	AMOUNT	PURPOSE
Ambulance Enterprise	\$21,000	Automated External Defibrillator (AED) machines and related accessories

ANNUAL TOWN MEETING MINUTES – MARCH 25 & 27, 2017

– CONTINUED

Motion 2: *(2/3 Majority Vote Required)*

It was voted by a two-thirds declared majority that the town appropriate the sum of \$500,000 (FIVE HUNDRED THOUSAND DOLLARS) for upgrades to the Westford Academy Waste Water Treatment Plant, including costs incidental and related thereto, and that to meet this appropriation, the Town Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow said amount under and pursuant to Massachusetts General Laws Chapter 44 Section 7 or Section 8, or any other enabling authority, and to issue bonds or notes of the town therefor; provided further that any premium received by the town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the General Laws thereby reducing the amount authorized to be borrowed to pay such costs by a like amount.

Motion 3: *(2/3 Majority Vote Required)*

It was voted by a two-thirds declared majority that the town appropriate the sum of \$615,000 (SIX HUNDRED FIFTEEN THOUSAND DOLLARS) to purchase and equip a fire truck, including costs incidental and related thereto, and that to meet this appropriation, the Town Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow said amount under and pursuant to Massachusetts General Laws Chapter 44 Section 7 or Section 8, or any other enabling authority, and to issue bonds or notes of the town therefor; provided further that any premium received by the town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the General Laws thereby reducing the amount authorized to be borrowed to pay such costs by a like amount.

Motion 4: *(2/3 Majority Vote Required)*

It was voted unanimously that the town appropriate the sum of \$3,200,000 (THREE MILLION TWO HUNDRED THOUSAND DOLLARS) for the replacement of the Prospect Hill Water Tank, including costs incidental and related thereto, and that to meet this appropriation, the Town Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow said amount under and pursuant to Massachusetts General Laws Chapter 44 Section 7 or Section 8, or any other enabling authority, and to issue bonds or notes of the town therefor; provided further that any premium received by the town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the General Laws thereby reducing the amount authorized to be borrowed to pay such costs by a like amount.

ANNUAL TOWN MEETING MINUTES – MARCH 25 & 27, 2017

– CONTINUED

ARTICLE 10: Amend the General Bylaws to Accept the Provisions of Massachusetts General Laws. c.44, §53E1/2 to Establish Various Revolving Funds

It was voted unanimously that the town amend the General Bylaws by inserting a new chapter 138.1, pursuant to the provisions of Massachusetts General Laws c.44, §53E½ as most recently amended by Section 86 of Chapter 218 of the Acts of 2016, establishing various revolving funds, specifying the departmental receipts to be credited to each fund, the departmental purposes or programs for which each fund may be expended, and the entity authorized to expend each fund, such bylaw to provide as follows, and further to establish the revolving funds set forth below for the fiscal year beginning on July 1, 2017:

Revolving Funds

There are hereby established in the town of Westford pursuant to the provisions of Massachusetts General Laws. c.44, §53E½, the following Revolving Funds:

Revolving Account	Spending Authority	Revenue Source	Allowed Expenses
Lease of Town Buildings: 65 & 73 Main St & 170 Plain Rd	Board of Selectmen	Lease payment and other revenues from leased properties	Costs associated with maintenance, repairs and improvements to the leased properties
Recycling Revolving	Recycling Commission	Sale of bins	Purchase of recycling supplies
Recreation Field Maintenance	Recreation Commission	Field user fees/ permits	Field maintenance, hiring of necessary personnel and consulting services
Senior Center Fitness Room	Council on Aging	Fees and gifts received for the Fitness Room	Fitness room maintenance supplies, equipment warranties, training, monitoring and purchase of replacement fitness equipment
Senior Center Programs	Council on Aging	Program fees	Costs associated for the operation of activities for Cameron to include supplies and contracted services
School Parking	School Department	Parking fees	Maintenance and expansion of parking facilities
School Bus/ Transportation	School Department	User bus fees	Student transportation costs
East Boston Camps Maintenance	Conservation Commission	Revenue received for the lease, rental or licensing of camp facilities	Costs associated for the operation and maintenance of the East Boston Camps property located in the Stony Brook Conservation Land

ANNUAL TOWN MEETING MINUTES – MARCH 25 & 27, 2017

– CONTINUED

Revolving Account	Spending Authority	Revenue Source	Allowed Expenses
Immunizations and Clinical Services	Board of Health	Fees received for immunizations and clinical services	Costs of supplies and technical services for immunization and clinical programs
Community Gardens	Agricultural Commission	Fees received for use of community gardens	Costs associated with maintenance, improvements, supplies and tools for the community gardens
Town Forest Management	Town Forest Committee	Revenue received from the sale of timber for the support and management of town forests	Costs associated with the management and maintenance of Town Forests

Expenditures from each revolving fund shall be subject to the annual limitation established by Town Meeting, and to any additional limitations as otherwise set forth in Massachusetts General Laws c.44, §53E½.

Article 10 was amended to change the word “wages” under Senior Center Programs to “contracted services.”

ARTICLE 11: Authorize Revolving Funds

It was voted that the town vote, pursuant to Massachusetts General Laws c.44, §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”, and the vote taken under Article 10 at this Town Meeting, as follows:

Revolving Account	Expenditure Limit
Lease of Town Buildings: 65 & 73 Main St & 170 Plain Rd	\$150,000
Recycling Revolving	\$20,000
Recreation Field Maintenance	\$150,000
Senior Center Fitness Room	\$25,000
Revolving Account	Expenditure Limit
Senior Center Programs	\$50,000
School Parking	\$30,000
School Bus/Transportation	\$694,590
East Boston Camps Maintenance	\$60,000
Immunizations and Clinical Services	\$50,000
Community Gardens	\$10,000
Town Forest Management	\$25,000

ANNUAL TOWN MEETING MINUTES – MARCH 25 & 27, 2017

– CONTINUED

The first line item was tabled twice and voted by a majority on Monday, March 27, 2017.

At 11:00 am, Article 13 was taken up and at 12:26 pm following lengthy discussion, the following vote was taken:

ARTICLE 13: Request for Proposition 2 ½ Override for Westford Public School Operations

With 891 secret ballots cast, it was voted by majority by secret ballot (Yes: 687 / No: 204) that the town will vote to raise and appropriate the sum of \$1,600,000 to supplement the amount appropriated for the operation of Westford Public Schools for Fiscal Year 2018, provided that such appropriation shall be contingent on the passage of a Proposition 2 and ½ override ballot vote.

Recognition of Moderator Ellen Harde's 25 years as Town Moderator

Selectman Andrea Peraner-Sweet then made a motion that was completely out of order to recognize Moderator Ellen Harde for her 25 years of service to the town as Moderator. Following a short slideshow covering 25 years in photos, Selectman Kelly Ross recited a poem that he wrote for the occasion and is recorded below.

From the In-favor Microphone

As Ellen's concluding adjournment rose near
Let us reflect on her 25 years,

From calling to order to ending the session
From accepting amendments to moving the question.

From handling disputes with a fair even-handedness
To that one magic meeting when it was unanimous

We knew that town meeting would never unravel
With Ellen's firm hand holding onto the gavel

Whenever the claps got too loud, she would note
That we'll all have the chance to applaud with our vote

When things got a little too hot on the floor
She'd cool off the room by just opening the door

When debate went astray, she would soon restore order
And always make sure we stayed in the four corners

So Madam Moderator, with much emotion
I put to the body this one heartfelt motion:

I move we adopt this sincere resolution
To acknowledge your love for this great institution

ANNUAL TOWN MEETING MINUTES – MARCH 25 & 27, 2017

– CONTINUED

Whereas Ellen Harde today is completing
25 years of successful town meetings

Be it resolved we can't feel any greater
Respect and esteem for our Town Moderator

A standing ovation followed as the framed poem (calligraphy by a student from NVTHS) was presented to Madam Moderator. A cake was then presented showing Town Hall, the J.V. Fletcher Library and the First Parish Church. The students of Nashoba Valley Technical High School were thanked for baking the cake depicting Westford Center for the celebration.

Gordon B. Seavey Award

The annually awarded Gordon B. Seavey Award was presented to Kathleen Chapel, who at 93 years young has been a volunteer at Abbot School since 1993. Hired as a Principal Aide, alongside assisting with administrative work, she has always greeted students arriving at school with a smile and good morning. Regardless of the weather, she is there every morning to provide students with a good morning, showing that everyone matters. Mrs. Chapel graciously accepted the award with a resounding "Good Morning Everybody! ... What bus are you on? ... and I'm only 34!"

Honoring residents we have lost in the last year

Highway Superintendent Chip Barrett remembered George Fletcher as the man around town, a great friend to everybody, a helper, facilitator, a man with a great sense of humor, with years of public service to the town in many various capacities, including as Deputy Fire Chief, Selectman, and Conservation Commission member. "Any time you look around town, there is something you remember George for."

Resident and Election and Town Meeting Warden Paul Murray remembered Mary Hill as a dedicated member of community, including service on the Recreation Commission, as an Election Worker, Town Meeting and Election Warden, School Crossing Guard, and Police Dept. Matron. As a tribute to Mary, Mr. Murray suggested taking a page from her book of service and living it in our own lives. Westford will be a better place.

A moment of silence was observed for both George and Mary.

At 12:50pm the meeting adjourned for lunch to reconvene at 1:30pm.

At 1:45 the meeting reconvened and the vote from Article 13 was announced. With 687 in favor and 204 voters against, the article passed.

Ellen Harde then paid tribute to her predecessor, Bill Kavanaugh. He was born in Forge Village, served on the Finance Committee for many years before serving as Town Moderator for 18 years. He will be dearly missed by all who knew him.

Board of Selectmen vote to add a ballot question to the annual town election ballot

The Board of Selectmen then voted 3-1-1 to place the Proposition 2 ½ override question on the May 2, 2017 Annual Town Election ballot with the following language:

ANNUAL TOWN MEETING MINUTES – MARCH 25 & 27, 2017

– CONTINUED

“Shall the Town of Westford be allowed to assess an additional one million six hundred thousand dollars in real estate and personal property taxes for the purpose of supplementing the amount appropriated for the operation of the Westford Public Schools for the fiscal year beginning July first, two thousand and seventeen?”

ARTICLE 1: Accept Town Reports

It was voted unanimously that the town accept the Reports of Town Officers, Boards and Committees for the Fiscal Year 2016.

ARTICLE 3: Approve Fiscal Year 2017 Supplemental Appropriations

It was voted unanimously that the town appropriate from Free Cash the sum of \$788,547 (SEVEN HUNDRED EIGHTY EIGHT THOUSAND FIVE HUNDRED FORTY SEVEN DOLLARS) in order to supplement the following operating budgets in Fiscal Year 2017:

131 Finance Committee Reserve Fund	\$35,000
151 Legal Services	\$45,600
220 Fire Department Personal Services	\$50,000
423 Snow & Ice	\$400,000
945 Other Post Employment Benefits Stabilization Fund	\$257,947

And further

That the town appropriate from Ambulance Enterprise Retained Earnings the sum of \$15,000 (FIFTEEN THOUSAND DOLLARS) to supplement the following Fiscal Year 2017 Operating Budgets:

640 Ambulance Enterprise Personal Services	\$15,000
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At 2:00 pm Article 19 was taken up.

ARTICLE 19: Authorization for the Board of Selectmen to Amend the Agricultural Preservation Restriction Recorded with Middlesex North District Registry of Deeds in Book 10124, Page 169 (“APR 3”) for Property Located at 66-68 Boston Road, Westford Citizens’ Petition

The following motion was made and seconded but failed for a lack of majority. The vote was made by secret ballot at 3:20 pm with 688 voters participating (226 were in favor; 462 were opposed):

That the town vote to authorize the Board of Selectmen to amend the Agricultural Preservation Restriction recorded with Middlesex North District Registry of Deeds in Book 10124, Page 169 (“APR 3”) and on file with the Town Clerk, in accordance with the agreement by and between the town of Westford acting by and through its Board of Selectmen, a municipal corporation with a business address of 55 Main Street, Westford, Massachusetts and Westford Gateway, LLC, a Massachusetts limited liability company with a business address of 31 Progress Ave, Tyngsborough, Massachusetts, as successor in title to Ebrahim Masalehdan, which agreement is dated January 12, 2016, and as most recently amended. The two proposed amendments are as follows:

ANNUAL TOWN MEETING MINUTES – MARCH 25 & 27, 2017

– CONTINUED

Add the following new subparagraph (7) to Article III, Section A, to allow the property owner to make the following use of the subject property:

(7) The construction and operation of up to a 8,130 gross square foot building footprint farm to table restaurant with no more than 14,976 sq. ft. of gross occupied floor area with related parking and utilities (including storm water management features and a septic system), to be used for restaurant purposes, as shown on the conceptual plan attached hereto and on file with the Town Clerk, provided that said use is related to and in support of the agricultural uses of the two contiguous parcels, which are described in the deeds recorded at the Middlesex North Registry of Deeds at Book 2201, page 621 and Book 2421, Page 433. The exercise of the rights retained in this paragraph are expressly contingent upon the aforementioned contiguous parcels being actively engaged in in agricultural use and said rights shall be forfeited if the use of said contiguous parcels is abandoned or changed. If the Grantor exercises the rights retained in this paragraph, there will be no change in use or transfer of any interest in the Premises without the express written approval of the Grantee.

2. Add the following to the end of subparagraph 2 of paragraph A of the Right of First Refusal attached to APR 3

provided, however, that if the Grantor has exercised the rights retained in Article III(A)(7) of the Agricultural Preservation Restriction, as amended, and in the event that such written notice of a bone fide offer is provided to the Grantee within five (5) years of the issuance of a permanent Certificate of Occupancy by the town of Westford for the use described in said Article III(A)(7) of the Agricultural Preservation Restriction, as amended, the Grantor shall offer to sell the Premises to the Grantee at the fair market value of the Premises as agricultural land, as determined by a Massachusetts Certified Real Estate Appraiser chosen by the Grantor and Grantee.

And further to authorize the Board of Selectmen to take all actions, enter into all agreements and execute on behalf of the town any and all documents as may be necessary or convenient to effectuate the purposes of this Article;

ARTICLE 5: Appropriate to the Stabilization Fund

It was voted unanimously that the town appropriate from Free Cash the sum of \$500,000 (FIVE HUNDRED THOUSAND DOLLARS) to be deposited into the Stabilization Fund, established under Massachusetts General Laws, Chapter 40, Section 5B.

ARTICLE 6: Appropriate for Perchlorate Expenses

It was voted unanimously that the town appropriate from Free Cash the sum of \$104,090 (ONE HUNDRED FOUR THOUSAND NINETY DOLLARS) for the purpose of providing funds to address associated issues regarding perchlorate contamination.

ANNUAL TOWN MEETING MINUTES – MARCH 25 & 27, 2017

– CONTINUED

ARTICLE 8: Approve Community Preservation Committee Recommendations

It was voted that the town, pursuant to Massachusetts General Laws, Chapter 44B, or any other enabling authority, in accordance with the recommendations of the Westford Community Preservation Committee, appropriate from Community Preservation Funds the sum \$978,710 (NINE HUNDRED SEVENTY EIGHT THOUSAND SEVEN HUNDRED TEN DOLLARS) as follows:

\$225,876	From Undesignated Fund Balance to the Community Housing Reserve This allocation more than covers the required 10% for Community Housing.	Community Housing Reserve
\$145,834	From Undesignated Fund Balance to the Historic Resources Reserve This allocation more than covers the required 10% for Historic Resources.	Historic Resources Reserve
\$32,000	From Undesignated Fund Balance For the Community Gardens at Day Field expansion and any other related costs.	Agricultural Commission
\$190,000	From Undesignated Fund Balance To the Conservation Trust Fund for future open space land purchases and any other related costs.	Conservation Commission
\$35,000	From Historic Resources Fund Balance For the Stonewall Restoration at Pageant Field and any other related costs.	Westford Conservation Trust
\$350,000	From Undesignated Fund Balance For the Westford Academy Community Track Renovation and any other related costs.	Westford Academy

ARTICLE 9: Authorization of Debt for the Rehabilitation, Preservation, and Accessibility Improvements for the Roudenbush Building Located at 65 Main Street

It was voted by a two-thirds counted majority vote (Yes: 244 / No: 42) that the town appropriate the sum of \$7,012,612 (SEVEN MILLION TWELVE THOUSAND SIX HUNDRED TWELVE DOLLARS) to be expended under the direction of the Board of Selectmen to pay costs of rehabilitating the Roudenbush building located at 65 Main Street, including all costs incidental and related thereto; that the Treasurer, with the approval of the Board of Selectmen is hereby authorized to borrow the sum of \$6,300,000 (SIX MILLION THREE HUNDRED THOUSAND DOLLARS) pursuant to Massachusetts General Laws Chapter 44, Section 7, and Massachusetts General Laws Chapter 44B, Section 11 or any other enabling authority and to issue bonds and notes therefor, and that the Treasurer with the approval of the Board of Selectmen is authorized to borrow \$712,612 (SEVEN HUNDRED TWELVE THOUSAND SIX HUNDRED TWELVE DOLLARS) pursuant to

ANNUAL TOWN MEETING MINUTES – MARCH 25 & 27, 2017

– CONTINUED

Massachusetts General Laws Chapter 44, Section 7(1), or any other enabling authority and to issue bonds and notes therefore; and to further authorize the Board of Selectmen to take any other action necessary to carry out this vote; provided further that any premium received by the town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the General Laws thereby reducing the amount authorized to be borrowed to pay such costs by a like amount.

Prior to the vote under Article 9, the Board of Selectmen voted unanimously to issue the RFP to continue use of the building as a Community Center.

At 5:06 pm, the meeting adjourned to Monday, March 27, 2017 at 7:00pm.

Adjourned Session, March 27, 2017:

Ellen Harde, Town Moderator, called the adjourned session of the meeting to order at 7:00 pm.

Election officers, using voting lists, acted as tellers at the doors.

Article 11 was removed from the table and it was voted to approve the expenditure limit of \$150,000 for the Lease of Town Buildings. A motion was made but failed to reduce the expenditure limit under the Lease of Town Buildings from \$150,000 to \$50,000.

ARTICLE 12: Approve Fiscal Year 2018 Operating Budget

It was voted that the town raise and appropriate the sum of \$110,028,373 (ONE HUNDRED TEN MILLION TWENTY EIGHT THOUSAND THREE HUNDRED SEVENTY THREE DOLLARS) for the operation and maintenance of Town Departments for the Fiscal Year July 1, 2017 through June 30, 2018, 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 240 Community Preservation Fund: \$881,574 shall be appropriated from Community Preservation Fund Fiscal 2018 Revenue;

Fund 280 Town Revolving Funds: \$3,414 shall be appropriated from Senior Center Fitness Room Revolving 53 E ½;

Fund 600 Water Enterprise Fund: \$3,969,515 shall be appropriated from Water Enterprise Revenue and \$285,994 shall be appropriated from Water Enterprise Retained Earnings;

Fund 630 Recreation Enterprise Fund: \$1,203,742 shall be appropriated from Recreation Enterprise Revenue and \$75,000 shall be appropriated from Recreation Enterprise Retained Earnings;

Fund 640 Ambulance Enterprise Fund: \$800,000 shall be appropriated from Ambulance Enterprise Revenue \$57,000 shall be appropriated from Ambulance Enterprise Retained Earnings.

ANNUAL TOWN MEETING MINUTES – MARCH 25 & 27, 2017

– CONTINUED

GENERAL GOVERNMENT

122	SELECTMEN		
	Personal Services		
	Expenses	21,270	
	TOTAL	21,270	
123	TOWN MANAGER		
	Personal Services	386,387	
	Expenses	20,805	
	TOTAL	407,192	
131	FINANCE COMMITTEE		
	Personal Services		
	Expenses	9,088	
	Reserve Fund	150,000	
	(Transfers out)		
	TOTAL	159,088	
132	FINANCE DEPARTMENT		
	Personal Services	126,053	
	Expenses	860	
	TOTAL	126,913	
135	TOWN ACCOUNTANT		
	Personal Services	269,742	
	Expenses	40,860	
	TOTAL	310,602	
141	BOARD OF ASSESSORS		
	Personal Services	249,262	
	Expenses	23,900	
	TOTAL	273,162	
145	TREASURER/COLLECTOR		
	Personal Services	255,468	
	Expenses	46,105	
	TOTAL	301,573	
151	LEGAL SERVICES		
	Personal Services		
	Expenses	265,000	
	TOTAL	265,000	

152	HUMAN RESOURCES		
	Personal Services	206,636	
	Expenses	29,900	
	Compensation Reserve	672,451	
	(Transfers out)	0	
	TOTAL	908,987	
155	TECHNOLOGY		
	Personal Services	417,051	
	Expenses	540,140	
	TOTAL	957,191	
161	TOWN CLERK		
	Personal Services	251,501	
	Expenses	21,145	
	TOTAL	272,646	
170	PERMITTING DEPARTMENT		
	Personal Services	218,818	
	Expenses	42,190	
	TOTAL	261,008	
171	CONSERVATION COMMISSION		
	Personal Services	86,331	
	Expenses	2,250	
	TOTAL	88,581	
175	PLANNING BOARD		
	Personal Services	86,931	
	Expenses	12,705	
	TOTAL	99,636	
176	ZONING BOARD OF APPEALS		
	Personal Services		
	Expenses	2,395	
	TOTAL	2,395	
192	TOWN HALL MAINTENANCE		
	Personal Services	43,416	
	Expenses	79,529	
	TOTAL	122,945	
199	PUBLIC BUILDINGS & PROPERTIES MAINTENANCE		
	Personal Services	52,328	
	Expenses	18,100	
	TOTAL	70,428	

TOTAL GENERAL GOVERNMENT 4,648,617

ANNUAL TOWN MEETING MINUTES – MARCH 25 & 27, 2017

– CONTINUED

PUBLIC SAFETY

210	POLICE DEPARTMENT	
	Personal Services	4,411,923
	Expenses	516,709
	TOTAL	4,928,632
215	PUBLIC SAFETY COMMUNICA- TIONS	
	Personal Services	774,808
	Expenses	42,521
	TOTAL	817,329
220	FIRE DEPARTMENT	
	Personal Services	2,888,099
	Expenses	276,200
	TOTAL	3,164,299
241	BUILDING DEPARTMENT	
	Personal Services	319,047
	Expenses	
	TOTAL	335,902
244	SEALER WEIGHTS/MEASURES	
	Personal Services	
	Expenses	
	TOTAL	3,000
291	EMERGENCY MANAGEMENT	
	Personal Services	8,656
	Expenses	
	TOTAL	13,056
292	ANIMAL CONTROL	
	Personal Services	62,781
	Expenses	
	TOTAL	66,081
294	TREE WARDEN	
	Personal Services	2,144
	Expenses	
	TOTAL	37,144
	TOTAL PUBLIC SAFETY	9,365,443

EDUCATION

300	WESTFORD PUBLIC SCHOOLS	56,010,110
310	NASHOBA TECH	706,472
	TOTAL EDUCATION	56,716,582

PUBLIC WORKS

410	ENGINEERING DEPARTMENT	
	Personal Services	230,229
	Expenses	8,910
	TOTAL	239,139
421	HIGHWAY DEPARTMENT	
	Personal Services	1,547,646
	Expenses	1,116,760
	TOTAL	2,664,406
427	STORMWATER MANAGEMENT	
	Personal Services	
	Expenses	48,000
	TOTAL	48,000
432	RECYCLING	
	Personal Services	
	Expenses	499,630
	TOTAL	499,630
433	SOLID WASTE	
	Personal Services	
	Expenses	1,169,512
	TOTAL	1,169,512
442	WASTEWATER TREATMENT MANAGEMENT	
	Personal Services	
	Expenses	228,535
	TOTAL	228,535
491	CEMETERY DEPARTMENT	
	Personal Services	83,648
	Expenses	23,059
	TOTAL	106,707
	TOTAL PUBLIC WORKS	4,955,929

ANNUAL TOWN MEETING MINUTES – MARCH 25 & 27, 2017

– CONTINUED

HEALTHY & HUMAN SERVICES	
510	BOARD OF HEALTH
	Personal Services 423,998
	Expenses 31,750
	TOTAL 455,748
540	SENIOR CENTER
	Personal Services 140,642
	Expenses 58,050
	TOTAL 198,692
541	COUNCIL ON AGING
	Personal Services 243,978
	Expenses 28,100
	TOTAL 272,078
543	VETERANS SERVICES
	Personal Services 62,798
	Expenses
	TOTAL 132,798
	TOTAL HEALTH & HUMAN SERVICES 1,059,316
CULTURE & RECREATION	
610	LIBRARY
	Personal Services 1,231,417
	Expenses 352,596
	TOTAL 1,584,013
630	RECREATION
	Personal Services 243,298
	Expenses 49,195
	Offsets / Shared (292,493)
	Costs
	TOTAL 0
650	PARKS & GROUNDS
	Personal Services 325,212
	Expenses 52,064
	TOTAL 377,276
660	LAND MANAGEMENT
	Personal Services
	Expenses 38,700
	TOTAL 38,700

670	HISTORICAL COMMISSION	
	Personal Services	
	Expenses 17,800	
	TOTAL 17,800	
	TOTAL CULTURE & RECREATION 2,017,789	
DEBT SERVICE		
710	DEBT SERVICE	
	Principle & Interest 6,787,368	
	TOTAL 6,787,368	
	TOTAL DEBT SERVICE 6,787,368	
UNCLASSIFIED		
940	OTHERWISE UNCLASSIFIED	
	Personal Services	
	Expenses (1,130,222)	
	TOTAL (1,130,222)	
945	EMPLOYEE BENEFITS & MISCELLANEOUS	
	Personal Services	
	Expenses 17,692,190	
	TOTAL 17,692,190	
	TOTAL UNCLASSIFIED 16,561,968	
	TOTAL GENERAL FUND 102,113,012	
COMMUNITY PRESERVATION FUND		
240	COMMUNITY PRESERVATION	
	Personal Services 9,000	
	Expenses 6,000	
	Principal & Interest 866,574	
	TOTAL 881,574	
WATER ENTERPRISE FUND		
600	WATER ENTERPRISE	
	Personal Services 1,189,700	
	Expenses 1,671,294	
	Reserve Fund 250,000	
	Principal & Interest 1,144,515	
	TOTAL 4,255,509	

ANNUAL TOWN MEETING MINUTES – MARCH 25 & 27, 2017

– CONTINUED

RECREATION ENTERPRISE FUND

630	RECREATION ENTERPRISE	
	Personal Services	1,019,368
	Expenses	407,507
	TOTAL	1,426,875

640	AMBULANCE ENTERPRISE	
	Personal Services	771,803
	Expenses	579,600
	TOTAL	1,351,403

TOTAL OPERATING	110,028,373
BUDGET	

ARTICLE 16: Authorization for the Board of Selectmen to Petition the General Court for Special Legislation Authorizing the Town of Westford to Establish a Means Tested Senior Citizen Property Tax Exemption *Citizens' Petition*

It was voted unanimously to dismiss this article.

RESOLUTION

It was voted unanimously that the Board of Selectmen establish a committee to examine possible personal and property tax relief for seniors, disabled, and low income citizens and to present their recommendation at next year's Annual Town Meeting.

This resolution was initially tabled but then it was taken up after Article 22 and passed unanimously.

ARTICLE 17: Accept Massachusetts General Laws Chapter 59, Section 5C1/2 Related to Property Tax Exemption Increase by 100% for the Blind, Elderly and Disabled Veterans

It was voted that the town accept the provisions of Massachusetts General Laws Chapter 59, Section 5C½, which provides for an additional real estate tax exemption for taxpayers who are granted personal exemptions on their domiciles under Massachusetts General Laws Chapter 59, Section 5, including certain blind persons, veterans, surviving spouses and seniors, and provide an additional exemption up to 100 percent of the personal exemption, to be effective for exemptions granted for any fiscal year beginning on or after July 1, 2017.

ARTICLE 20: Authorization for the Board of Selectmen to Petition the General Court for one (1) Additional All Alcohol on Premises License to be Exercised by Westford Gateway, LLC Located at 66-68 Boston Road, Westford *Citizens' Petition*

No motion was made under this article.

ARTICLE 21: Authorization for the Board of Selectmen to Petition the General Court for one (1) Additional All Alcohol on Premises License to be Exercised by Yule Development Co., Inc. Located at 22 Town Farm Road, Westford *Citizens' Petition*

ANNUAL TOWN MEETING MINUTES – MARCH 25 & 27, 2017

– CONTINUED

It was voted that the town authorize the Board of Selectmen to petition the General Court for one (1) additional all alcohol on premises license to be exercised by Yule Development Co., Inc or a related entity or its successor and/or assign, located at 22 Town Farm Road, Westford, said license not to be transferred to any other location; provided, however, that the General Court may make clerical or editorial changes of form only to the bill, unless the Board of Selectmen approves amendments to the bill before enactment by the General Court which are within the scope of the general public objectives of the petition, or take any action in relation thereto.

The petition for special legislation shall take the following form, or a form substantially similar thereto:

AN ACT AUTHORIZED THE TOWN OF WESTFORD TO ISSUE ON ADDITIONAL LIQUOR LICENSE.

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same as follows:

SECTION 1. (a) Notwithstanding section 17 of chapter 138 of the General Laws or any other general or special, rule or regulation to the contrary, the licensing authority of the town of Westford may grant one (1) additional license for the sale of all alcoholic beverages to be consumed on premises under section 12 of said chapter 138 to Yule Development Co., Inc or a related entity, or its successor or assign, to be exercised at and located at 22 Town Farm Road, Westford. A license granted under this section shall be subject to all of said chapter 138 except said section 17.

(b) Once issued, the licensing authority shall not approve the transfer of the license issued under this section to any other location, but it may grant the license to a new applicant at the same location if the applicant files with the authority a letter from the department of revenue indicating that the license is in good standing with the department and that all applicable taxes have been paid.

(c) If the license granted under this section is cancelled, revoked or no longer in use, it shall be returned physically, with all of the legal rights, privileges and restrictions pertaining thereto, to the licensing authority, which may then grant the license to a new applicant at the same location under the same conditions as specified in this section.

ARTICLE 22: Authorization for the Board of Selectmen to Petition the General Court for one (1) Additional All Alcohol on Premises License to be Exercised by Fox River, LLC Located Adjacent to 210 Littleton Road, Westford *Citizens' Petition*

It was voted to authorize the Board of Selectmen to petition the General Court for one (1) additional all alcohol on premises license to be exercised by Fox River, LLC or a related entity or its successor and/or assign, located at 0 Littleton Road, Westford, said license not to be transferred to any other location; provided, however, that the General Court may make clerical or editorial changes of form only to the bill, unless the Board of Selectmen approves amendments to the bill before enactment by the General Court which are within the scope of the general public objectives of the petition, or take any action in relation thereto.

ANNUAL TOWN MEETING MINUTES – MARCH 25 & 27, 2017

– CONTINUED

The petition for special legislation shall take the following form, or a form substantially similar thereto:

AN ACT AUTHORIZED THE TOWN OF WESTFORD TO ISSUE ON
ADDITIONAL LIQUOR LICENSE.

Be it enacted by the Senate and House of Representatives in General Court assembled,
and by the authority of the same as follows:

SECTION 1. (a) Notwithstanding section 17 of chapter 138 of the General Laws or any other general or special, rule or regulation to the contrary, the licensing authority of the town of Westford may grant one (1) additional license for the sale of all alcoholic beverages to be consumed on premises under section 12 of said chapter 138 to Fox River, LLC or a related entity, or its successor or assign, to be exercised at and located at 0 Littleton Road, Westford. A license granted under this section shall be subject to all of said chapter 138 except said section 17.

(b) Once issued, the licensing authority shall not approve the transfer of the license issued under this section to any other location, but it may grant the license to a new applicant at the same location if the applicant files with the authority a letter from the department of revenue indicating that the license is in good standing with the department and that all applicable taxes have been paid.

(c) If the license granted under this section is cancelled, revoked or no longer in use, it shall be returned physically, with all of the legal rights, privileges and restrictions pertaining thereto, to the licensing authority, which may then grant the license to a new applicant at the same location under the same conditions as specified in this section;

Articles 24, 25, & 26 were voted by a **two-thirds declared majority** under one motion:

Under a single Motion duly made and Seconded, it was

VOTED:

Article 24: Authorize Board of Selectmen to Acquire Easements for the Groton Road and Oak Hill Road Intersection Improvement Project

It was voted under a two-thirds declared majority that the town authorize the Board of Selectmen to acquire by purchase, gift, eminent domain or otherwise, on such terms and conditions as the Board of Selectmen shall determine, permanent and/or temporary easements on the parcels of land shown on plans entitled “Massachusetts Department of Transportation Highway Division Plan and Profile of Route 40 (Groton Road) and Oak Hill Road,” revised through February 3, 2017, as said plans may be amended, said plans on file with the Town Clerk, for public way purposes, including, but not limited to, the construction, alteration, maintenance, improvement, repair and/or replacement of sidewalks, and for drainage, utility and slope work, traffic signal improvements, driveway reconstruction and grading, tree protection and landscaping; and, further, to authorize the Board of Selectmen to enter into all agreements and take all related actions necessary or appropriate to carry out said acquisitions and other acts authorized herein.

And Further

ANNUAL TOWN MEETING MINUTES – MARCH 25 & 27, 2017

– CONTINUED

Article 25: Authorize Board of Selectmen to Acquire Easements for the Plain Road Sidewalk Project

It was voted under a two-thirds declared majority that the town authorize the Board of Selectmen to acquire by purchase, gift, eminent domain or otherwise, on such terms and conditions as the Board of Selectmen shall determine, permanent and/or temporary easements on the parcels of land shown on plans prepared by the town of Westford Engineering Department, dated December 14, 2016, as said plans may be amended, said plans on file with the Town Clerk, for the Plain Road sidewalk project, for public way purposes, including, but not limited to, the construction, alteration, maintenance, improvement, repair and/or replacement of sidewalks and drainage; and, further, to authorize the Board of Selectmen to enter into all agreements and take all related actions necessary or appropriate to carry out said acquisitions and other acts authorized herein.

And Further

Article 26: Authorize Board of Selectmen to Acquire Easements for the Concord Road Sidewalk Project

It was voted under a two-thirds declared majority that the town authorize the Board of Selectmen to acquire by purchase, gift, eminent domain or otherwise, on such terms and conditions as the Board of Selectmen shall determine, permanent and/or temporary easements on the parcels of land shown on plans prepared by TEC Inc., dated February 27, 2017, as said plans may be amended, said plans on file with the Town Clerk, for the Concord Road sidewalk project, for public way purposes, including, but not limited to, the construction, alteration, maintenance, improvement, repair and/or replacement of sidewalks and drainage; and, further, to authorize the Board of Selectmen to enter into all agreements and take all related actions necessary or appropriate to carry out said acquisitions and other acts authorized herein.

ARTICLE 27: Transfer Custody of Parcels on Acton Road, Tyngsboro Road and Cowdry Hill Road from the Tax Possession Sales Committee to the Conservation Commission

It was voted by a two-thirds declared majority that the town transfer the care, custody, control and management of the following parcels from the Tax Possession Sales Committee presently held for the purpose of tax title sale to the Conservation Commission for general conservation purposes:

Parcel ID	Acres	Street Address
007 0055 0000	0.93	54 Acton Road
045 0002 0000	2.25	50 Tyngsboro Road
029 0086 0000	0.92	Cowdry Hill Road

With no further business to conduct the 288th Annual Town Meeting adjourned at 8:51pm

A true copy attest,



Kaari Mai Tari, Town Clerk

BOARD OF SELECTMEN



J. Scott Hazelton
Chair

Andrea Peraner-Sweet
Vice Chair

Mark Kost
Clerk

Elizabeth Almeida
G. Thomas Clay

Buildings, roads, and budgets dominated the Board of Selectmen’s discussions this year. The town made significant investments in its buildings and infrastructure, affirmed its commitment to the high quality of education that the town has always been committed to, and endured the summer of the “big dig.”

Fiscal Year 2017 also saw changes to the Board. After nine years of service, Kelly Ross did not seek re-election. Don Siriani also did not seek re-election after serving for three years on the Board. We thank them both for their service. Elizabeth Almeida, chair of the Agricultural Commission and instrumental in creating Westford’s Community Gardens, and Tom Clay, a member of the School Committee including one year as chair, were elected in May.

With the support and assistance of our town officials, staff, boards, commissions and our tireless volunteers, the Board of Selectmen had another productive year. Highlights of our actions include:

- Supporting and working with the School Committee to achieve a Proposition 2½ override to provide funding to raise teacher salaries to market basket levels.
- Developing and approving a new FY18 budget policy directive for the Board and Town Manager to guide the town’s FY18 budget discussions.
- Negotiating and settling all six town union contracts within budgetary parameters.
- Continuing the town’s commitment to energy efficiency including winning our fourth Green Communities grant in the amount of \$250,000 and authorizing the Town Manager to participate in the multi-town electric aggregation process to secure a new three-year contract for Westford.
- Authorizing traffic safety measures for Griffin Road including a new Bruce Freeman Rail Trail crossing signal, street lining, repair of a leaning utility pole and speed monitoring.
- Supporting the Pedestrian Safety Committee in its Complete Streets grant application which resulted in the town being awarded \$400,000.
- Supporting the improvements recommended by the Town Center Traffic and Parking Committee which included road re-alignments at the corners of Boston Road and Lincoln Street and Boston Road and Main Street together with the installation of stamped brick cross-walks on Lincoln Street and Boston Road.
- Supporting the combining of police and fire dispatchers.
- Authorizing the release of a Request for Proposal for the disposition of properties located at 12 North Main Street and 35 Town Farm Road.
- Entering into a settlement agreement with Newport Materials over the construction of an asphalt plant.

BOARD OF SELECTMEN – CONTINUED

- Working with a citizen’s group to amend the town’s bylaw concerning settlement of legal actions against it to provide that (i) any payment by the town of \$100,000 or more requires Town Meeting approval; and (ii) prevented the Board of Selectmen from settling any matter that involves the issuance or denial of a license, permit or approval without the granting authority’s approval.
- Approving the Town Manager’s recommendation to create a Facilities Department as recommended by the Public Works Initiative Committee that would place all town and school assets under the management of a Facilities Director.
- Approving the hiring of a new architectural firm for the design of the new Fire Station on Boston Road and the Combined Dispatch Center and approving the contract for construction.
- Supporting the application to the Community Preservation Committee for funding for the rehabilitation of the Roudenbush Community Center.
- Entering into a five-year lease Agreement with the Mill Works facility for space for the Parks and Recreation Department.
- Supporting the town’s 7th Strategic Planning retreat attended by 268 people (the best yet). This year’s topics of discussion were (i) an overview of the initiatives of the Healthy Westford Committee and the Pedestrian Safety Committee; and (ii) recreational marijuana.
- Appointing a dog park task force to look for an appropriate parcel of land for a dog park.
- Appointing a committee to assist with the coordination of the missions and programs of the Roudenbush Community Center, Mill Works and the Recreational Department to avoid overlap and redundancy.
- As directed by Town Meeting, creating the Senior, Low-Income, Disabled Tax Relief Committee (“SLIDTR”) to “examine possible personal and property tax relief for seniors, low-income and disabled citizens and to report recommendations to the 2018 Annual Town Meeting.”

None of the above accomplishments along with all the other work the Board of Selectmen engaged in over the year would be possible without the hard work, dedication and commitment of our town staff, boards and committees, elected officials, and countless volunteers. The Board extends its deepest appreciation and thanks to all who strive to make Westford the wonderful place it is to live and work.

TOWN MANAGER

Fiscal Year 2017 was another productive year in Westford. Our New Growth dropped to \$707,422 from \$901,454 in FY16. We received a slight increase in State Aid of \$402,250 to \$20,903,252. We collected \$3,755,588 in Motor Vehicle Excise. Our Local Options Excise was \$1,168,284, and we collected \$960,556 in licenses and permits. Our Community Preservation Act state contribution was \$139,651 less in FY17 totaling \$373,932.

During FY17, we developed the FY18 budget in accordance with the Board of Selectmen's 2018 Budget Policy Direction, with a balanced budget proposed, where revenues matched operating expenses. Our FY18 operating budget was \$110,028,373. In addition, we assisted the Selectmen and School Committee to achieve an override to support raising teachers' salaries to market basket levels. The cost of this override is \$1,600,000 to be spread over three years as follows: FY18: \$540,000, FY19: \$530,000, and FY20: \$530,000.

Health insurance occupies about 9.4% of our budget and was funded at \$10,384,523. We bid health insurance and negotiated with all town and school unions to switch providers from Blue Cross Blue Shield of Massachusetts to Fallon Healthplan, resulting in \$600,000 savings to the town and \$400,000 saving for our employees/retirees for the eight months remaining in FY17. Fallon also offered several less expensive plans that many of our employees enrolled in, resulting in an additional savings of \$300,000 for our town and \$215,000 for our employees. Over a full 12-month period, the estimated savings for our town is \$1,330,000.

We funded capital at \$6,311,667 with a balance in our Capital Stabilization Fund of \$1,179,413. We funded Other Post Employment Benefits (OPEB) at \$852,278 for a total of \$4,290,691 towards this liability. We maintained our AAA bond rating from Standard and Poor's.

Other financial accomplishments included:

- Negotiated and settled all six town union contracts within parameters established by the Selectmen.
- Through net metering we saved approximately \$516,697 in electricity costs.
- Entered electricity supply contracts for municipal buildings to avoid \$118,000 in electricity costs.
- Entered natural gas supply contracts for municipal buildings to avoid \$94,000 in costs.
- Continued working with MassDEP to seek approval of a permanent bypass of the Nutting Road perchlorate treatment facility, to save our town \$20,300 annually for operation, and \$80,000 biennially in resin replacement costs.
- Transitioned to a new ambulance billing software, Zoll Software, which enabled us to meet our revenue goals in the 10th month of the year.

Jodi Ross
Town Manager

Eric Heideman
Assistant Town Manager



TOWN MANAGER – CONTINUED

- Competitively bid septic and grease trap pumping services, well construction at Community Gardens, Cameron Senior Center painting, HVAC maintenance, elevator maintenance, generator maintenance, perchlorate water sampling and testing services, roof assessments, electricity, gas, vehicles, consultants, all highway products and services, and Annual Town Report printing services.
- Applied for and received numerous grants across town departments, including:
 - Transportation Improvement Project funding for the Beaver Brook Bridge Rehabilitation Project representing \$1,600,000 in construction funding that would have otherwise been funded as a capital expense.
 - Complete Streets grant in the amount of \$399,860.
 - FEMA Hazard Mitigation Grant of \$391,523 for Keyes Culvert replacement
 - Our fourth Department of Energy Resources Green Communities Grant in the amount of \$250,000 for five energy efficiency projects, and an additional \$121,000 from National Grid in utility rebates related to the projects. Projects are estimated to save our town \$40,000 annually.
 - Municipal Americans with Disabilities Act Improvement Grant in FY17 seeking \$250,000 towards the construction costs related to the Roudenbush Rehabilitation Project. We were not selected in FY17, but we have reapplied for FY18.
 - Lowell Regional Transit Authority grant of \$92,880 for Council On Aging vans.
 - COPS FAST grant application submitted for funding an additional police officer (waiting to hear on this application in the fall).
 - 911 grants for combined dispatch totaling \$50,872.
 - Massachusetts Interlocal Insurance Association risk management activities grant of \$44,033 to offset our insurance premiums.
 - Executive Office of Elder Affairs grant of \$33,540.
 - \$30,000 in wellness dollars (including flu vaccines) and \$10,000 for wellness programs for the Health Department.
 - Metlife granted us a \$20,000 enrollment credit for handling enrollment administrative activities when moving coverage to Metlife from BCBS.
 - Traffic Safety grant of \$10,000.
 - Emergency Preparedness Grant in the amount of \$4,960 for bullet proof vests.
 - Student Awareness Fire Education (S.A.F.E.) grant of \$4,500.
 - Preventing Underage Alcohol consumption grant of \$2,493.
 - Child passengers' safety seats grant award \$2,000.
 - Pedestrian Bicycle grant of \$1,484.
 - Mass Vest-A-Dog grant for explosive training aids for our K9.

Other significant accomplishments and/or projects included:

- Launched a new town website that is mobile friendly. Managed the Town of Westford and Town Manager's Facebook pages with 1,454 followers, and Twitter account with 1,454. Over 66,000 views to our Police FB page following an armed robbery where we displayed footage. The second highest was a posting for a lost dog which attracted 58,200 likes.
- Increased participation at Cameron Senior Center by 200 new residents, 64 due to our new extended hours on Tuesday and Thursday evenings.
- Participated in multi-town electric aggregation solicitation process to secure a new three-year contract for all residential, commercial, and industrial properties in Westford. Contract shall be effective January 1, 2018 through December 31, 2020 at the rate of \$0.10122 per kWh.

TOWN MANAGER – CONTINUED

- Assisted Griffin Road residents with road safety audit and public meetings to discuss possible improvements. Implemented improvements including a new Bruce Freeman Rail Trail crossing signal, street lining, fixing leaning utility pole, and adding a speed radar sign.
- Organized our 7th annual Strategic Planning Retreat to provide an informal setting for community input on important policy issues facing our town. We had 268 attendees to the event, including many new faces and a large turnout from our Asian and Indian community members.
- Worked with staff and the Communications Workers of America collective bargaining unit to combine police and fire dispatchers, included impact bargaining, cross training, and adopting new policies/procedures.
- Researched changes in legislation regarding the passage of recreational marijuana laws. Obtained citizen input on the topic at the Strategic Planning Retreat. Worked with town counsel to explore the town's legal options including the passage of a potential General Bylaw prohibiting the sale of marijuana and also a prohibition in our zoning bylaws.
- Assisted 12 North Main Task Force with the stabilization and security of the anodizing mill property. Aided in the drafting and release of a request for proposals for the disposition of the property. Proposals are due in July 2017.
- Sought and received town meeting approval to sell the Town Farm, located at 35 Town Farm Road. Issued RFP and will be recommending award in FY18.
- Helped coordinate code requirements with Yule Development projects at the new MillWorks facility and the Abbot Mill phase 2 mill conversion.
- Assisted the Selectmen with the asphalt plant litigation and public meeting process.
- Worked with School Superintendent and affected boards and department heads to produce a recommendation to create a Facilities Department (in line with Public Works Initiative (PWIC) recommendations), combining all town and school facility assets under the management of one director, with an office manager, who co-reports to the School Superintendent and Town Manager. Achieved unanimous support from PWIC, Permanent Town Building Committee, Library Trustees, School Committee, and Board of Selectmen.
- Continued a unified approach to planning our town construction projects: Water Superintendent, Highway Superintendent, Town Engineer, and Town Manager's office meet to discuss proposed infrastructure projects and coordinate between departments. Developed a five-year plan that created efficiencies in design, and focused on reducing the impacts of construction projects in our neighborhoods. Coordinated transportation improvement projects at Keyes Culvert, Oak Hill Road and Groton Road, Dunstable Road and Groton Road, and Tadmuck Road at Littleton Road. The town's design contract at the Tadmuck intersection with VHB went from \$110,724 down to \$78,874, for a \$31,850 savings of our town's mitigation funds. Began construction projects of Plain Road and Concord Road sidewalks and Main Street water main replacement and street reconstruction.
- Implemented a new Pavement Management System to assist us in making recommendations on prioritization of road improvement projects based upon the systems data.
- Developed a long-term solution to proactively manage all town wastewater assets, septic systems, and grease traps. Received unanimous support of PWIC, School Committee, and Selectmen.

TOWN MANAGER – CONTINUED

- Worked with Permanent Town Building Committee, Fire Department, town officials, and residents to hire a new architectural firm to design the Combined Dispatch Center and new Fire Station on Boston Road. Sought construction bids, awarded contract, and assisted with construction oversight and addressing abutters concerns.
- Worked with the Permanent Town Building Committee, Board of Selectmen, Historical Commission, Community Preservation Committee and Mills Whitaker Architects to develop rehabilitation plans for the Roudenbush building. Presented application to the Community Preservation Committee and received the committee's support to fund 90% of the construction costs. Presented and received approval for this capital request at the 2017 Annual Town Meeting. Negotiated the impact of vacating 65 Main Street during construction with The Roudenbush Community Center Inc. and released a request for proposals to lease the three town buildings beyond 2020.
- Worked with Recreation Commission, Board of Selectmen, and Finance Committee to evaluate opportunities for housing the Parks, Recreation and Cemetery departments. Issued (two) RFPs for leased space (first proposals were rejected), and one for lease/purchase for a modular building. Secured a five-year lease agreement at the Mill Works facility to house the Parks and Recreation office including programming space. Recreation survey of residents' future desired facilities is underway.
- Coordinated PanAm emergency response training with police and fire, included neighboring communities in training.
- Conducted ongoing work with Northeastern Massachusetts Law Enforcement Council (NEMLEC) School Threat Assessment and Response System (STARS) for school safety; involving police, fire and schools in this program.
- Completed construction of Depot Street and Nutting Road pump station emergency generators.
- Selected a pre-engineering design firm and began survey for the Boston Road reconstruction project scheduled for 2021.
- Received final approval from MassDEP for a Return to Compliance Plan for the Westford Academy Wastewater Treatment Plant. The project is currently in design.
- Completed a comprehensive Stormwater Management Master Plan (SWMMP) that identifies our town's stormwater managements needs and expenses.
- Worked with the Commission on Disability to update the town's notice under the Americans with Disabilities Act of 1990 and the grievance procedure for both building access and employment matters.
- Worked with the Healthy Community Committee who produced a town trails guide, hosted a discussion from the Healthy Aging Collaborative, presented and hosted small group discussions at Strategic Planning Retreat, heard proposals from the Dog Park Task Force. They are developing a strong online presence to host many town healthy living activities and disseminate information to help accomplish the committee's mission.
- Assisted as member of the Massachusetts Advisory Council to the Joint Labor Management Committee and Labor Relations Board. Recommended candidates to Governor Charlie Baker for Director of Labor Relations and a new appointment to the Massachusetts Labor Relations Board.
- Participated in Complete Streets Grant Award program at State House with Lt Governor Polito.
- Participated in a regional project supporting two Transportation Management Associations, CrossTown Connect and Middlesex 3 with several surrounding towns and state agencies.

TOWN MANAGER – CONTINUED

- Committed to keeping our community safe and fiscally strong over the long term, we have implemented a range of loss control measures and administrative procedures that reduce the risk of accidents and property damage.
- Coordinated interdepartmental effort to adopt new security measures to better protect our residents during parades and other town-wide celebrations.
- Implemented improved domain security tools to protect us against ransomware and other cyber-attacks.
- Unified and extended the security card access system in town buildings.
- Continued work on Westford's Information Security Policy (WISP) to ensure that private information is handled properly.
- Conducted Road Safety Audits at critical intersections including Forge Village Road/ Cold Spring Road to identify low cost solutions to improve safety of the intersections.

As your Town Manager, I examine every departmental expense for possible cost savings, and I am committed to preparing an annual operating and capital budget that maintains the level of services our residents expect, while protecting our resources for now and the future.

Transparency and communication are critical for successful municipal operations. To help keep our residents informed, we prepared and distributed monthly town manager's newsletters (we created our 100th edition this year!), sharing town-wide news and pictures from many departments and committees. We strive to adhere to Open Meeting Laws, and publicize all relevant documents on our website. We also manage multiple Facebook and Twitter accounts.

We are fortunate to have fantastic, highly talented residents who freely share time, knowledge, and expertise while volunteering for our town. Your participation is essential to our operations - we could not function without you. Thank you to all town officials, town boards and committees, department heads, town employees, and resident volunteers who help to innovate, guide, preserve, and protect our valuable town resources. And lastly, a special word of thanks to our honorable Board of Selectmen who provide us with guidance and support which enables us to do our jobs.

AFFORDABLE HOUSING TRUST FUND

The Affordable Housing Trust Fund (AHTF) is pleased to present its annual report to the town of Westford for Fiscal 2017.

The AHTF is a funding source for the creation and preservation of affordable housing in Westford through development, acquisition, renovation, and resale of a variety of housing types. The Community Preservation Committee (CPC) and Town Meeting created the AHTF to have a more efficient mechanism to address the town's needs.

Rob Downing
Chair

Joseph Diamond
Trustee

John Parker
Trustee

Robert Waskiewicz
Trustee

Andrea Peraner-Sweet
*Trustee and Board of
Selectmen Representative*

The AHTF has been well served by Paul Teixeira, the Westford Housing Authority Executive Director, who assists with administration and research. Paul's experience in housing development and finance is a tremendous asset both to the Housing Authority and the AHTF in the years to come.

A primary concern of the AHTF is achieving and maintaining the town's compliance with Massachusetts' Comprehensive Permit law (40B). Achieving compliance with the Comprehensive Permit law will allow Westford to exert far more control over the type and location of housing development in the future.

The AHTF is funded through Community Preservation Committee (CPC) appropriations of Community Preservation Act funds, mitigation payments from developers and private donations. Members meet regularly in open session as proscribed by law. The AHTF also meets on an 'as needed basis' to accommodate time-sensitive projects. Paul Teixeira, Westford's Housing Director, is an integral part of the AHTF's administrative process.

Some of the highlights in 2017 include:

Support for Habitat For Humanity and Common Ground in their requests to the CPC for approximately \$175,000 each.

Habitat broke ground on the first of two single family homes at Juniper Hills off Graniteville Rd. These homes are in part financed with \$175,000 from the CPC.

This year Common Ground also completed leasing of its Stony Brook II community, also supported by \$175,000 from the CPC.

The AHTF is pleased that our partners on the Affordable Housing Committee completed the five-year Housing Production Plan, an important planning tool for town committees and staff, with \$10,000 of CPC funds.

The AHTF continued to monitor its investment in property on Littleton Road.

We have not taken on any funding activities this year, as we await the progress to multiple 40B developments that may put the town over the 10% benchmark for subsidized housing that would protect the Town from 40B developments, at least until the next census.

ANIMAL CONTROL DEPARTMENT

The Animal Control Department provides domestic animal control services to the Westford community. Our Animal Control Officers are responsible for enforcing Town Bylaws and Massachusetts animal control regulations M.G.L. Chapter 140, Sections 136A through 176. Our officers respond to a variety of citizen requests for assistance, to include animal bite incidents, noise complaints, injured or deceased animals, human encounters with wild animals, and many other resident specific needs.

Meg Mizzoni
Animal Control Officer

John Greenhalgh
Assistant Animal Control Officer

Tim Whitcomb
Assistant Animal Control Officer

Response Activity

The majority of calls reported to our Animal Control Department are for noise complaints and lost or found dogs. When an animal is found, our Animal Control Officers attempt to locate the owner and ensure the animal is cared for properly while in the town's kennel. If the owner is not found, our Animal Control Department works to find a placement in foster care. Our officers have responded to numerous wildlife sightings throughout the past fiscal year, including bears, coyotes, fisher cats, skunks, raccoons, and snakes. With each of these reports, our officers have investigated the incident, ensured that the public was not in danger, and took the opportunity to teach residents about how to safely interact with wildlife. In some cases severely injured or rabid animals had to be euthanized and this was done safely and in coordination with the police department.

BOARD OF ASSESSORS

The assessor’s office completed its Triennial Recertification for fiscal year 2017 certification (July 1, 2016-June 30, 2017), based on a valuation date of January 1, 2016. Approximately 500 parcels were reviewed and/or visited and a thorough analysis of sales occurring in calendar year 2015 was done. The assessors’ office also analyzed all land sales, land residuals, and tear downs. Market values have increased in all neighborhoods. Generally speaking market data reflects a very desirable market. New growth for FY 2017 was \$43,370,599. This is a decrease of approximately 22% from FY 2016. This was due to a diminished number of building permits, and a further review of approximately one-third of Personal Property accounts. The areas of nominal growth were from the following:

Jean-Paul Plouffe
Principal Assessor
Christopher Ruel
Assistant Assessor
Titus Palmer
Chairman
Michael Coravos
Diane Holmes

1. Random construction of single families.
2. Continued construction at Summer Village, there are five units left.
3. Raze and rebuilds as well as additions and extensive renovations of existing modest homes.

	FY 2016	FY 2017	% change
Total taxable assessments	\$4,314,171,996	\$4,415,532,955	+2.349%
Tax levy	\$70,329,144	\$72,458,896	+ 3.028%
Residential tax rate	\$16.30	\$16.41	+0.674%
Average single family residence assessed value	\$479,996	\$490,793	+2.249%
Average single family tax	\$7,823.94	\$8,053.58	+2.935%

The Board of Selectmen again voted to adopt a Small Commercial Exemption for FY 2017. This in effect shifted the tax burden within the commercial/industrial class. As a result, the FY 2017 commercial/industrial tax rate was \$16.61.

The Department of Revenue certified the results of this assessment data to be within their statistical requirements and the tax bills went out on time.

Continued growth in the tax levy resulted in an increase in overall taxes for FY 2017. The assessors’ office continues to update property data to achieve a higher level of accuracy. This is a constant on-going process to ensure that tax assessments are equitable to all taxpayers. The more accurate we can make this data, the more accurate the assessments will reflect current market value.

FY 2017 saw a slight decrease in the number of applications for abatements of real and personal property from FY 2016. Abatements are typically applied for because property values were adjusted for FY 2017 because of the triennial certification and revaluation. Westford is a very desirable community as reflected in market activity and sale prices.

BOARD OF ASSESSORS – CONTINUED

It has been a very busy year for the assessors' office due to the completion of the interim certification and revaluation; monitoring the various elderly exemptions, other exemptions and the Community Preservation Act; and updating cost tables to reflect current market cost. The staff deserves much credit meeting all the demands and challenges with competence and dedication to the town. The assessors' office recognizes that taxes are increasing as the town continues to grow and the demand for services increases. We will strive to continue to provide good customer service to the taxpayers and to make every effort to assist taxpayers in understanding their assessments.

Exemptions

In FY 2017 the Board of Assessors granted 158 statutory exemptions for property taxes in the total amount of \$171,326.59 (veterans, elderly over 70, blind, Clause 41C). Nine applicants were granted a tax deferral under Clause 41A. Westford permanently adopted Chapter 126 of the Acts of 1988, allowing the statutory exemption to be increased to double their stated exemption amount. There were also 183 Community Preservation exemptions applications that were granted. Total CPA adjustments granted, including statutory exemptions and abatements, were \$21,622.19.

Abatements

In FY 2017 there were 81 requests for abatements on real and personal property. Of these, 34 abatements were granted, 44 were denied, two were withdrawn, and one was a duplicate filing. There were seven Fiscal Year 2017 appeals filed with the Appellate Tax Board. There were seven pending appeals from the previous two fiscal years. Of these, four were withdrawn. The Commissioner of Revenue continues to be in litigation with several telecommunications and wireless companies for FY 2003 through 2017. Some of these have been settled and/or withdrawn. However, there are still many appeals pending.

BRUCE FREEMAN RAIL TRAIL

Construction Progresses on Phase 2A: Westford, Carlisle and Acton

Wonderful progress has been happening, especially this spring, on Westford’s section. The rails and ties all along the 6.8-miles of Phase 2A were removed in 2016, and transferred to Massachusetts Coastal Railroad ownership, as required by the State contract. Some of them will be reused and others recycled. The ties were sent to a licensed facility in Maine, which uses them for fuel.

At times this spring and summer, it seemed that nothing was happening. However SRS New England’s construction crews were working on the six historic bridges of this phase, many of which are over wetlands and out of sight from the roadways. Westford’s .25 mile stretch was cleared and leveled, and a catch basin was built near the intersection of Routes 225 and 27. We hope that the first layer of asphalt will be laid in the late fall of 2017.

The most visible and impressive work of this phase is the construction of the “flyover” bridge in Acton, which will enable trail users to “fly” over Routes 2A and 119 on their way eventually to Framingham.

Please visit the BFRT website (see end of this article) for news and updates for Phase 2A, Phases 2B (through the Concord Rotary which will have a “flyover” bridge, too), 2C (through West Concord to the Sudbury town line) and Phase 3 – Sudbury and Framingham. The BFRT will eventually be over 26 miles in length – the longest rail trail in eastern Massachusetts.

What’s New in Westford?

This is the 10th BFRT article in a Westford Annual Town Report. Each year there has been excellent and exciting progress to report. From August through October of 2016, an informational kiosk and two granite benches were installed near the intersection of Routes 225 and 27, and two more granite benches were installed near the Acton Road BFRT crossing! A generous grant in 2010 from Lowell General Hospital, now Circle Health, enabled the Friends of the Bruce Freeman Rail Trail to purchase this outdoor kiosk. Some of the over 30 people who gave their time and expertise to install these “amenities” came for a photo opportunity. In 2010, the idea for this grant to be used for our kiosk was that of Heidi Tierney, a Westford resident who was a consultant to Lowell General. Win Brown, also a Westford resident and then the hospital’s Vice President of Administration, oversaw the awarding of the grant. David Martin, a Westford resident, applied for a successful “Harvard Pilgrim Health Care Community Spirit 9/11 Grant” which the Friends BFRT applied to the purchase of these amenities. In the intervening years, Town Counsel Katharine Klein helped significantly, along with Kara Keefe of State Senator Eileen Donoghue’s staff, in obtaining MassDOT’s permission for ROW amenities.

Pat Savage
Director
Parks, Recreation,
Cemetery Dept.

Elizabeth Almeida
Liaison,
Board of Selectmen

Christopher Barrett
Emily Teller
Westford Board
Members,
Friends of the Bruce
Freeman Rail Trail, Inc.

BRUCE FREEMAN RAIL TRAIL – CONTINUED



Celebrating the installation of the kiosk and four granite benches last fall were (left to right): Connor Mendes, Derek McNiff, Brian Auger and Bobby Upperman, *Westford Parks and Rec*; Pat Savage, *Director, Westford Parks, Recreation and Cemetery Department*; Amy Hoey, *Executive Vice President and Chief Operating Officer, Lowell General Hospital/Circle Health*; Kelly Ross, *BFRT Liaison from the Westford Board of Selectmen*; Jodi Ross, *Westford Town Manager*; Chris Barrett and Emily Teller, *FBFRT Westford Board Members*. Missing were Heidi Tierney, *Westford consultant*, and Michelle Davis, Eileen Berube and Pam Huntley, *staff of Lowell General Hospital*.

Finally, in 2016, permission to use the BFRT's Right of Way as the location for the kiosk and all four benches was obtained from the Massachusetts Department of Transportation (MassDOT), from whom Westford leases the land on which the BFRT was constructed. With a very generous donation from the Fletcher Granite Company in Westford, as well as a memorial gift, four benches were installed in two locations in Westford. J. T. Smith of Garside Granite of Westford oversaw the engraving of text on the benches which was funded by the Friends of the BFRT.

BRUCE FREEMAN RAIL TRAIL – CONTINUED



Memorial bench for Conor Flynn Swanson and second bench with acknowledgement of the donation by Fletcher Granite Company



Jon Revis and Robert Upperman did the site work and installed the benches.

BRUCE FREEMAN RAIL TRAIL – CONTINUED

The annual Live for Liv Ride on the BFRT was staged at the 4H grounds in Westford in July. This ride is a fundraiser for domestic violence work that the Live for Liv Foundation supports in memory of Westford Academy student Olivia Marchand. Both adults and children, as well as the many volunteers, all have a fun time before, during, and after their running and riding events.

Our Neighbors to the North

Lowell Parks and Conservation Trust and the Friends of the Bruce Freeman Rail Trail's Westford board members have been working in partnership with Peter Gervais, whose car dealership on Industrial Avenue in Lowell is expanding. As part of this expansion, Mr. Gervais and his family have very generously granted an easement, and will pave that portion, to enable the BFRT to progress beyond the CrossPoint parking lot and go under the nearby Route 495 overpass. Eventually the BFRT users will be able to ride on this new segment, and in the future on roadways as far as the Concord River in Lowell.

So many people deserve our appreciation and thanks

For the first time, we would like to thank Catherine Schoenenberger, President of Stay-Safe Traffic Products and a Westford resident. Since 2009, partnering with the Friends of the BFRT, Catherine has designed and produced all of the signage along the BFRT that has been added (or replaced). For many years, Kelly Ross has faithfully served as the Board of Selectmen's BFRT Liaison and we appreciate his dedication and support in this role. Elizabeth Almeida, elected to the Board of Selectmen in May 2017, will continue this essential role. Besides those who helped with the kiosk and benches, we give recognition to our committed trail stewards, Linas Alinskas, Dave Earl, Ron Johnson, and Bob Shaw who continue to do light but important maintenance on Westford's section of the BFRT all year long. The Westford Conservation Trust Trail Stewards have given hours of their Tuesdays to the BFRT. Chip Barrett, Highway Superintendent, and his staff are always cheerful helpers in whatever way they can be of assistance. Pat Savage and her staff are "at the ready" as well with varied and timely help. Town Engineer Paul Starratt is the Westford liaison for the ongoing Phase 2A construction. Town Manager Jodi Ross and Greg Johnson continue to be very supportive and helpful. We continue to be grateful to town staff in many departments for the hard work and active goodwill extended as needed throughout the year.



The Friends of the Bruce Freeman Rail Trail, Inc. maintain a website that has maps and parking information for the Bruce Freeman Rail Trail as well as construction updates for Phases 2A and 2C (West Concord). There are also links on this site with information and directions to help you find and use the many other rail trails in New England:

www.brucefreemanrailtrail.org

BUILDING DEPARTMENT

Mission Statement

The mission of the Westford Building Department is to protect the public by reviewing, approving and inspecting the built environment; to impartially enforce all rules, regulations and bylaws that pertain to both the State Building Codes and Bylaws of the town of Westford. To assist - to the best of our ability - all customers with the permitting process and any questions, concerns or complaints they may have.

Some of the projects that the department was involved with for FY 2017 were:

- Abbot Mill Phase II
- Philbrick Motorsports new facility
- Police/Fire combined dispatch area
- 22 Town Farm Road (old Courier Building) transformed into a sports/recreation center

The permit totals for the past four fiscal years are;

Matthew Hakala
Building Commissioner

Nancy Lima
Records Supervisor II

Dennis Kane Jr.
Electrical Inspector

Arthur Smith
Plumbing / Gas Inspector

Chester Cook
Assistant Building Inspector / Gas Inspector

Richard Colantuoni
Assistant Building Inspector

Permit Type	FY 14	FY 15	FY 16	FY 17
<i>Cert of Insp.</i>	42	60	62	67
<i>Commercial</i>	109	107	96	83
<i>Curb Cut/Driveway</i>	7	38	45	54
<i>Demolition</i>	10	14	15	8
<i>Electrical</i>	754	775	852	719
<i>Gas</i>	526	460	523	499
<i>Plumbing</i>	442	418	440	406
<i>Residential</i>	789	808	1014	777
<i>Sheet Metal Mechanical</i>	106	81	83	57
<i>Sign</i>	22	23	21	25
<i>Tent</i>	11	50	28	34
<i>Trench</i>	84	94	92	67
<i>Wood Stove</i>	18	19	17	9
Total	3103	2947	3288	2805

BUILDING DEPARTMENT – CONTINUED

Last fiscal year the Building Department took in fees totaling over \$684,753.38, which is greater than the previous year. The total number of permits issued decreased from the previous year.

The Building Department website continues to be constantly updated with new information. There are changes to the building code including the energy code so please visit the site and see what's new:

www.westfordma.gov/building

CAPITAL PLANNING COMMITTEE

The Capital Planning Committee was formed in December 2008 by the Town Manager and has spent the past nine years reviewing and prioritizing capital needs throughout the town. This committee's purpose is to provide an objective and consistent forum whereby all of 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, Board of Selectmen, Finance Committee and ultimately town residents as to how to best spend the resources that the town has for capital expenditures.

In completing its task for FY 2017, the committee heard from each department and prioritized the projects. This resulted in the recommendation to allocate \$1,898,667 from free cash to fund FY 2017 capital. The committee also recommended that \$77,000 be appropriated from Water Enterprise retained earnings and \$21,000 from ambulance retained earnings to fund various capital needs. In

addition, Town Meeting authorized the borrowing of \$500,000 for upgrades to the Westford Academy Waste Water Treatment Plant, \$615,000 to purchase and equip a fire truck, and \$3,200,000 for the replacement of the Prospect Hill Water Tank. The debt payment for the water tank will be funded by the Water Enterprise Fund. In total, \$6,311,667 worth of capital equipment and projects were approved in FY 2017, which were authorized at the October 17, 2016 Special Town Meeting and the March 25, 2017 Annual Town Meeting.

As we move forward, the committee will look to further enhance its communication process with town departments, work more closely with other committees and commissions to ensure that their capital needs are fully understood and are undertaken with the proper prioritization, continue to enhance the justification requirements for capital and whenever possible, ensure that a cross-section of needs are evaluated in a consistent manner (for example, 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.

For a listing of capital appropriations approved at the Special Town Meeting held October 17, 2016 and the Annual Town Meeting held March 25, 2017, see the meeting's minutes, starting on page 24.

Mark Kost
Chair
Board of Selectmen

Kathy Auth
Director of School Finance (Alternate)

Arthur Benoit
School Committee

John Cunningham
Conservation Commission &
Master Planning Committee

Heather FitzPatrick
Finance Committee (Alternate)

Paul Haajar
At Large Member

Tom Mahanna
Permanent Town Building Committee

Dan O'Donnell
Finance Director

Bill Olsen
Superintendent of Schools

Ingrid Nilsson
Finance Committee

Jodi Ross
Town Manager

CEMETERY COMMISSION

The Cemetery Commission acts as the policy-setting committee for the town's six cemeteries. The Commission is responsible for the expenditures from various cemetery trust funds, and oversees the operation and care of the town-owned cemeteries. The Commission is appointed by the Town Manager. The Commission has been meeting monthly on the second Tuesday at 8AM at the Pine Grove Cemetery Office.

Daniel Provost
Chair
Donald L'Esperance
R. Bradley Potts
George "Yogi" Rogers

Website www.westfordma.gov/cemetery

Cemetery Commissioner R. Bradley Potts and Donald L'Esperance have finished their tenure. The Commission wishes them well and thank them, their input, insight, and for dedicated service. Brad was instrumental in continuing the work on the Rules and Regulations. William "Bill" Rogers joined the Commission in the spring. [Mary Lyman joined the Commission in August 2017.]

The department maintains approximately 30 acres of cemetery land comprised of five town cemeteries and one burying ground. Fairview, Hillside, Westlawn, and Wright cemeteries are listed on the National Register of Historic Places (individual property). Old Pioneer Burying Ground is located in Parker Village. Pine Grove Cemetery in Forge Village is the location of most new sale of lots. Pine Grove has an additional 11 acres of land for future expansion of the cemetery and Wright has an additional 5 acres available for development.

The Cemetery Supervisor operates out of the Pine Grove office and maintenance garage. The cemetery operation is a division within the Parks, Recreation, and Cemetery Department, Patricia Savage, Director, Richard Nawoichik, Cemetery Supervisor, and Danielle Leblanc, Department Senior Assistant. The division is responsible for the day-to-day maintenance of the cemetery grounds, burials, sale of lots, burial, deeds, and grave lot records. The Town Clerk retains permanent records of death certificates and burial permits.

The Commission regularly reviews the fee structure for cemetery-related charges and has made changes as needed. The last complete change in the fee structure was in January, 2012.

Cemetery Supervisor Richard Nawoichik cleared an area in section B (to the left as you enter the property) adding grave sites for sale. He has also been clearing the area near the gazebo and office. In clearing the area there is a significant change in the grade. The Commission approved seeking funds for a retaining niche wall. This allows a visible transition in the existing developed sections of the cemetery and new area.

The Commission has been approached by the Russian Brotherhood Cemetery to take over the maintenance of the existing developed site in exchange for being able to develop the undeveloped acreage. The Commission expects to bring a proposal to ATM 2018 for the acquisition of the Russian Brotherhood Cemetery. The Russian Brotherhood Cemetery borders the Pine Grove Cemetery property.

Solar flag pole lighting has been added to the remaining cemeteries after the success of the flag lighting in Pine Grove.

CEMETERY COMMISSION — CONTINUED

In the spring of 2015 the Commission was contacted by Julie Perkins and Buretta family members to add new plantings to the Contemplation Garden at Pine Grove Cemetery. Julie is the daughter of the late Christina Buretta. The garden has been well maintained by the family members.

Wreaths Across America (weathracrossameriac.org) coordinated by Nicole Pelletier once again placed wreaths on veterans graves at Fairview Cemetery. The wreaths are placed in December to remember the fallen, to honor those who served, and to teach our children the value of freedom. This has become an annual volunteer event with help and donation information on the Wreaths Across America website. The Commission greatly appreciates all the time, work, and effort in remembering our veterans.

Wreaths have been placed at the Pine Grove Cemetery by a donor who wishes to remain anonymous. The Commission wishes to thank all the volunteers and donors who make this happen.

Sale of lots: 2 urn garden lot, 6 niches (Columbarium), 4 single lots, 7 double grave lot,
1 four grave lot

Burials/Openings: 47 – 25 full burials, 22 urn burials

Monument Permits: 23



COMMUNITY PRESERVATION COMMITTEE

The Community Preservation Act (CPA) allows Westford to preserve our community character in the areas of open space, community housing, historical resources, and land for recreational use. Westford residents pay a 3% property tax surcharge to fund such community preservation projects.

**FY 2017 Community Preservation Funds:
\$2,186,786.31**

The state offers matching grants from the Community Preservation Trust Fund, whose revenue is generated from designated fees at the Registry of Deeds. Because Westford set the CPA property tax surcharge at 3%, the town is eligible for additional funds from the state that other communities may not be eligible for. Westford received a 20.7% state match of \$373,932 on December 16, 2016. This amount was less than the state match from the prior year (\$513,377), however this amount can vary significantly from year to year depending on state funding availability.

- Kathleen Healy**
Chair (At-Large)
- Marilyn Frank**
Vice Chair
Conservation Commission
- Matt Lewin**
Planning Board
- John Cunniffe**
Historic Commission
- Chris Barrett**
Parks and Recreation
Commission
- Diane Holmes**
Housing Authority
- Robert Jefferies**
Christine MacMillan
Bob Price

In FY 2017, Westford locally raised \$1,812,854.31 in Community Preservation funds.

Westford has an annual commitment of approximately \$790,000 (thru 2019) for its bond payment for the purchase of East Boston Camps. In addition, CPC funds were also used for the Town Hall renovation. The annual debt payment is approximately \$80,000 (thru 2033).

3% Community Preservation property tax surcharge	\$1,702,133.50
Investment income	\$106,405.88
Interest on late tax payments	\$4,314.93
Local FY 2017 Community Preservation total	\$1,812,854.31
<u>State Match (received 12/16/16)</u>	<u>\$373,932.00</u>
TOTAL FY 2017 Community Preservation Funds	\$2,186,786.31

On October 16, 2016, the Community Preservation Committee (CPC) recommended the following appropriation at the Special Town Meeting:

- \$50,000 for the installation of a deep well and pump shed at the W. Otis & Alice V. Day Westford Community Gardens and any other related costs

On March 25, 2017, the Community Preservation Committee (CPC) recommended the following projects at the Annual Town Meeting:

- \$225,876 to the Community Housing Reserve Fund Balance
This allocation more than covers the required 10% for Community Housing
- \$145,834 to Historic Resources Reserve Fund Balance
This allocation more than covers the required 10% for Historic Resources
- \$32,000 for the Community Gardens at Day Field expansion and any other related costs
- \$190,000 to the Conservation Trust Fund for future land purchases and any other related costs

COMMUNITY PRESERVATION COMMITTEE—CONTINUED

- \$35,000 for the Stone Wall Restoration at Pageant Field and any other related costs
- \$350,000 for the Westford Academy Community Track Renovation and any other related costs
- \$6,300,000 authorization of debt for the Rehabilitation, Preservation, and Accessibility Improvements for the Roudenbush Building located at 65 Main St
- \$15,000 Community Preservation Committee Administrative Expenses

Community Preservation Committee administrative funds are used for expenses such as copying, public hearings, legal opinions, annual dues and approximately 230 hours of professional staff support per year to assist in coordination and administration of CPC projects. These expenses are appropriated annually, as unused expense funds are returned to the Undesignated Community Preservation Fund Balance.

Appreciation

The Community Preservation Committee would like to recognize town staff, boards, and officials for their valuable input concerning the use of CPA funds and Westford's community needs. Most importantly, the Committee would like to thank the people of Westford for their generous support of our town and community.

CONSERVATION COMMISSION

The Conservation Commission is the town body responsible for administering the State Wetlands Protection Act and local non-zoning wetlands bylaw to protect the town's wetlands and their resource values. The Commission also acquires and holds land on behalf of the town for protection of the town's natural resources, and watersheds. The Commission manages these properties for conservation and passive recreation.

Peter Mahler
Chair

Eric Fahle
Vice Chair

Robert Boonstra
John Cunningham
Marilyn Frank
Jim Gozzo
Ann Jefferies

Wetlands Protection Act and Local Non-Zoning Wetlands Bylaw Administration

The Conservation Commission reviewed applications for new single family homes and numerous home renovation projects abutting wetlands. The Juniper Hills Flexible Development Subdivision was reviewed and approved with an Order of Conditions for the new subdivision road with associated drainage that will service 18 house lots. The Commission performed reviews and granted Orders of Conditions for road projects including improvements to Main Street, Oak Hill Road and Groton Road. The Commission held several hearings on the operation and maintenance of the Greystone Dam located on the south side of Greystone Pond. This subject is an ongoing matter yet to be resolved. Other notable project reviews include the Alder Point Comprehensive Permit, wetland delineation review of the Tadmuck Auto Salvage Facility and the construction of a cell tower at 11 Brookside Road. Severe dry conditions continued and an official drought was declared by the Commonwealth. The lack of rainfall and snow melt exposed shorelines of ponds and lakes, and stream beds ran dry.

The Commission continues to enforce compliance with the Wetlands Protection Act and local Non-Zoning Wetlands Bylaw and issued four enforcement orders. The Commission continues to work with these individuals to protect wetland interests.

Land Management

Hill Orchard continued operation under the contracted management of Farmer Dave. The drought severely impacted stone fruit development at Hill Orchard, and the apples were smaller and less plentiful than past years. Farmer Dave's CSA operation at the farm stand continued to bring residents and the public to the orchard.

Stony Brook Conservation Land was rented to The Marcus Lewis Day Camp during July and August per their five-year lease agreement. The Westford Park and Recreation Department also operates day programs on the property. Jeff Mount continued as the Facility Coordinator ensuring property upkeep so the camps can operate. Additionally, Mr. Mount meets with prospective renters showing them the facilities and preparing the site and cabins for weekend rentals which included: The Friends of East Boston Camps Gala; Scout weekends; a Dog Scent Training Event; various individual renters; and the Westford 5th Grade Environmental Camp. Several Westford Academy students volunteered their time to work with Mr. Mount during the spring to ready the property for the rental season. The Commission thanks the Parks, Recreation and Cemetery Department, the Highway Department and the School Department for their help in caring for this conservation land.

CONSERVATION COMMISSION—CONTINUED

At the Day Land, located at the intersection of Graniteville and Cold Spring Roads, the Community Garden doubled their one-acre operation, expanded the parking lot and installed a well for water supply. The Conservation Commission put out a request for proposals for an organic farmer to lease the remainder of the field, approximately 4.5 acres but did not receive any proposals. The Commission will work with the Agricultural Committee to manage the fields until they can be placed back into production.

The Conservation Commission received complaints of horse manure on the trails near Nashoba Pond (a.k.a Kennedy Pond) along with complaints about continued ATV/off-road vehicle use on the property. The Commission recognizes the trails have not had any recent improvements and erosion of slopes around the pond is now a concern.

We thank the volunteers who work with the stream team under the leadership of Kate Hollister and Diane Duane with support from the Commission and the Westford Conservation Trust for their work that straddles both wetland protection and conservation land management.

The town benefits from the many volunteers who labor to keep our trails passable in our open spaces. The Westford Trail Stewards, led by Bill Harman meets once a week to clear paths. Ron Gemma of the Westford Conservation Trust continued to head up the Westford Invasive Species Control Group as they seek to contain a number of plant species that are detracting from the natural beauty and resources of the town. We appreciate the hard work of the Boy, Girl and Eagle Scouts with all types of projects on our lands. Their hard work and dedication ensure that our conserved lands will always be cared for.

Our continuing thanks to all the groups and individuals for their hard work and dedication towards preserving, protecting and enhancing the community's natural resources.

Land Acquisition

Approximately four acres were protected through the transfer of three tax possession parcels. The Commission continues to work with land owners, developers and town committees to preserve land important for conservation purposes.

Staff and the Commission

Conservation/Resource Planner Carol Gumbart, Assistant Planner Danielle Evans and Permitting Program Assistant Erin Toothaker under the direction of Chris Kluchman, the Director of Land Use Management, are the staff to the Conservation Commission.

The Commission members also participated on other town committees. John Cunningham serves on the Public Works Initiative Committee, Capital Planning Committee, Stormwater Advisory Group, and Master Plan Implementation Committee and is also an Election Officer (Closer). Jim Gozzo is a member of the Town Forest Committee and is also an Election Officer (Precinct Warden). Marilyn Frank serves on the Community Preservation Committee as Vice Chair. She is also an Election Officer (Warden). Bob Boonstra is an associate member of the Agricultural Commission. If you are interested in more information about the Conservation Commission, Westford's conservation lands, wetlands and other natural resources, please visit the Commission's website, which can be accessed at www.westfordma.gov/conservation

CONSERVATION COMMISSION – CONTINUED

Conservation Commission Statistics

Summary, Filings Received, 2005 – 2015 (2004 to 2010 on calendar year basis, Thereafter on Fiscal Year Basis (from July 1 to June 30,))

Year	Requests for Determination of Applicability	Abbreviated Notices of Resource Area Delineation	Notices of Intent	Emergency Certificates	Violations/ Enforcement Orders
2005	12	5	34	16	3
2006	18	6	28	16	2
2007	17	4	24	7	7
2008	12	5	29	10	5
2009	12	0	29	13	12
2010	15	1	41	7	4
FY11	13	0	36	7	4
FY12	13	0	39	13	4
FY13	8	0	27	6	6
FY14	11	0	26	7	4
FY15	7	0	16	17	1
FY16	41	0	31	10	2
FY17	36	2	33	5	4

CONSTABLE

John R. Sullivan
Constable

Constable duties have evolved into the service of noncriminal papers (e.g. summons, subpoenas, and town meeting notices). A legislative background is given for a constable’s general duties that include preserving the peace, preventing crime, arresting all offenders in the town who might be arrested without a warrant, and procuring warrants in other instances of crimes committed. In addition, Massachusetts statutes provide that constables may serve the civil process and warrants and processes in criminal cases. They are required to serve all warrants and other processes as directed by the town and they may serve demands, notices, and citations. Particular prosecutor powers are described including the punishment of persons who neglect or refuse to assist a constable in the execution of office in a criminal case, in the preservation of the peace, in the apprehension or securing of a person for a breach of the peace, or in the case of escape or rescue of persons arrested upon civil process. A constable has common law power to make an arrest without a warrant in the case of a felony upon probable cause, and in the case of a misdemeanor committed in his presence which involves a continuing breach of the peace. A constable can also make warrantless arrests in certain instances.

The table below represents all services conducted by the constable in FY 2017.

Service Requested	Total
Summons	3
Evictions	0
Subpoenas	4
Complaint-domestic	5

COUNCIL ON AGING



Jennifer Claro
Director

Nancy Cook
Chair

Sandy Collins
Helena Crocker
Patricia Holmes
George Rogers
Robert Tierney
Kathryn Wilson

The Cameron Senior Center is a community focal point where one will find active adults age 55 and over participating in a myriad of activity ranging from exercise classes, cultural/art programs, wellness programs and services and social events. This year, the Cameron membership included two hundred new members. This growth can be contributed to the many new class/program offerings, new events and most significantly our new extended evening hours on Tuesday and Thursdays. Annette Cerullo, Outreach Coordinator, raised her hand for this challenge and has created a diverse mixture of evening program opportunities. With these extended hours our Transportation Program has also increased its rider ship offering services to both new and existing center participants.

Also, some of the new day programs and services offerings are Pickle Ball, offered through The Millworks; summer Farm to Table lunches; Westford Community Garden plot, Wednesday lunches with Jackie Russell; Sweetheart Luncheon held at First Parish Church hosted by the Council on Aging board, Rotary Club and Rivercourt Residences; Kimball Farms Summer Party, and BBQ Jimmy Buffet style sponsored by Ebi Masalehdan. These are in addition to the program staples offered daily.

This year our COA was fortunate to work in partnership with the Westford Health Department, First Responders and GIS to update the towns Emergency Preparedness Plan. A new form called the Westford Special Needs Emergency Registry was created that allows town responders to have updated information regarding general information and assistance required when assisting residents who have special cognitive, mobility and other special healthcare needs. To receive a Special Needs Registry Form, call the Cameron or the Westford Health Department, the holder of the Special Needs Registry.



New Evening Circuit Training Program

COUNCIL ON AGING – CONTINUED

Social Services and Outreach

The Cameron Senior Center is fortunate to have the Town Social Worker available to meet with all Westford residents who are experiencing a financial hardship and/or crisis situations by appointment, home visit or calling the Cameron. Also, our Out-reach Coordinator works collaboratively with the Town Social worker in providing various social services to residents age 55 and over. This year our social services staff provided the following services to Westford households:

Case management/mental health & advocacy	3,397
SNAP Benefits/Fuel Assistance	60
Durable medical equipment loan	205
Minor home repair	50
Yard clean-up/Sand bucket delivery	136
Holiday Baskets	168
Fresh Organic vegetable distribution	898

COA Transportation Program provides a vital service to those ages 60 and over and/or disabled residents of Westford Monday thru Friday from 8am-4:00pm with extended hours from 4:00-8:00 PM on Tuesday and Thursday evenings. With the support of a dedicated COA transportation team, this donation-based service provided 9,033 rides in 2017.

Property Tax Rebate is coordinated through the Cameron Senior center under the guidance of Alison Christopher, Town Social Worker and Pat Reppucci, Cameron volunteer. In 2017, 25 Westford seniors worked in Town departments and in return each received a \$1000 tax credit off their property tax bill.

SHINE Counseling was provided by Fred Baumert of Westford servicing 72 clients with Medicare and health insurance information.



COUNCIL ON AGING – CONTINUED

The Council on Aging Board committed themselves to bringing more awareness to the additional need for housing for older adults as well as affordable housing.

Income tax returns were done by Hal Schreiber who had a record-breaking year completing 277 filings. We also would like to acknowledge Richard Severyn who volunteered and assisted in this service to residents.

The Westford Food Pantry is in the Cameron Senior Center but is overseen by a separate board/ To learn more about the Westford Food Pantry and to find the monthly schedule please visit westfordfoodpantry.org

Meals on Wheels is housed in the Cameron Senior Center but is operated by Elder Services of Merrimack Valley. Elder Services provides home delivered meals to older adults who have a difficult time preparing a warm, nutritious meals. This year Elder Services moved away from a volunteer driver pool to stipend drivers, several of who were once volunteers.

Volunteers at the Cameron

Our center benefits tremendously from 150 plus volunteers who give of their time working as fitness center monitors, running Trudy's Boutique, preparing men's and women's breakfast, helping with light home repairs through the Handymen program, assisting grocery shoppers, helping distribute fresh produce and other food distribution programs, contributing to the Friends of the Cameron's Annual Harvest Fair, coordinating the Cameron library and many other important efforts.



COA van offers friendly, weekly Wednesday grocery runs with volunteer shoppers like Wes Rae (back to pix)

COUNCIL ON AGING – CONTINUED

Acknowledgements

Friends of the Cameron helped underwrite the cost of our exercise classes in the amount of \$24,000 as well as subsidized many programs and special events such as the Gay 90's, Kimball Farm Summer Party, Sweetheart Luncheon, Woman's breakfast and more. Their financial support and volunteer efforts are much appreciated and make many new opportunities possible at the Cameron.

2016-17 Board of Directors: Edward Greenwood, President; Richard Severyn, Vice president; Joyce Cederberg, Secretary; Joyce Newton, Treasurer; Helena Crocker, Joan Greenwood, Marjorie Hunter, Chris Kuntz, Diane Mudgett, Marcel Lacombe, Jeanne Lemieux, Richard Lemieux and Paul Theroux

We would like to thank the Recreation Department for their partnership in supporting our new extended evening hours and to thank Bill Melchin as well.

Kimball Farm partnered with the Cameron to have our 1st Annual Kimball Summer Party coupled with a delicious BBQ buffet and famous ice cream bar and access to all entertainment features of their grounds. Westford Cultural Council funded the Delvena Theatre Company and Jumpin' Juba Band for the Summer Party. A tremendously popular event for this year.

Westford Community Gardens donated weekly organic produce during the summer months.

Whole Foods donated perishable and non-perishable foods to our center twice a week and sponsored our Volunteer Appreciation Banquet.



Holiday Basket volunteers help share the spirit of the holidays with families of Westford who were experiencing hardship.



UPBEAT Band Practice for Westford House Performance



Volunteers Henry Durand and Tom Spuhler help distribute weekly organic produce to residents of Westford Senior Housing

COUNCIL ON AGING – CONTINUED



Mother's Day Women's breakfast sponsored by Patti Mason, Mary Alcorn and Angela Harkness



Trudy's Boutique offer's a beautiful special holiday sale to support the Cameron programs & services.

CULTURAL COUNCIL

The Westford Cultural Council received a total of \$4900 from the Massachusetts Cultural Council (MCC) to distribute to organizations and individuals who applied for grants to support cultural activities that benefit Westford residents. This year, the council awarded \$4900 in grants. In awarding grants, the council seeks to serve a broad spectrum of Westford's population.

Yen Yen Lim
Angela McAlister
Co-Chairs

Erin Heinhold
Etienne Marchione
Brian Pitts
Seema Pusalkar
Anita Tonakarn-Nguyen
Lynda Vernalia

The council received 29 applications, a record high for the council. In turn, the council awarded grants to the following 19 applicants:

Demographic Served	Applicant	Project	Location	2017 Award
Students	Yibing Li	Westford Chinese Parent Group	Westford	\$350
	Mass. Educational Theater Guild	Mass. Middle School Drama Festival	Westford	\$400
	Janet Fonden	Journalism Education Association	Westford	\$400
	Westford Historical Society Inc.	Westford Town Center Exhibit	Westford	\$400
	The Discovery Museums	Electronic Benefits Transfer \$1 Admission	Acton	\$250
Seniors	Steven Hurlbut	Jumpin' Juba Lobster Bake Concert	Westford	\$300
	Delvena Theatre Company	Salem Witch Hysteria	Westford	\$250
	Indian Hill Music Inc.	Bach's Lunch Concert Series	Littleton	\$250
General Audience	Suman Adishesu	Samarpanam - A Tribute	Westford	\$250
	Habitat for Humanity of Greater Lowell	Lollipops for Breakfast LIVE Family Theater	Westford	\$380
	Westford Chorus Inc.	A Baroque Festival	Westford	\$400
	Mark Hastings	Mark D Hastings	Westford	\$50
	Alex Rosiewicz	The Three Guys	Westford	\$100
	Tim Maxwell	T Max	Westford	\$100
	John Ferullo	John Ferullo	Westford	\$100

CULTURAL COUNCIL – CONTINUED

Demo-graphic Served	Applicant	Project	Location	2017 Award
General Audience	Wendee Glick	Wendee Glick	Westford	\$220
	Open Door Theater	ASL Interpretation for “Suessical the Musical”	Acton	\$300
	Sunanda Sahay	Essence of India: Bangladesh, India, Nepal, Sri Lanka.	Acton	\$150
	Virginia Thurston Healing Garden & Cancer support center	Expressive Arts Therapy Programs	Harvard	\$250

For the first time, the Cultural Council hosted a booth at the Westford Strategic Planning Retreat in June 2017 to publicize the grant opportunity, recruit council members and to raise general awareness about the Cultural Council amongst attendees. Additional efforts to publicize the grant opportunity included wide distribution of paper and electronic flyers around town including schools and submission of online articles and press releases. The WCC also leveraged social media to help publicize the upcoming grant cycle.

In alignment with the 2016 findings from a town survey soliciting feedback on areas of focus, the WCC funding priorities are as listed below.

The Westford Cultural Council (WCC) funding priority will be given to programs held in Westford, and by Westford artists, arts organizations, schools, and community organizations. Other programs which benefit the Westford community or Westford artists are also encouraged to apply. WCC Funding priorities will go to projects which fit at least one of the descriptions below:

- Arts Education,
- Community-wide gathering: festivals, concerts, plays, etc.,
- Nature, Science and environmental education projects,
- Field trips for museums, performances, or cultural experiences, etc.,
- Professional development of local artists through community projects, or Projects celebrating local history, inclusiveness, cultural diversity.

The priorities are posted on the MCC website :
mass-culture.org/westford

CULTURAL COUNCIL – CONTINUED

Grants For Current and Previous Years				
Year	Number of Applicants	Number of Grants Approved	MCC Distribution	Grant Total
2017	29	19	\$4900	\$4900
2016	21	19	\$4900	\$4900
2015	23	18	\$4300	\$4450
2014	22	16	\$4250	\$4123
2013	25	14	\$3780	\$3780
2012	27	16	\$3870	\$4315
2011	24	14	\$3785	\$4000

For more information on the Cultural Council, see our page on the town’s website under Community: mass-culture.org/Westford or email: culturalcouncil@westfordma.gov

COMMISSION ON DISABILITY

FY17 marked the second year of the Commission on Disability's existence. We continue to grow and learn, making connections with local experts with knowledge and responsibilities of mutual interest with our desire to serve those with disabilities.

Much of our activity during FY17 was divided between (a) providing formal feedback—for instance, providing input that reflects the potential concerns of persons with disabilities regarding town initiatives or policies, and (b) addressing reported or observed issues that affect those with disabilities.

Among those who joined us at one of our monthly meetings, were:

- Terry Stader, Veterans Service Officer/Veterans Agent
- Sandy Collins, RN, Health Director, Health Department
- Elizabeth Almeida, Westford's Community Garden

Each of them provided valuable insights into other town functions that provide services or activities that can be of interest to persons with disabilities.

Accomplishments in FY 2017

- Reviewed handicapped access at various public (town-owned) sites, housing developments, churches and private businesses open to the general public with respect to applicable laws under the Federal Americans with Disabilities Act (ADA) and Massachusetts law (with rules and regulations overseen by the Architectural Access Board). For example, we worked with the Town Manager's Office in identifying issues related to handicapped access to the Bandstand on the Town Common. We also spoke with owners of buildings with businesses open to the public and with church leaders about addressing deficiencies.
- Began work toward updating the town's ADA Self-Evaluation and Transition Plan, including reviewing changes in relevant ADA and State laws. This included review of town-owned outdoor developed areas as well as buildings and addressed improvements needed for those with mobility issues as well as non-mobility related issues, like visual loss, hearing impairments and other types of disabilities.
- Distributed COD (Commission on Disability) flyers and updated our town website page to inform the community about our work and services available to persons with various types of disability. Flyers were placed in locations such as the Cameron Senior Center, the Library and the Town Hall. The flyers were also available at the town's Health and Wellness Fair (held alongside the Food Truck Festival on May 6, 2017 at the Abbot School), where one of our members was manning a table set up by the Cameron Senior Center, where she is a volunteer.
- Continued to work to identify issues related to handicapped parking, including addressing insufficiencies related to public buildings and businesses open to the public, based on applicable federal and state laws.

Raymond K. Clark
Chair

Katherine L. Phaneuf
Vice Chair

Marguerite F. Sabatino
Secretary

Joyce L. Benoit

Dawn F. Dillon

Scott Hazelton

Janet C. Horner

Patricia C. Reppucci

COMMISSION ON DISABILITY – CONTINUED

- Coordinated with the town’s Lowell Regional Transportation Authority (LRTA) representative, Russell Badessa, in researching issues at bus stops surrounding handicapped access, including mobility challenges, hearing loss and vision impairments.
- Worked with the Conservation Commission in development of an Open Space and Recreation Plan and communicated with the Pedestrian Safety Committee surrounding access problems along town roadways.
- Met with former Public Health Director, Sandra Collins, RN, just prior to her retirement from her long-standing position. In addition to reviewing the plan for the 2017 Health Fair, now held every other year, she shared resources (contacts and informational websites) related to addressing accessibility needs, including for emergency preparedness response, and measures ongoing to improve ability of first responders to meet the needs of those with self-identified disabilities (including through the development of a Special Needs Registry). She also reviewed the coordinating efforts of emergency management directors in Westford, Chelmsford and Tyngsboro to develop a regional special needs shelter that could be utilized by all three towns.
- Over the course of the year, members would attend seminars (in person or in a “webinar”) held on topics relevant to our work, summarizing it for the rest of the members at a subsequent COD meeting. This included presentations by the U.S. Access Board and by the Massachusetts Office on Disability (MOD). We also reviewed information available for the disabled and elder adults (who often face various forms of disability), such as the “Senior Yellow Pages,” a directory of services and resources.
- Discussed possible candidate projects for which to apply for one of the new ADA Improvement Grants, first offered in FY17. Worked with Town Manager’s Office, which submitted a proposal for one of the two types of grants available, the Project grant. Began plans to prepare an application for a Planning Grant (the other type of grant available) in the FY18 cycle, again coordinating with the Town Manager’s Office. The plan is to apply for the grant to assist with our efforts at updating our ADA Self-Evaluation and Transition Plan.

Help We Can Offer

The Commission on Disability (COD) is available to help direct people to appropriate resources, including those offered by several town departments and officials. In addition, Westford’s ADA Coordinator is charged with assuring the town’s compliance with the ADA.

The Commission’s webpage has links to some available resources and to our activities (e.g., meetings). We meet monthly, typically on the fourth Thursday, and all are welcome.

Note: We are currently have one opening for a new member. Please let us know if you are interested in joining the Commission.

Contact Information:

Email: disability@westfordma.gov

Website:

westfordma.gov/535/Commission-on-Disability

DOG PARK TASK FORCE

At its June 14, 2016 meeting, the Westford Board of Selectmen voted to establish a Dog Park Task Force (DPTF). This was done in response to several years of citizen interest and informal requests to the town. The following charge of the DPTF was established:

“The Dog Park Task Force shall make a recommendation to the Board of Selectmen regarding the establishment of a dog park. The recommendation shall report on possible locations, design, design and construction costs, costs and manpower required for ongoing maintenance, funding sources, safety and liability issues, and dog park rules. Membership shall include one member of the Board of Selectmen and interested citizens. If a proposed location is not under the care, custody, and control of the Board of Selectmen, then a member of the responsible board or committee shall be invited to join the task force. If no task force member lives near a proposed location, then an effort shall be made to include a nearby citizen on the task force.”

Edith Fruscione
Chair
Avery Adam
Elizabeth Almeida
Julie V. Darcy
Karen Hudson
Joshua Manuel
Sandra L. Martinez
Katelyn R. Olson
Mark J. Olson
Teresa L. Olson
Michele Pilotte
Deborah A. Rorke
Rosemary Theroux
Kelly Tierney
Krish Velmurugan
Kelly Wong
Marsha C. Wyman

After a request for volunteers, 23 residents applied to donate their time to the effort. On July 12, 2016, the Board of Selectmen appointed those residents for a two-year task force term to end on June 30, 2018. The official number of members was subsequently changed to sixteen.

The Task Force set as their initial task identifying a piece of land for an appropriate park. Every member agreed that we wanted something more natural feeling than most of the parks we were familiar with and that two acres would be ideal. In February of 2017 the Task Force presented the Board of Selectmen three possible locations all of which were later determined to be poor choices for various reasons. In April the group presented the BOS with three new choices; Stepinski Land behind the Graniteville ball fields, land on Farmer Way, and land adjacent to Nabnasset School.

Shortly after the work of the DPTF began, a separate 501c(3) non-profit organization, Friends of the Westford Dog Park (FWDP), was registered with the Secretary of the Commonwealth of Massachusetts and the United States Internal Revenue Service. This separate group was formed to promote the establishment of an off-leash dog park in Westford while offering a long-term means to ensure continuity of funding and management. FWDP is comprised of seven board members and anticipates hundreds of community supporters. Once a dog park is established, the FWDP envisions offering seminars, trainings, and community events geared toward promoting responsible dog ownership. The operational aspects of the dog park will be comprised of 100% volunteer labor and ours will be modeled after dog parks locally and across the nation.

DOG PARK TASK FORCE—CONTINUED

The Task Force researched possible funding sources and determined that the likely primary source of funds for construction of this park is the Stanton Foundation, a Massachusetts organization that has dedicated a large portion of its resources to developing 25 dog parks throughout the state. The maximum grant is \$250,000 which is awarded in two segments, a design grant of \$25,000 and a construction grant of \$225,000. There are 10 non-competitive grants awarded annually.

The group continues its work to make recommendations to the Board of Selectmen regarding the establishment of an off-leash dog park in Westford.

ECONOMIC DEVELOPMENT COMMITTEE

The Economic Development Committee (EDC) is appointed by the Board of Selectmen and is charged by them to advise the BOS on various issues concerning bylaws, policies, regulations, and zoning that foster commercial growth, strengthen the local economy, and are consistent with maintaining the character of the community. The EDC also encourages business investment, identifies changing economic trends, assists with generating local employment opportunities, advocates for state and federal grants, promotes Westford's identity in the Greater Boston/Metro West/495 Merrimack Valley Area, establishes relationships and improves communications with local businesses, represents Westford in local and regional business associations, helps to streamline permitting, and helps new business owners navigate the permitting process.

In its fifth year of operation, the Economic Development Committee had another busy year in FY17 with numerous highlights and accomplishments:

- The major emphasis for the Economic Development Committee during FY 2017 was the development and implementation of the detailed 2017 Workplan. The Economic Development Self Assessment Tool (EDSAT), conducted in 2016, formed the basis of the 2017 Workplan. The workplan, divided into eight groups, includes all members of the EDC volunteering for several of the eight groups. Bill Nussbum and Tom Barry serve as liaisons to each of the groups, monitoring four groups each. Jodi Ross and Chris Kluchman are key to working with participants in the groups to help ensure progress is made on each of the EDC goals. Progress on each of the workplan items is discussed at each monthly EDC meeting.
- During the year Jeff Hillam, Heather Maietta and Andrew Stern resigned from the committee. We welcomed new members Bruce Rosenberg, Joan Bennett, Ian Coveny, and Craig Dillon. We also thanked Andrea Peraner-Sweet for all the work she has done for the EDC over the past five years as the Board of Selectmen liaison, and we welcomed Tom Clay into that role.
- Tom Wilder, a Principal of the Wilder Companies, visited the EDC to discuss the potential growth of the Westford Valley Marketplace. We will hear more from the Wilder Companies as they implement their growth plans.
- The Economic Development Committee nominated Logan Data, Inc. of Westford, along with its Managing Partner, Krishna Kodeboyna, as a recipient of the Greater Lowell Chamber of Commerce Community Champion Award. Logan Data, Inc. was selected as the recipient from the town of Westford. Logan Data projected significant growth in 2017, and is an advocate of hiring locally from Westford and surrounding towns.

Thomas Barry
Chair

William Nussbum
Vice-Chair

G. Thomas Clay
Board of Selectmen liaison

Ronald Caterino
Eli Demetri
Chris Kluchman
Jodi Ross
Bruce Rosenberg
Christine Sacco
Joan Bennett
alternate
Ian Coveny
alternate
Craig Dillon
alternate
Patti Mason
Westford Business Association Liaison

ECONOMIC DEVELOPMENT COMMITTEE—CONTINUED

- The Westford EDC participated in a survey conducted by the town of Reading to compare various peer communities to Reading to assist in their growth. In addition to the survey, we participated further in meetings with the Reading Town Manager and their Economic Development personnel to further define our successes as an Economic Development Committee.
- Several EDC members attended the Commonwealth of Massachusetts Economic Development Summit held in Worcester on October 19, 2016. Key points from speeches by Governor Charlie Baker and Secretary of Economic Development Jay Ash were discussed by the EDC.
- A Village Meeting with residents of Nabnasset was held by the EDC on November 9, 2016. Although it was a relatively small turnout, several questions and action items surfaced for the EDC. One main concern was the need to install a safety net at the ballfield to protect children and adults from the errant hit ball. Joan Bennett followed up with Pat Savage and the ballfield netting was installed.
- Participated in the Mass Development “Mass Site Readiness Program.” Ian Coveny and Christina Sacco attended the November 30th meeting in Haverhill which discussed an inventory of large well-located project-ready sites.
- Several members attended the Westford Business Association Annual Meeting on November 10, 2016. Gary Lavelle was elected as the WBA’s new President, following Dan Bush who has been its President since inception of the WBA.
- Two EDC members continue to serve on the 12 North Main Street Task Force, instituted to explore many issues surrounding this site and to determine potential future uses of the site, with periodic reports to the Board of Selectmen. Eli Demetri, as the primary member of the task force, provides monthly updates to the EDC of all activities of the 12 North Main Street Task Force. The building was stabilized this year and an RFP for future ownership and development was issued on February 15, 2017.
- Our Director of Land Use Management, Chris Kluchman, who is also a member of the EDC, continues to represent Westford on the Cross Town Connect Board, and has been actively promoting the efforts of the transportation management association, working on many aspects of transportation including shuttle systems and service between the Littleton train station and local Westford businesses.
- The EDC has assembled a contact list of key personnel in local and State government who could have an impact on economic development in Westford, especially in its effort to attract logical and desirable businesses to fit with the character of the town of Westford. In support of this effort, Ron Caterino has generated a list of existing businesses located along the Route 110 and Route 40 corridors to determine what types of businesses are missing. This will be very helpful in determining what types of businesses are still needed to service Westford residents and other businesses.

ECONOMIC DEVELOPMENT COMMITTEE—CONTINUED

- Eli Demetri is in the process of reviewing and updating the Small Business Permitting Guide with representatives of town departments to update information, contacts, and fees. The guide will then be reissued.
- Bruce Rosenberg is working on updates to the “Westford at a Glance” marketing presentation that will be used in brief meetings with key business contacts in Westford.
- The Economic Development Committee put together a booth this year at the 2017 Strategic Planning Retreat held at Kimball Farm in Westford. It was an excellent turnout and the EDC booth generated great interest by attendees.
- Another EDC member, Craig Dillon, is working closely with one of the workplan groups to help determine what’s involved in businesses choosing Westford as a priority business location. Craig’s experience with a medium-sized business is crucial to this process.
- Finally, a sincere thank you to Patti Mason who serves on the EDC as a liaison from the Westford Business Association. Patti’s energy and positive attitude is a major benefit to the Economic Development Committee.

For further information on the activities of the Economic Development Committee, please see the following link to the EDC webpage:
westfordma.gov/512/Economic-Development-Committee

The Economic Development Committee carries out its responsibilities based on the recommendations of the 2009 Comprehensive Master Plan, the committee charge as developed by the Board of Selectmen, and the Annual Work Plan developed by the EDC. Support of the Town Manager, Board of Selectmen, and town staff, and especially the Westford business community, has been critical to our committee’s success. A sincere thank you to all for your support.

WESTFORD EMERGENCY MANAGEMENT AGENCY

The Westford Emergency Management (E.M.) Agency provides emergency planning, coordination, and procurement of resources during an emergency. Additionally, E.M. assists citizens, businesses, and the community and responds to, recovers from and mitigates emergencies both manmade and natural.

Joseph Targ
Co-Director

Tim Whitcomb
Co-Director

On Saturday, July 23, 2016 we experienced severe weather that moved through town creating power outages for many residences for several days and also blocked seven roads with trees down. The summer weather continued with excessive heat warnings and drought conditions that we monitored and used the Cameron Senior Center as a Cooling Station. As we moved into August, we were under a tornado watch in the afternoon and experienced some severe thunderstorms while Concord did have a confirmed tornado.

September brought the threat of the season's first tropical storm, Hermine, that ended up moving off shore and only brought light to moderate rain in our area. In October, Hurricane Matthew threatened our area but it also moved off shore. In December, we experienced some moderate snow and arctic cold along with the threat of a Nor'easter as we approached the end of the month. While we were ready to open shelters if needed, these storms, along with some spring snow and wind events, created only minor power outages. The most significant late winter weather event was Winter Storm Stella that only created power outages.

On Tuesday, November 1, 2016 at approximately 8:40 PM the Public Safety Departments responded to a report of a train derailment at Broadway Street and River Street. A Tier 1 Hazardous Material (Haz-Mat) Response (lowest type of response) was requested to assist in making an assessment as there was a tank car involved. The Haz-Mat team assessment verified that the tank car contained a ferrous chloride solution but there was no risk of any potential release or health risks to the community. A reverse 911 call was made to area residents to notify them of the derailment but that there was no release or health risks. Dee Bus Company was placed on standby at one point during the incident in case evacuations were needed.

Working with the Massachusetts Emergency Management Agency (MEMA) we updated the town's shelters and shelter resources. We continued meeting with Littleton and Chelmsford for Regional Medical Needs Shelter Planning.

The Federal Emergency Management Agency (FEMA), in coordination with the Federal Communications Commission (FCC) and television and radio broadcasters, conducted a nationwide test of the Emergency Alert System (EAS) at 2:20 PM on Wednesday, September 28, 2016.

We received an Emergency Management Performance Grant (EMPG) from MEMA in the amount of \$4,960. The town used the EMPG to procure stand-behind ballistic shields and plates for the Police Department along with some Medical Trauma Kits.

Westford E.M. continues to maintain our membership with the North Middlesex Area Emergency Planning Committee as our Regional Emergency Planning Committee. We also appreciate our long-standing partnership with the volunteers of Police Amateur Radio Team (PART) 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.

ENGINEERING DEPARTMENT

The 2017 construction season was filled with some major infrastructure projects, including the Tadmuck Road and Littleton Road Intersection Improvement Project; the Main Street Reconstruction Project; the Plain Road Sidewalk Project; and the Complete Streets Projects.

Paul Starratt, P.E.
Town Engineer
Jeremy Downs, P.E.
Assistant Town Engineer
Bill Kenison
*Inspector /
Facilities Technician*

The Tadmuck Road and Littleton Road Intersection Project includes new traffic signals, drainage system upgrades, crosswalks, bike lanes and sidewalks. When this project is complete, there will be a safe and accessible pedestrian route all along Littleton Road from Tadmuck Road to Cornerstone Square. Construction of this \$2.4 million project is being funded through the MassDOT Transportation Improvement Program.

Four thousand feet of Main Street was reconstructed between Depot Street and Tadmuck Road, including a new water distribution system, upgrades to the natural gas utility and stormwater management improvements. A new sidewalk was also installed between Tadmuck Road and the Main Street Convenience Plaza. This \$2.8 million dollar project was funded by Town Meeting.

The Plain Road Sidewalk Project now connects the Nabnasset School with the surrounding neighborhood with approximately a half mile of new sidewalk. This project included the installation of thirteen new accessible ramps and crosswalks and made stormwater drainage improvements along Plain Road.

The town was successful in getting \$400,000 through the MassDOT Complete Streets Program to install a new sidewalk along Concord Road that now connects the Hitchin' Post Greens neighborhood to the Robinson School. Complete Streets money was also used to improve pedestrian safety in the Town Center and at the Norman E. Day School on East Prescott Street.

Intersection improvements at Oak Hill Road and Groton Road are on schedule for construction in 2018, and the design of improvements at Dunstable Road and Groton Road are in the preliminary stage with the start of construction scheduled for 2019. Both projects include a traffic signal, sidewalks, crosswalks and drainage improvements and will be funded through the MassDOT Transportation Improvement Program.

This department also has responsible charge for public projects that must meet local, State and Federal requirements for procurement, environmental impact, transportation, safety, zoning and accessibility. Engineering responsibilities for these 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.

The Engineering Department works with the Highway Department, Planning, Conservation and Recreation Departments to support the operations of the town's infrastructure. Engineering services include reviewing plans and specifications for compliance with design standards, and the construction inspection of subdivision infrastructure for compliance with approved plans. Key responsibilities are as follows:

ENGINEERING DEPARTMENT – CONTINUED

- Attend development review meetings and public hearings in coordination with the Planning Board and Zoning Board of Appeals to review applications for compliance with town standards and appropriate engineering practices.
- Conduct inspections of work within the public right-of-way and on developing parcels throughout the construction process.
- Administer and coordinate engineering consultant contracts.
- Perform minor traffic engineering analyses.
- Respond to neighborhood concerns and requests.

Additionally, the Engineering Department has a lead role in the management of the U.S. Environmental Protection Agency's Phase II Stormwater program that requires the town to meet permit thresholds in order to discharge stormwater runoff into our natural resources. In order to protect and preserve the natural resources in Westford, this department works with the School Department in a week-long course to teach stormwater responsibility to all fifth grade students through the Living Labs program. Students are introduced to the concept of stormwater, including an outdoor demonstration of a catch basin and rain garden as well as an indoor lab that teaches map reading and watershed principles. In recognition of this program, the Engineering Department was the recipient of the 2017 Stormy Award as presented by the New England Chapter of the American Public Works Association.

FINANCE COMMITTEE

The Finance Committee is an independent town board whose members are appointed by the Town Moderator for overlapping three-year terms. The Committee is charged with advising Town Meeting on all matters with a financial impact on the town.

To make informed recommendations, committee members regularly consult other committees and town officials. Members of the Committee regularly attend School Committee, Board of Selectmen, Capital Planning Committee, and Permanent Town Building Committee meetings, among others, in order to keep abreast of matters with fiscal impact.

An extensive review process and much deliberation preceded the Committee's FY17 budget recommendations. During this period, the Committee met with the Town Manager, Finance Director, department heads, Board of Selectmen and School Committee to discuss the proposed budgets and to gather information necessary to provide the budget recommendation to Annual Town Meeting. The Committee publishes and mails its recommendations and background information on the budget to all Westford residents before Annual Town Meeting.

In March 2017, the voters at the Annual Town Meeting originally passed a \$110,028,373 operating budget for FY17, an increase of about \$2,768,267 (2.58%) over the prior year's final budget, with the majority funding the Westford Public Schools budget (+\$1,314,703) and the Employee Benefits & Miscellaneous budget (+\$1,086,356). The Town Meeting also voted for a \$1,600,000 override to pay for school teacher salary increases to bring them up to the market. Town officials stated that this increase would occur over a three-year period in order to mitigate the tax impact. For FY18, officials estimated the tax rate impact on a house assessed at \$490,000 to be \$61.27, followed by additional increases of \$60.14 in FY19 and FY20. Overall, Town Meeting was presented with a balanced budget, where anticipated revenues are projected to match the approved operating budget. In the fall, Free Cash was certified at \$3,939,740. The town will begin FY18 with a Free Cash balance of \$3,779,560 in addition to our Stabilization Fund balance of \$5,178,274, leaving 8.72% of the operating budget in reserves. The goal is to have between 5% and 10% of available funds in reserve. The net effect of these budget elements yielded a tax impact increase of 2.08%.

In FY17, Westford received a 1.96% increase to state aid, with an additional \$269,940 in Chapter 70 funding and \$84,243 in Unrestricted Local Aid. However, the burden of providing local service continues to rely more heavily on property taxes and local revenues. New growth was certified at \$707,422 in FY17, which is \$194,032 less than FY16. Many large commercial and residential projects have been completed, so the town is not experiencing the same time of new growth to its tax base such as when Cornerstone Square and Princetown Properties were completed. The town will most likely see new growth increase in FY18, as 420 apartment units are expected to begin construction along Route 110. Lastly, the health insurance premium for current employees increased by 5.5% as the town switched its health insurance provider to Fallon.

Gerald Koehr
Chair

Glen Secor
Vice-Chair

Heather FitzPatrick
Clerk

Ellen Doucette
Jeanne Drula
Shankar Hegde
Ingrid Nilsson
Dennis Wrona

FINANCE COMMITTEE – CONTINUED

The Medicare rates for retirees aged 65 and older increased by 10.0%. Westford also established a health insurance stabilization fund of \$500,000 in FY15 and contributed \$1,110,225 to its general fund OPEB liability. These financial factors enabled Westford to maintain its AAA bond rating with Standard & Poors.

The Finance Committee would like to thank Jeanne Drula for her many years of service. The Committee meets Thursdays at 7:00 pm, weekly during budget reviews. Westford's Finance Director Dan O'Donnell provides invaluable financial updates and assistance to the Committee.

FIRE DEPARTMENT

Ambulance/Paramedic Program

After evaluating the trial period for accepting credit cards and automated clearing house payments, we determined there was a sufficient demand and usage to continue the program.

Joseph T. Targ
Fire Chief

Daniel A. Britko
Deputy Fire Chief

We are beginning our second year with the Zoll® Electronic Patient Care Report software. This program has shown a positive impact in the reporting and billing processes.

With the hard work of Dan O'Donnell, the town's Budget Director, and Joe Joyce, Fire Department Office Manager, for the third year we participated in the Certified Public Expenditure Program (CPE) for Governmental Ambulance Providers that will give the town reimbursement for the unpaid balance of certain ambulance bills.

Capital Program

This year, one of our capital projects was a public safety joint project with the Police Department in updating the portable radios.

A new vehicle was purchased for the Deputy Fire Chief in March 2017.

Spring Town Meeting approved the replacement of Engine 4, a 1999 Pumper.

A new Ford ambulance from Specialty Vehicles, Incorporated went into service in August 2016 replacing a 2004 International Ambulance.

Work continues with our architects from Context Architecture and the Permanent Town Building Committee to construct a new Center Fire Station on the town-owned Boston Road site, located across from the Drew's parcel. The project was out to bid and general contractors are being reviewed with the award expected in July 2017. Construction of the current training room into a combined Dispatch Center is well underway and the move-in date is anticipated for the fall of 2017.

SAFE Program

Westford Fire Department continues to participate in the state's Student Awareness of Fire Education program where we receive a small grant to provide fire safety education. Firefighters attend our public schools bringing our safety messages, such as the importance of having working smoke and carbon monoxide detectors/alarms, having an escape plan, and knowing two ways out of a structure. We provide fire station visits/tours, attend community events, and work with our local Council on Aging. Fire Prevention is a coordinated effort from our dedicated fire personnel to those who live in our community. We thank our community for working with us to secure a safe place to live, work, and play

Personnel

Last year we saw two of our call firefighters retire.

Peter "Woody" Dennechuk started his career with the Westford Fire Department in 1972 as a call firefighter and EMT. He dispatched from, and lived in the cottage on Boston Road from 1978-1982. He has served on the Board of Directors for the Westford Ambulance Fund from 1980 to the present. He also worked on the Fire Investigation Unit.

FIRE DEPARTMENT — CONTINUED

Kevin Woitowicz started his career with the Westford Fire Department in 1974 and became an EMT in 1976. He achieved his Firefighter I/II certification in 2000 and was a member of the Forge Village Company 3.

Full Time Firefighter/EMTs

<u>A-Group</u>	<u>B-Group</u>	<u>C-Group</u>	<u>D-Group</u>
Captain David M. O’Keefe	Captain Paul Lemieux	Captain James P. Barrett	Captain Mark N. Valcourt
Lieutenant Harold A. Fletcher	Acting Captain Shawn P. Girard	Lieutenant Michael Denehy	Acting Lieutenant Jim Lamy
Firefighter/EMTs Joseph D. Delpapa, Jr.	Lieutenant Timothy Bellemore, EMT-P	Firefighter/EMTs Shawn M. Ricard	Firefighter/EMTs Andrew G. Anderson, Jr.
Susan Smith	Firefighter/EMTs Timothy Hall	David P. Christiana	David A. Devententis
Darren Lanier	Timothy Vigers	William Cashman	Justin Geneau
Thomas Lemieux*	David Greenwood	Justin Searles	Leon Niemiera
*temp	Mark Witherell		
FF/Paramedics	FF/Paramedics	FF/Paramedics	FF/Paramedics
David Levebvre	Zachary Driscoll	Brian Baker	Matt Svatek
Ryan Monat	Joseph Powling	Jeffrey Douphinette	Kurtis Triehy
John Tuomi	Sean Brown	Michael Hanley-McCarthy	Scott Florio

On-Call Firefighters and EMTs

Firefighter/EMTs	Firefighter/EMTs	Firefighters	Firefighters
Michael Cool	Brian Foley	Peter Dennechuk	James Joncas
James R. Klecak	Don Post	Stephen A. Wyke	John Fox
Thomas Lemieux	Cody McNayr		
EMT Nancy V. Burns			Auxiliary Matthew Wyke

FIRE DEPARTMENT — CONTINUED

Special Assignment Firefighters

Fire Training Director
Capt. David O'Keefe

Fire Investigation Unit
Joe Delpapa
Peter Dennechuk

**Emergency Management
Co-Director**
Chief Joseph T. Targ

ALS Coordinator
Zachary Driscoll

Clinical Coordinator
Timothy A. Bellemore

**Fire Prevention, Juvenile
Fire Setters Program,
SAFE,
Community Service Officer**
Lt. Donald Parsons

Grants
Capt. David O'Keefe
Lt. Michael Denehy

**Hazardous Materials
Tech.**
Lt. Harold Fletcher

SAFE-Educators
David Lefebvre
Justin Geneau
Kurtis Trieby

**Website Information
and Support**
David Christiana

Code Enforcement
Dep. Chief Daniel Britko
Lt. Donald Parsons

Communications Team
Matt Svatek
David Lefebvre
Jody Carroll
Chief Joseph Targ

Public Safety Tele-Communicators Assigned to Fire Alarm

Colin Osgood
Nick Demins
Jody Carroll

David Avery
Brandon Burns
Brian Feddersen

Office Manager
Joseph Joyce

FIRE DEPARTMENT — CONTINUED

Fire Department Call Log

Working On/ Systems Tests	267
Ambulance Calls	1990
Outside ALS-Lowell	22
Outside ALS-Pro	10
Assistance	132
Appliance	6
Engine Medical Assists	1628
Box Alarms	214
Trouble Alarms	213
Brush	31
Smoke in building	21
Carbon monoxide detection	77
Vehicle	4
Fuel	5
Chimney	2
District 6 Hazmat	36
Outside Electricals	28
Alarms Company Calls	165
Natural Gas Leaks	46
Smoke Investigation	152
Illegal Burn	26
Elevator Rescue	7
Lockout	53
Fire In Building	7
Water Problems	10
Fire, Other	29
Mutual Aid Out	35
Mutual Aid In	64
Dumpster	3
Water/Ice Rescue	2
Total Engine Responses	2996

FIRE DEPARTMENT – CONTINUED

Cooking Fire Permits	77
Brush Permits	739
Blasts Monitored	10
26F/26G (smoke detectors inspections)	353
Fire Drills	26
Mutual Aid Ambulance In	105
Mutual Aid Ambulance Out	97
Black Powder Blasts	0
Primer Cord Blasts	39
“Back-to-Back” Calls	707
Multi- FF/EMT transports	69

FIRE DEPARTMENT – CONTINUED

Mutual aid received - Fire (46)

Mutual aid received - Ambulance (101)

Mutual Aid Received

<i>TOWN/SERVICE</i>	<i>EMS</i>	<i>FIRE</i>
Lowell General Paramedics	22 ALS	
Pro Advanced Life Support (ALS)	10 ALS	
Littleton	42 Ambulance	8 Engine 1 Ladder
Ayer	2 Ambulance/ALS	3 Engine
MedFlight	3 Helicopters	
Trinity	12 Ambulance	
Groton	1 Ambulance	4 Engine 1 Tanker
Tyngsboro	5 Ambulance	2 Engine 2 Tanker
Carlisle		1 Tanker
Chelmsford		6 Engine 1 Ladder 3 Rescues
Lowell		3 Engine 2 Ladder
Acton	4 Ambulance	3 Engine 1 Ladder
Nashua, NH		4 Engine
Concord		
Department of Fire Services		1 Haz-Mat Toms Unit
Devens		

FIRE DEPARTMENT – CONTINUED

Mutual aid requests responded to - Fire (35)

Mutual aid requests responded to - Ambulance (105)

Mutual Aid Given

<i>TOWN/SERVICE</i>	<i>EMS</i>	<i>FIRE</i>
Littleton	30 Ambulance	8 Engine
Acton	6 Ambulance	5 Engine
Ayer		1 Engine
Groton	52 Ambulance	5 Engine
Tyngsborough	4 Ambulance	2 Engine
Chelmsford	11 Ambulance	6 Engine
Lowell		3 Engine
Boxborough		1 Engine
Carlisle	2 Ambulance	4 Engine

BOARD OF HEALTH

The Board of Health, an elected board, is responsible for developing policies and regulations and for enforcing local and state health and sanitary codes. The Board is charged with protecting the public health and safety of the town. The Board of Health meetings are held the 2nd Monday of each month at Town Hall. The Board welcomes Joanne Belanger back to serve her town this year also. She was appointed by the Board of Selectmen, following the resignation of Helen Fu in March of 2017.

Zac Cataldo
Chair
Stephanie D. Granger
Vice-Chair
Michele Pitoniak-Crawford
Secretary
Joanne Belanger
Susan M. Hanley

In 2017, the Board of Health continued its proactive approach to protecting the public health of the community by updating our Well Regulations and enforcing the new Polystyrene Bylaw. Additionally, Sandy Collins retired in January after many years of loyal service to the town.

The following personnel support the Board of Health:

Jeffery Stephens R.S., CP-FS	Health Director /MRC Director
Seth Lajoie, R.S.	Environmental Services Manager
Laurie Lessard	Administrative Assistant
Ray Peachey	Substance Abuse Prevention Coordinator
Gail Johnson, R.N.	Public Health Nurse
Rae Dick, CP-FS	Health Agent
Arnie Price, CP-FS	Food Inspector
Catherine McLarney, Andrea McKinley, Lisa Smith	Registered Dental Hygienists
Nancy Burns (grant)	MRC Coordinator
Sandy Collins, R.N.	(Retired January 4, 2017)

HEALTH DEPARTMENT

The Westford Health Department provides a wide range of both clinical and environmental services to monitor and improve the health of the residents of Westford. These diverse public health initiatives and efforts

**Jeffrey Stephens,
R.S. CP-FS
Heath Director**

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.

Health Services Division focuses on early detection of disease, elimination or control of risk factors for adverse health conditions, and the application of available preventative measures. It addresses a comprehensive range of health conditions and concerns. Programs and services include communicable disease surveillance, communicable disease control, immunization programs (including yearly community and school-based flu clinics), health fairs, educational programs for the community and schools, health screenings, mental health programs (with referrals), substance abuse prevention services, school-based dental program (grades k-6), 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 program, sharps program, unwanted medication drop off, and emergency preparedness. You can access the complete list of services on our website at: westfordma.gov/215/Health-Department

The Health Department has remained the host agent for the Upper Merrimack Valley Medical Reserve Corps since its beginning in 2004. The 550-member unit prepares for local disaster response and promotes public health across the region. The unit supported 21 inoculation clinics across the region, including nine flu and two shingles clinics in Westford. The town nurse and the MRC coordinator served as advisors for HOSA (Health Occupation Students of America) / Future Health Professionals at Westford Academy.

In the spring, our unit offered the first classes in MA on a new federal program: “You are the Help...Until Help Arrives.” Five members became certified trainers in a related national initiative launched in Oct. 2016, “Stop The Bleed.” MRC instructors are scheduled to certify the Westford Police Dept. in “Stop The Bleed” at their in-service weapons training in Oct. 2017.

During 2017, the MRC held its first ‘mega-class’ to certify 28 of Westford’s K-2 teachers in CPR. The unit also trained 55 municipal employees and MRC members in an American Heart Association class: Heartsaver CPR, Healthcare Providers CPR, or Heartsaver First Aid.

Our MRC unit applied for and were awarded a \$13,000 NAACHO Challenge Grant to help develop Mission Ready Teams. The funds allowed us to develop a pilot program that will build the strength of our response leaders in the event of a disaster. We also continue to educate senior citizens and the homebound about emergency preparedness. To maintain our readiness, we continued to recruit, credential, train, and steadily build on our deployment skills., For more information about the UMVMRC, see www.UMVMRC.org. Sixty-six members responded to a standby call-out for a storm in March, in case they were needed to staff emergency shelters. Members also replied for quarterly communication drills to test MRC readiness.

HEALTH DEPARTMENT – CONTINUED

Besides the MRC efforts with the “Cut it Out Program,” the department and town continue to address the issue of domestic violence within the community through the Westford Coalition for Non Violence (WCNV). Representatives from various town departments, concerned residents, clergy, and victims attend monthly planning meetings. This year Westford Academy Theatre and Honors choir students produced a touching production about the impacts of domestic violence, at the “Light Up the Night” annual event during Domestic Violence Prevention month in October. We’d like to thank them again for an incredible effort. For more information on the WCNV and a listing of local resources, go to www.wcnv.org.

This year, we continued to solicit grants, which enable us to provide wonderful and expanded services to our residents. We received generous donations of \$5,000 from the Friends of the Cameron Senior Center and \$6,000 from the Westford Charitable Foundation to support our shingles and senior dental program. We continue to sustain many services due to remaining funds in a \$50,000 grant we received from Circle Health. We are extremely grateful for the support of all our partners, which enables us to continue to provide high quality preventative services to the community and our most valuable residents.

During the year, Ray Peachey, the Substance Abuse Prevention Coordinator, has worked to bring speakers, Narcan for the police department and other educational materials to Westford. Again, this year in November, we did the Celebrate with Care project. This project tries to make people aware of not driving while impaired and also suggests non-alcoholic drinks for parties they may be hosting.

We continue to work with the police department, Westford Against Substance Abuse (WASA), Massachusetts Opioid Abuse Prevention Collaborative (MOAPC), Substance Abuse Prevention Collaborative (SAPC), and the Westford Parent Connection and other organizations to educate the public on increasing trends in drug usage. Ray was able to attend two conferences this year from grants obtained from MOAPC and SAPC. One was a general substance abuse prevention conference and the other was on opioids and heroin.

In the fall of 2016, the Westford Public School Committee revised their substance abuse prevention policy (P6124) to align with the revisions to the State regulations (MGL, Ch. 71, Section 96). The policy requires the schools to provide students with a developmentally appropriate, evidence-based program in grades 3-12, targeting the prevention of drug abuse by students. With the grant from SAPC, we are able to support the Westford Schools with this initiative by funding the Botvin Life Skills Program. This program will help teachers teach students about drug/alcohol use and violence, offering strategies to embrace a quality lifestyle to prevent the unhealthy behaviors.

We continue to monitor tobacco sales at our local stores. The tobacco regulations were changed increasing the age to purchase tobacco to 21 years old.

HEALTH DEPARTMENT – CONTINUED

Gail Johnson, RN, our public health nurse, has taken on a greater role in public health nursing. She has reached countless residents through clinical services offered through the department. We provide a number of disease-prevention and health-promotion programs to residents and town employees. Over 70 additional uninsured or underinsured residents received the shingles immunization thanks to our benefactors.

We also continue to address dental health through two important services. Our school dental program for students in grades K-6 is led by dental hygienists Catherine McLarney, Andrea McKinley, and Lisa Smith, who are committed to providing an excellent oral health program to the students. Because of our generous benefactors and Dr. Tom Schofield, 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.

The Environmental Services Division 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 Title V inspections and permitting, swimming pool inspections, beach testing, licensing and inspection of all food establishments, inspection and licensing of all recreational camps, hazardous materials and storage bylaws, animal, rodent and vector control, mercury program, investigation of environmental violations, site plan reviews, groundwater protection and surveillance, housing inspections and enforcement actions, abatement of general health nuisances, educational programs on environmental and food safety issues.

Seth Lajoie was hired as the Environmental Services Manager. Seth is a Registered Sanitarian and brings his 11 years of experience running his own septic design company located in Charlton, MA. He is also a former Health Agent for the towns of Brimfield, MA and Hopedale, MA. Seth's skill set will certainly allow him to make an immediate positive impact in the town and we look forward to his contributions on the team.

Some of the programs and accomplishments of the Environmental Services division include the implementation of the polystyrene regulation. The implementation of stable and camp inspections in an ongoing effort to go paperless, and the town's well regulations were re-written to make them more user friendly to residents. The Department also sponsored a town wide health fair that was co-sponsored by Circle Health and Emerson Hospital. This event was a huge success. The Healthy Lakes and Ponds Collaborative continued to monitor the previous year's pond treatments and followed them up with additional monitoring to track invasive weed growth.

The food inspectional program is administered by Arnie Price. In January, the Board voted to adopt the 2013 FDA food code which allowed the Department to implement electronic inspections. We also presented a comprehensive training on what the change meant for food establishments and how the polystyrene reduction ban would affect them. Arnie presented a Serve Safe course to organizations and businesses. He also offered food safety training at the Senior Center for their volunteers. The FDA Voluntary National Retail Food Regulatory Program Standards is a program which has nine standards, designed to foster food safety through risk-based systems. This year the Department met one of the standards.

HEALTH DEPARTMENT – CONTINUED



Health Agent Rae Dick, Food Inspector Arnie Price and Health Director Jeff Stephens also increased the department’s professional status by earning the CP-FS credential in food safety. This was in part due to FDA’s Retail Food Program Standards grant funding. The department was awarded \$3000 to provide training for food inspectors on federal standards and regulations. Rae also gave many educational talks to businesses and community members. She continues to provide numerous inspection services including weekly beach testing, housing cases, and Title V inspections and Haz-Mat Review. Rae was also honored as a Local Public Health Institute Fellow for 2017.

A Note from Sandy Collins

With heartfelt gratitude and mixed emotions, I wish you to know that I will be retiring this year after 30 years. I loved every moment in my public health career, helping to establish programs, services and policies to make Westford a healthier community. I’ve been blessed working with incredible staff, wonderful colleagues and dedicated department heads. Over the years, so many have supported my requests to help improve our services. I’d like to end by expressing my sincere appreciation to the many individuals, physicians, dentists, service organizations, school administration, school nurses, and local businesses and organizations who offer their time, expertise and financial support to assist us. You have all made my job easier and I leave my position with great love for this community and admiration for those I have had the pleasure of working alongside over these many years.



HEALTH DEPARTMENT – CONTINUED

HEALTH DEPARTMENT STATISTICS

School Based Dental Program

Total in program - **280**

Total fluoride/cleaning/screening - **42**

Total number of screenings - **238**

Total number of referrals: Caries - **54** Orthodontics – **41** Sealants - **82**

Totals by class:

Kindergarten - **73**

Pre/1st grade - **87**

2nd grade -**25**

3rd grade -**44**

4th grade - **17**

5th grade - **34**

6th grade - **2**

Communicable Diseases

Campylobacter	7
Babesiosis	1
Giardia	3
Cryptosporosis	1
Hep B	3
Hepatitis C	5
HGA	15
Legionellosis	0
Lyme Disease	63
Salmonella	4
Shiga toxin producing organism	0
Active TB	2
TB Latent	0
Varicella	1
Pertussis	4

Services

School Flu Immunizations	51
Seasonal Flu immunizations	1253
Pneumonia	0
Immunizations	72
Pap Smear Clinic	2
Home Visits	19
Hearing testing	55
Hypertension Screening	200
Animal Bite Consultation	16
Cholesterol Screening	15
Tuberculosis Testing	4
MRC Hypertension Screening	682

Educational Programming

Number of Programs	18
Participants	550
Employee Health Programs	14
Number of Participants	265
CPR Trained	93

Documents and Applications Processed

Septic Related

Septic Haulers/Installers	78
Soil Evaluations & Percolation Testing	85
System Construction	155
Portable Chemical Toilets	14
Title V Inspections Reviewed	263
System Construction Inspections	371

HEALTH DEPARTMENT – CONTINUED

Water/Well Systems Related

Wells/Water Systems 39

Camp/Camping Related

Day/Overnight & Rec Camps 6

Inspections Conducted 6

Recreational Water Related

Swimming Pool Inspections 22

Swimming Pools 4

Bathing Beaches 2

Bathing Beach Inspections/Testing 189

Food Service Related

Permitted Food Establishments 188

Food Establishment Complaints 10

Catering Licenses 9

Other (Frozen Dessert, Milk & Cream) 110

Food Establishment Plans Reviewed 8

Mobile 18

Seasonal Establishments 25

Temporary Events 82

Farmer's Market 21

Residential 9

Miscellaneous

Temporary Housing 4

Housing Inspections 18

Beaver Inspections/Complaints 3

Building Permits 147

Stabling & Piggery Permits/Inspection 20

Hazardous Materials Registration 52

Demo Permit Inspections 31

Funeral Director License 2

HIGHWAY DEPARTMENT

The Highway Department from July 1, 2016 through June 30, 2017 performed the following work:

Richard (Chip) Barrett
Superintendent

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 Department also grades all town gravel roads, installs berms and curbing, and cuts and clears trees from the roadways during and after storms.

This year 10,100 tons of bituminous concrete were used for repair and maintenance of town roads.

The following streets were resurfaced with bituminous concrete:

Groton Road (portion)
Tyngsboro Road
North Main Street
East Prescott Street
Robbins Road
Palermo Street
Forrest Road (portion)
Oak Street
Chestnut Street
Bradford Street
Canal Street
Little Bear Hill
Grizzly Bear Road
Polar Bear Road

The following streets were crack filled:

Bridge Street
Broadway Street
North Street
Chamberlain Road
Groton Road

Drainage Town Roads

The following streets had drainage installed:

West Prescott Street	120' of 12" Leach Pipe
Concord Road	50' of 15" Culvert Pipe
Nabnasset Street	40' of 12" Drainage Pipe

In addition to the above drainage work, the department replaced 22 catch basins and repaired 67 catch basins.

HIGHWAY DEPARTMENT – CONTINUED

Snow and Ice Removal

The town of Westford Highway Department, in the interest of public safety and for the convenience of motorists, cleared the snow and ice from approximately 175 miles of roadway. In this process, the town used 4,800 tons of road salt, 83 tons of sand and 4,000 gallons of liquid anti-icing product.

Following are the dates the Highway Department was called out to treat or plow the town's roads:

December 5	0.5"	Salt	Light Snow
December 6	0"	Salt	Black Ice
December 7	0.5"	Salt	Light Snow
December 11 & 12	4"	Plow/Salt	Snow/Freezing Rain
December 12	0"	Salt/Sand	Black Ice
December 17	6"	Plow/Salt	Snow/Freezing Rain
December 18	0"	Salt/Sand	Black Ice
December 22	0"	Salt	Light Snow
December 24	5.5"	Plow/Salt	Snow
December 29 & 30	2"	Plow/Salt	Snow
January 1	0"	Salt/Sand	Snow
January 6	0"	Salt/Sand	Snow/Rain
January 7 & 8	6.5"	Plow/Salt	Snow/Freezing Rain
January 10	1.5"	Salt/Sand	Wet Snow
January 17	5"	Plow/Salt	Snow
January 18	7"	Plow/Salt	Snow/Sleet
January 23	0.5"	Salt	Snow/Sleet
January 24	3"	Plow/Salt	Snow
January 31 & February 1	1.5"	Plow/Salt	Snow
February 7 & 8	3.5"	Plow/Salt	Snow
February 9	10"	Plow/Salt	Snow
February 11	3.5"	Plow/Salt	Snow
February 12	9.5"	Plow/Salt	Snow
February 15	2"	Salt	Snow Squall
March 3	0"	Salt	Snow Squall
March 10 & 11	2.5"	Plow/Salt	Snow Squall
March 14 & 15	12"	Plow/Salt	Blizzard
March 31 & April 1	6"	Plow/Salt	Snow/Sleet/Rain

We must remember that this is New England and that we should all be prepared for whatever Mother Nature dishes out to us. Thanks to all residents for their patience and cooperation in assisting us with these events.

Our sincere thanks also go to the Board of Selectmen and Town Manager for their full cooperation and support to all members of the Highway Department.

HISTORICAL COMMISSION

This year marked several milestones for the Historical Commission. After several years of meetings and support from interested Westford citizens, the Town Farm was successfully transferred from the town ownership to a private owner with the preservation deed restriction intact. This unique building and town farm concept is an example of the social awakening that took place during the first part of the nineteenth century and heightened the awareness and broadened the responsibilities of the individual towns and villages throughout New England for its poor and homeless. The building was a last refuge for some people and it is one of a few surviving examples of the first attempts at a self-sustaining publicly owned assistance for the poor.

We hope to see its revival and reuse under the guidelines of the Standards of Preservation set forth by the Massachusetts State Historical Commission and once again create a historic layer for future generations to learn and appreciate how progressive early Westford residents had become in 1830. The building had been suggested as a tear down due to its recent decline in maintenance. This work was spearheaded by the Westford Historical Commission and carried through by the Town Manager's office.

The commission was unsuccessful in saving a few historic properties in town due to long years of maintenance neglect and competition for smaller lot sizes which resulted in the threat of the division of larger older lots into multi-lots or subdivisions. Several projects that achieved open space preservation such as the 15 Wing Road acquisition were a necessary compromise for open space, yet lost its 1840's original structure. The mid-18th century house at 31 Greenwood was placed on the six-month demolition delay but was unable to secure any future plan or alternate site for this early Westford historic house. 233 Concord Rd was also an unfortunate compromise of a deteriorated house in the opinion of engineers and builders with a 5-acre lot that threatened a five house plan. This demolition, resulted in the loss of the 1840's house but retained one house on the 5-acre lot.

The Westford Historical Commission has steadily added properties to the National Register of Historic Structures. 16 Frances Hill Road and 58 Hildreth Street have been added and are two of Westford's proud examples of early 18th century architecture.*

The Commission has been involved in the CPC application for the former Sargent School and affordable housing building maintenance project due for the CPC spring proposal and town meeting in 2018.

*(From a dendrochronology performed on 16 Frances Hill Road, an architectural historian concluded that the existing house was built c. 1750, not in the 17th century as previously believed.)

David Gutbrod
Chair

Brian G. Alcorn
Secretary

Brian Langenfeld
Secretary

Robert E. Stafford
Treasurer

David Meichsner
Bruce Doran
Brenda J. Grant

Alternates
Phil Gilbert
John P. Cunniffe

HISTORICAL COMMISSION – CONTINUED

Meetings have also supported the development of the 12 North Main Street building and project, several cell tower proposals and their impacts on historic districts, and is currently working on proposals for upgrading museum storage, meeting space and ADA compatible bathrooms on the rear of the cottage at 4 Boston Road. The future promises to bring new projects such as the continued maintenance of the Parish Center for the Arts building, continued involvement with the renovation of the Roudenbush (former Academy building) and even a few new Boy Scout community preservation projects. It hopes to raise awareness for future open space acquisition and historic property preservation on Hildreth Street and Lowell Road as they become the focus of the next year.

HOUSING AUTHORITY

The Westford Housing Authority (WHA) is entering its 47th year providing affordable housing opportunities to seniors and families in the region as well as providing support to the various town committees and departments that focus on affordable housing matters. The WHA would like to welcome Nancy Cook, the Governor's Appointee to the Board of Commissioners. Nancy brings many years of public service to the town of Westford. The Westford Housing Authority will certainly benefit from this experience. Diane Holmes was chosen to replace former board member Nancy Wimberg as the Westford Housing Authority's representative to the Community Preservation Committee.

Paul A. Teixeira
Executive Director

Board of Commissioners

Corinne Ryan
Chairperson

Carol S. Engel
Vice Chairperson

Diane L. Holmes
Treasurer

Muriel T. Drake
Assistant Treasurer

Nancy Cook
Governor's Appointee

The Westford Housing Authority provides housing to seniors, families, and persons with disabilities. The portfolio consists of 73 units of senior housing; 6 family units; and 8 units for people with disabilities. The WHA also owns 3 apartments at the Brookside Mill Condominium complex and leases them to families who are at or below 80% of the area median income. The WHA provides management and maintenance for these units and is currently overseeing several capital improvement projects including a capital needs assessment of the Sargent School, and other work designed to improve the quality of life for all of our residents. Over the past year we have been inundated with applications for housing for both senior and family. This proves that the housing crisis in Massachusetts is real and that folks are desperate for affordable housing options.

The town of Westford supports the WHA and its residents by providing access to the Council on Aging and Cameron Senior Center programs and professional staff.

The WHA continues to provide day-to-day support to the residents of Westford and surrounding communities who are in need of affordable housing. WHA staff answer questions and provide information and referrals to individuals and families on their affordable housing options including rental and home ownership opportunities. In addition the WHA Executive Director supports the Affordable Housing Committee and the Affordable Housing Trust Fund by scheduling meetings and generating minutes. The WHA Executive Director also supported two Affordable Housing Committee subcommittees. The Multifamily Zoning By-law and Housing Production Plan subcommittees met on a regular basis for subcommittee meetings as well as public forums.

The WHA provides oversight of re-sales and re-finance activities for many of Westford's affordable home ownership including single family homes and condominiums. This oversight helps to ensure that these units are preserved as affordable housing and remain on the SHI. Westford has had a very active re-sale of affordable homes the past year which has led to families purchasing their first home. This is very positive for the community in that Westford is a very appealing destination for young families. The WHA also oversees the annual "Self-Certification of Occupancy" process for approximately 120 affordable homeowners. In conjunction with the Massachusetts Department of Housing & Community Development (DHCD) the WHA helped to update the town's Subsidized Housing Inventory (SHI).

HOUSING AUTHORITY – CONTINUED

The WHA continued to work with the property managers at Avalon Acton, Princeton Properties, and Abbot Mill to verify that new and existing tenants qualify for affordable rental housing. All of these developments are in compliance with the reporting requirements of their permits.

HUMAN RESOURCES DEPARTMENT

The Personnel Advisory Committee (PAC) meets as needed to review personnel policies, pay and classification plan changes, and job descriptions.

The town renewed its health insurance that runs from November 1, 2016 through October 31, 2017 with Fallon Healthcare for an average premium rate increase of 2.74% for the PPO and HMO plans, along with a 5.774% increase on the Medicare supplemental plan. There were significant plan design changes to the PPO and HMO plans that went in to effect November 1, 2017. These changes reduced the renewal premium increase by 13%.

Pamela P. Hicks
Director

Deborah Fleming
Benefits Coordinator

Bettianne Steffero
Administrative Assistant

Personnel Advisory Committee

Joan Bennett
Susan Flint
Judith Ramirez

The following plan design changes went into effect November 1, 2017:

PPO

Office Visit PCP Co-pay: \$20 **to** \$25
Office Visit Specialist Copay: \$20 **to** \$25
Emergency Room Visit Co-pay: \$75 **to** \$100
High Tech Imaging: \$0 **to** \$50
Deductible: \$250/\$500 Out-of-network **to** \$1,000/\$2,000 Out-of-network Inpatient Copay: \$250 **to** \$500
Outpatient Copay: \$150 **to** \$250
Prescriptions (Rx): \$10/\$20/\$35 **to** \$15/\$30/\$50
Mail Order Prescriptions (Rx): \$20/\$40/\$70 **to** \$30/\$60/\$100
Chiropractic: \$20 **to** \$25
Chiropractic: 12 visits **to** 20 visits

HMO Premium

Office Visit PCP Co-pay: \$20 **to** \$25
Office Visit Specialist Copay: \$20 **to** \$25
Emergency Room Visit Co-pay: \$75 **to** \$100
High Tech Imaging: \$0 **to** \$50
Prescriptions (Rx): \$10/\$20/\$35 **to** \$15/\$30/\$50
Mail Order Prescriptions (Rx): \$20/\$40/\$70 **to** \$30/\$60/\$100
Chiropractic: \$20 **to** \$25
Chiropractic: 12 visits **to** 20 visits

HMO Value

Office Visit PCP Co-pay: Direct \$15 **to** \$25 / Select \$20 **to** \$25
Office Visit Specialist Copay: Direct \$15 **to** \$25 / Select \$20 **to** \$25
Emergency Room Visit Co-pay: \$75 **to** \$100
High Tech Imaging: \$0 **to** \$50
Inpatient Copay: \$250 **to** \$500
Outpatient Copay: \$150 **to** \$250
Pediatric Dental: Included **to** Not Included
Prescriptions (Rx): \$10/\$20/\$35 **to** \$15/\$30/\$50
Mail Order Prescriptions (Rx): \$10/\$20/\$35 **to** \$15/\$30/\$50
Chiropractic: \$15 **to** \$25
Chiropractic: 12 visits **to** 20 visits

HUMAN RESOURCES DEPARTMENT – CONTINUED

As a result of the savings from the plan design changes, the town agreed to 25% of the savings, \$221,386, to be deposited into the employee mitigation fund. These funds are available for non-Medicare eligible participants to help offset the increased out-of-pocket costs for those who meet the criteria through the HRA (Health Reimbursement Arrangement).

As of June 2017, there were 395 retirees on Medicare supplemental insurance, 95 retirees on active health insurance plans who were not yet eligible for Medex, and 570 of over 1,200 employees who are actively insured on these plans. The town ensured approximately 57% of those who were benefit eligible for coverage.

As of June 30, 2017, the OPEB (Other Post Employment Benefits) trust fund balance was \$3,438,413. \$852,278 was appropriated at the March 25, 2017 Town Meeting to be transferred into the OPEB stabilization account in FY18.

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.

The HR Office manages the administration of the following areas:

Insurance

- Plan negotiation and administration for all insurances for town and schools
- Benefits changes and enrollments
- Credible coverage notices and general notices for town and school employees and retirees
- Coordinating open enrollment for town and schools
- Self-pay and COBRA payments
- Monthly Auditing of all benefit bills
- Long-term disability, short-term disability and life insurance plans
- Workers Comp for town and school
- Administration of police and fire accident insurance (111F)
- Medicare Part “D” reporting for town and schools (\$107,000 for FY12)

Retirees

- Town retirement, including communication, benefits, and providing support to retirees in conjunction with the Middlesex Retirement System, Mass Teachers Retirement System and PEREC for over 400 retirees.
- Maintain retiree contact information
- Provide monthly benefit deduction requests to Middlesex Retirement and process turnovers for town and school

Employment Pay and Classification Plans

- Conducting surveys and drafting changes
- Writing and reviewing job descriptions
- Working with PAC to prepare recommendations to Town Manager

HUMAN RESOURCES DEPARTMENT – CONTINUED

Administration

- Maintaining all permanent personnel records
- Ensuring ADA compliance
- Handling Family Medical Leave Act leaves
- Human Resource Information System
- Workers compensation reporting for town and schools
- Employee Accruals
- Annual rollover of the payroll system

Accounting

- Flexible Benefit Plans
- Monthly benefit withholding audits
- Authorize payments of town and school benefit accounts payable
- Process turnovers

The Human Resource Department works closely with department heads, employees, and retirees to assist and advise on a broad range of personnel issues. The Employee Assistance Program (EAP) is available to all employees in a completely confidential manner. Town and school Human Resource Departments work together to ensure consistency and accountability in the day-to-day administration of shared responsibilities.

The Human Resources web page can be found at westfordma.gov/274/Human-Resources

J.V. FLETCHER LIBRARY

This Library Report is dedicated to Dennis Mulligan, who retired in December 2016 after twelve years of dedicated public service to the Westford community.

Ellen Rainville
Library Director

FY 2017 was notable for the J. V. Fletcher Library's launch of new initiatives, collections, services, technology and expanded programs to the Westford public, including:

- Commonwealth Catalog
- New OPAC PC's
- New WiFi infrastructure and technology advances
- Patron device-charging stations
- New Symphony MVLC Network software
- Expanded programming for all ages
- Additional circulating telescope

Massachusetts Public Library Construction Project Grant

Since December 2014, the Library Facility Needs Committee (comprising elected Library Trustees and members of the Permanent Town Building Committee) met to achieve the targets of the two-year Planning & Design Grant and poise the municipality for applying for a Massachusetts Board of Library Commissioners Massachusetts



Public Library Construction Project Grant due January 26, 2017.

Given an unanimous vote to proceed at the October 17, 2016 Fall Special Town Meeting the Library developed and submitted the Massachusetts Public Library Construction Project Grant. The town of Westford is now a waitlisted project [number 15], in line for \$7,851,944 million in grant funds. This assumes future town votes in favor of proceeding with this project potentially slated for 2021 or 2022. The submitted schematic design devotes almost all new space to the public and to the residents who use it most. The Library held a Design Open House throughout the summer of 2016 highlighting the following Library design:

- More than doubles the space for children
- Triples the space for young adults and emerging adults
- Doubles public meeting spaces
- Centralizes Circulation functions
- Increases silent and collaborative study options
- Offers improved technology and spaces to accommodate future trends and uses
- Offers improved traffic flow and increased parking
- Is fully handicapped-accessible and meets current fire, safety and building codes

J.V. FLETCHER LIBRARY – CONTINUED

Young Programs

Exciting and new Youth Services programming in FY 2017 included:

- Library Miniature Golf (funded by the KDK Foundation in memory of Kurt Kelly)
- Library Book Clubs K-6
- Expanded STEM program
- SNAP Circuits, OZOBOTS and iROBOT [STEM programs]
- Drop-in LEGO and GIANT Games
- Scooby Doo Library Mystery
- Make and Take Mondays
- Chinese New Year Rooster Craft
- Zentangle and Henna Programs
- Book Buzz Book Club
- Teen and Tween Project Runway Program
- Pet a Bunny-4H Rabbit and Cavy Club Meet and Greet
- Ukulele Program
- Rolie Polie Guacamole (funded by the KDK Foundation in memory of Kurt Kelly)
- Harry Potter Birthday Party
- Mini-Masters Art Book Club



“Kudos to the team that brings so many FABULOUS kids programs to the library throughout the year!!”
Patron Email

Adult programming offered the monthly Library Book Discussion Group, the Cook Book Club, the Monday Mystery Book Club, weekly English Conversation Circle, Adult Coloring Party, Knitting Group and the Westford Job Seekers Network hosting free weekly motivational and practical sessions to job seekers. For Women’s History Month, WJSN celebrated Trailblazing Women in Labor and Business and invited women speakers who had successfully challenged the role of women in both business and the paid labor force. Adult programs increased by 75%, with a sampling below:

- Boys in the Boat
- Winterizing Your Garden
- An Evening in Nepal
- Edwardian Christmas Tea
- Wicked Pissed: New England Feuds with Ted Reinstein
- Indian Film Series
- Planning Your Spring Garden
- Autism Adulthood
- Angels in Human Skin
- Quadcopter Drones
- Meet Your Muslim Neighbors:
Celebrating Ramadan
- Brainstorm Your College Essay and Applying to College

“Thanks to our extended family at the library for ... keeping all these kids excited about reading!”
Patron Email

J.V. FLETCHER LIBRARY – CONTINUED

The three Summer Reading Programs (child, tween and adult) netted 2,400 registrants from June 2016 through August 2016. The 2016 state-wide reading themes were: Go Bananas: Read! (Juvenile); Get in the Game (Tween/Teen) and Exercise Your Mind Read (Adult). This program-packed summer read-fest is the engine for our busiest season of the year and was funded by the Friends of the J. V. Fletcher Library, Inc. and the Massachusetts Library System.

Gift- and Grant-Funded Initiatives and Awards

Again in FY2017, the Friends of the J. V. Fletcher Library Inc. supplemented the materials budget with almost \$20,000 in funds, and one-half of the Library's (MVLC) annual membership was paid via State Aid to Public Libraries funds. The Library thanks those gracious donors who gave to the Friends' fall 2016 "BOOKS & BYTES" campaign to fundraise and to supplement town funds for new media and technology purchases. The Friends are also thanked for funding multiple museum passes, all library programming, the annual Wishlist and for ALL the ways their support expands and enhances daily Library service.



We thank the Westford Garden Club for underwriting the gift of passes to the attractive Tower Hill Botanic Garden facility in Boylston and for maintaining the Library's Main Street entrance with such beautiful and bountiful plantings. The Library is most grateful for a generous donation of Sargent Family memorabilia. The Library and families of Westford thank the KDK Foundation (Kurt Kelly Hockey Memorial Fund) for funding the extremely-popular mid-winter 9-Hole Mini-Golf Tournament in the Library as well as two other fun-filled programs. A most generous gift of \$5,000 was received from local business Logan Data, Inc. for the Westford Job Seekers Network programming and offerings to continue and expand. The Library won First Place in the Westford Festival of Trees for its Dr. Seuss-themed submittal.

Administrative, Personnel and Volunteer News

The Library thanks all staff for their creativity and teamwork, as Library programming, circulation and attendance continued to increase. We also thank the many volunteers – both adult and juvenile – who assist us and particularly note the Link to Literacy program, under coordinator/volunteer Elizabeth Elliott, which pairs tutors and pupils in English as a Second Language and basic literacy tutoring, and performs a vital service to residents and tutees.

J.V. FLETCHER LIBRARY – CONTINUED

Professional Development and Town Civic Activity

*“Love the Cook Book Club”
Library Suggestion Book*

Library staff continued to be active in various professional organizations, with Director Ellen Rainville serving as MVLC Treasurer and on the MLA Executive Board. She additionally attended the first NELLIS II Summit for seasoned librarians. Staff Professional Development included participation in the following professional associations or activities, and the Board of Library Trustees is thanked for their sponsorship of professional memberships, development and activity which results in an improved library experience for the Westford public:

- ALA (American Library Association) and ALA Advocacy Bootcamp
- Assistant Director’s Forum
- MLA (Massachusetts Library Association)
- MSLA (Massachusetts School Library Association)
- MVLC (Merrimack Valley Library Consortium)
- NELA (New England Library Association) and NELA Advocacy Summit
- NOBS (North of Boston Youth Services)
- TEEN Summit
- Westford Coalition for Non-Violence
- YALSA (Young Adult Library Services Association)
- Participated in School Book Clubs, Community Reader Day, NAB Field Day, Family Literacy Night and Nabnasset School Advisory Council

Technology Improvements in FY 2017

- New Reservation and Administrative Calendars
- New Public Catalog PC’s
- New WiFi infrastructure and boosters
- Patron device-charging stations
- New MVLC Network Symphony software and BookMyne

Facility Maintenance

In FY 2017 the Library tackled the following systems and maintenance issues within the facility:

- Boiler Repair
- Neoprene Roof Repair

J.V. FLETCHER LIBRARY — CONTINUED

Library Staffing FY 2017

Director — Ellen D. Rainville

Assistant Director — India Nolen

Senior Librarians:

Head of Circulation —
Holly Sheridan-Pritchard
Head of Youth Services —
Nancy Boutet
Head of Reference & Information
Services —
Kristina Leedberg
Automation/Systems/Head of
Technical Services —
Dina Kanabar



Staff Librarians:

ILL/Serials Librarian — Sarah Regan
Young Adult Specialist/Asst. Youth Services — Kira McGann
Local History/Genealogist — Virginia Moore
Head Cataloger — Alla Brovina
Substitute — Sandy Kelly; Kara Schwartz

Library Associates:

Cataloger/Data Entry — Charles Schweppe
Fine Arts Librarian/Acquisitions/Fund Accounting — Carol McCahon
Juvenile Reference/Program Assistants — Ellen Apicco; Jacki Dibble;
Seana Rabbito (*resigned 1/3/17*)
Circulation and Reader's Advisory — Jean Butler; Laura Fowler;
Mayleen Kelley; Judy Madsen; Paula McWilliams;
Emily Merz; Deborah Santoro; Chantale Shepard

Library Technicians:

Order and Acquisition Receiving — Lauren Evans
Inter-Library Loan Support — Jeanne Millet; Marianne Logan;
David Wesson (*resigned 10/13/16*)
Substitute — Mary Boutet

Maintenance Worker I — Dennis Mulligan (*retired 12/31/16*); Robert Otto

Maintenance Worker II — Joseph Burke; Carole Climo (*resigned 9/8/16*)

Office Manager — Zoe Daniel (*resigned 7/29/16*);
Amy Spadano

Library Pages (4)

Volunteers (22)

TRUSTEES OF THE J. V. FLETCHER LIBRARY

FY17 saw the culmination of multiple years of planning for a Massachusetts Public Library Construction Project Grant as a major Trustee Goal. The Library continues to be an inviting place for friends to meet, toddlers to play, and many children and adults to enjoy the plethora of programs offered by the Library staff. Also many organizations enjoy the library meeting spaces for their frequent meetings. We are grateful that the J. V. Fletcher Library remains a vital part of our town. While the Westford Library was successful in being waitlisted for a future grant of \$7.8 million, work will continue over the coming years to realize and match this Massachusetts Public Library Construction Grant. While we are all committed to this expansion of our current library, we need the support of the entire Westford community to make this goal a reality. We will continue to update everyone on the many stages involved in this process throughout the years ahead.

Hajo Koester
Chair

Robert Price
Treasurer

Buffie Diercks
Secretary

Kathleen Canavan
Marianne Fleckner
Susan Flint

Trustee FY17 Goals

- A. The Board of Library Trustees will further the J. V. Fletcher Library Building Expansion project by working for a positive Special Town Meeting vote on October 17, 2016 in support of a Massachusetts Public Library Construction Project grant application.
- B. The Board of Library Trustees will further the J. V. Fletcher Library Building Expansion project by supporting the Library Director and Library Facility Needs Committee in the successful application for a Massachusetts Public Library Construction Project grant due January 26, 2017.
- C. The Board of Library Trustees will pursue as the priority FY17 Capital request funding for the design and safety upgrades of the current Library driveway, islands, traffic flow pattern, book drop location, lighting, dumpsters and parking lot, contingent upon the Library grant support.



Trustee Initiatives

FY17 saw the culmination of the Trustees' primary goals and of the Library Facility Needs Committee's multiple years of work with the submittal of the competitive Massachusetts Public Library Construction Project Grant in January 2017. This followed Westford's receipt of \$50,000 in matching Planning and Design Grant funds from the Massachusetts Board of Library Commissioners to conduct a two-year Feasibility Study. The Trustees received unanimous support at Fall Special Town Meeting 2016 for both the future schematic design and for the submittal of a Massachusetts Public Library Construction Project Grant application requesting \$8 million in January 2017.

Trustee collections, funds and board activities

The J. V. Fletcher Library Trustees have used Trust Funds to pay for various staff memberships and dues; the staff and volunteer recognition brunch; fund petty cash as needed; the printing of the semi-annual events mailer; provide book funds, and to pay for programs. The Board successfully moved the Benefactor's Fund to the Town Investment Portfolio.

TRUSTEES OF THE J.V. FLETCHER LIBRARY—CONTINUED

Library policies, revised or approved

- Guidelines for Awarding Staff Development Funds (8/15/16)
- Examination Proctoring Policy (11/7/2016)
- MVLC Temporary Library Card Policy (3/2017)
- Library Card Registration and Responsibilities (3/8/17)
- Closing Policy (5/1/2017)
- Playaway Launchpad Loan Policy (5/1/2017)

Staff and volunteer recognition

The Trustees would like to thank the wonderful Library Staff for once again absorbing reduced staffing this year and for at the same time enhancing and expanding programs. The Library Staff was very innovative, as demonstrated by the new programs that are offered, while providing excellent service to our community on a daily basis. The Trustees honored the following staff anniversaries falling between Jan. 1, 2016 - Dec. 31, 2016:

- For 5 years: Laura Fowler
- For his impending retirement: Dennis Mulligan

The Trustees were also pleased to award Seana Rabbito an “Ellen D. Rainville Continuing Education Award” for her pursuit of a Masters of Library Science Degree. Our Library could not function as well as we do without the wonderful assistance of our many volunteers. This past year 22 volunteers gave the Library 3,153 service hours of service. Additionally we like to thank the “Link to Literacy Initiative” for the many ESL tutors who use the Library in order to help others speak and read English better.

Friends of the J.V. Fletcher Library, Inc.

The Friends of the J.V. Fletcher Library also thanked many of their volunteers at their November Annual Meeting. Our Friends organization is a committed and valuable partner of the Library. Their generosity funds many of the programs that the Library is able to offer. This past year the Friends supported:

- The Fall 2016 Appeal raising “Books & Bytes!” Funds
- New (and former) museum passes and reservation software
- Summer reading, holiday and juvenile, teen and adult programs
- Popular bestsellers
- Public relations
- Three gently-used book sales
- Work on the Library Foundation jointly with the Trustees

J.V. FLETCHER LIBRARY – CIRCULATION STATISTICS

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Yr. To Date Total
Adult Books	6,490	7,285	5,606	5,849	6,245	6,357	6,829	6,308	7,365	6,776	5,392	5,873	76,375
Young Adult Books	2,745	2,886	1,706	1,646	1,811	1,909	1,989	1,881	2,136	2,115	1,476	2,342	24,642
Children's Books	16,640	16,278	11,573	12,800	13,829	12,341	13,812	14,048	16,556	14,565	10,473	13,908	166,823
Adult Magazines	321	548	396	523	663	520	594	577	719	567	412	457	6,297
Young Adult Magazines	8	29	4	4	4	19	18	4	7	12	2	3	122
Children's Magazines	123	87	80	94	67	68	68	53	115	103	94	83	1,035
Adult CD's	1,353	1,539	1,337	1,322	1,419	1,483	1,507	1,159	1,652	1,566	1,129	1,173	16,639
Young Adult CD's	113	112	61	66	86	76	73	73	88	90	33	62	933
Children's CD's	351	365	196	242	357	273	235	236	240	277	211	262	3,245
Adult Cassettes & Audio Books (Scat 267.8)	2	2	6	3	5	2	2	3	1	0	1	4	31
Young Adult Audio Books	0	0	0	0	0	0	0	0	0	0	0	0	0
Children's Cassettes & Audio Books	1	0	0	0	0	1	0	0	1	0	0	0	3
Adult Videos	2,694	2,776	2,301	2,325	2,892	3,039	3,330	2,893	3,500	3,061	2,051	2,100	32,962
Young Adult Videos	6	20	10	15	4	5	7	7	5	5	3	9	96
Children's Videos	1,985	2,023	1,194	1,453	2,092	2,015	1,976	1,755	2,303	1,761	1,372	1,412	21,341
Adult Electronic Format	0	0	0	0	0	0	0	0	2	0	0	0	101
Young Adult Electronic Format	0	1	0	9	7	8	3	3	7	7	5	30	80
Children's Electronic Format	120	146	106	95	157	136	113	106	131	105	192	0	1,407
Adult Playways (Scat 12677)	199	237	140	168	183	152	180	173	162	147	NA	113	1,854
Children's Playways (Scat 1270)	211	199	141	126	130	91	100	115	110	106	NA	201	1,530
Adult Miscellaneous	36	15	6	10	21	13	19	19	30	29	38	5	241
Young Adult Miscellaneous	0	2	0	0	0	0	0	1	0	0	0	17	20
Children's Miscellaneous	28	33	25	24	32	23	16	23	21	26	17	18	286
Commonwealth Catalog Lending	70	38	40	50	30	27	44	31	62	39	44	9	12
Museum Passes	287	280	123	139	165	154	155	179	154	242	176	234	2,288
Downloadable Overdrive	1,294	1,271	1,166	1,394	1,371	1,308	1,513	1,341	1,457	1,512	1,455	1,480	16,562
Streaming Video Overdrive	13	10	4	2	1	1	13	12	3	9	6	5	79
Freemag Music	358	380	342	391	405	409	367	352	379	377	380	347	4,487
IndieFlix	9	20	6	5	5	2,986	3,581	2,569	2,280	1,328	2,440	1,627	33,378
Tumblebooks	215	68	5,519	7,755	3,010	208	176	202	180	161	146	162	2,087
Zinio	177	210	188	205	108	108	176	119	119	119	86	72	1,021
Homebound	85	96	86	52	101	69	101	35	119	119	86	72	1,021
Foreign Language Deposit	11	12	1	4	4	1	3	4	3	3	3	5	52
TOTAL :	35,940	36,934	32,386	36,752	35,311	33,593	36,810	34,166	39,793	35,108	27,699	32,017	416,509
Previous Year FY16:	38,594	34,374	28,949	30,672	27,691	26,878	29,945	29,326	32,830	29,420	29,073	36,564	374,316
Percent Change:	-6.88%	7.45%	11.87%	19.82%	27.52%	24.98%	22.93%	16.50%	21.21%	19.33%	-4.73%	-12.44%	11.27%

J.V. FLETCHER LIBRARY – CIRCULATION STATISTICS

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Yr. To Date Total
OPAC Renewals	3,354	4,141	2,897	2,938	2,534	2,194	2,420	2,719	2,599	2,500	1,072	NA	29,368
Renewals	3,783	6,513	3,187	5,511	9,677	10,163	9,529	8,147	10,445	10,431	4,555	NA	81,991
Network transfers IN	4,121	4,465	3,993	4,284	3,989	3,710	4,348	4,209	5,002	4,063	1,923	3,789	47,896
Network transfers OUT	2,018	2,508	2,194	2,313	2,315	2,346	2,385	2,106	2,585	2,295	1,697	2,231	26,993
Inter-Library Loans IN	332	271	167	150	183	225	297	236	250	164	NA	26	2,301
Inter-Library Loans OUT	33	38	53	59	30	33	52	45	60	43	NA	NA	446
Database Sessions, Fletcher													200,295
Database Sessions, MWLC/Region													100,330
Reciprocal (LOANED)	2,172	2,157	1,450	1,698	1,913	1,897	1,909	1,837	2,328	1,793	762	1,215	21,131
Reciprocal (BORROWED)	2,913	2,674	2,403	2,408	2,294	2,142	2,280	2,149	2,495	2,145	1,985	1,968	27,814
Hold Requests	4,213	4,537	4,171	4,041	3,166	3,638	4,412	3,722	4,638	3,873	3,101	NA	43,512
New Registrations	81	87	63	66	45	38	50	62	71	48	63	NA	674
Total Reciprocal	5,085	4,831	3,853	4,106	4,207	4,039	4,149	3,986	4,823	7,859	2,747	3,181	47,781
% of Circ to Reciprocal	13.44%	10.43%	12.68%	11.17%	11.91%	12.02%	11.27%	11.67%	12.12%	22.39%	9.92%	9.94%	12.41%
Meeting Room Reservations	102	125	147	193	189	148	166	173	215	180	176	160	1,974
Days Open	24	27	24	26	23	25	29	26	30	27	25	26	312
Hours Open	213	253	217	227	222	224	241	183	245	221	235	235	2,756
Library Website Sessions	8,009	7,594	7,432	7,147	6,770	6,241	7,730	7,291	7,294	6,788	6,845	7,403	86,544
Boopsie Hits	13,851	13,166	10,898	9,552	9,866	9,105	10,601	11,132	14,429	14,897	9,507	5,033	132,037
Internet Users	278	223	289	331	274	202	269	205	234	254	266	193	3,018
Adult Program Attendees	250	140	340	161	196	126	169	150	224	150	228	332	2,466
Adult Programs Offered	19	19	21	14	15	12	16	13	15	14	17	16	191
YA Program Attendees	123	88	31	59	93	94	36	70	72	119	269	1,375	2,429
YA Programs Offered	6	4	3	7	10	7	4	9	8	8	6	24	96
Childrens' Program Attendees	1,137	331	363	1,505	1,294	927	125	1,105	1,148	1,065	0	1,342	10,342
Childrens' Programs Offered	10	3	6	36	32	17	3	32	35	21	0	27	222
Average Circ Per Day	1,498	1,368	1,349	1,414	1,535	1,344	1,269	1,314	1,326	1,300	1,108	1,281	1,335

NASHOBA VALLEY TECHNICAL SCHOOL DISTRICT

The Nashoba Valley Technical School District was founded in 1965 by the towns of Chelmsford, Groton, Littleton and Westford to provide career and technical education to students of this area. By 1979, the Nashoba Valley Technical School District expanded to incorporate the three additional towns of Shirley, Pepperell, and Townsend. In 2012, the District grew once more with the addition of Ayer.

School Committee Members

**Ronald Deschenes
Emanuel Manolopoulos**

Alternate
Warren Adam



The Mission of Nashoba Valley Technical High School is to provide the highest quality academic and technical education possible to prepare our students for college and career paths leading to success in an ever-changing technological world. The school strives to promote citizenship through a safe and inclusive atmosphere encouraging a diverse population of students to become positive and productive members of the community.

Nashoba Valley Technical School District Committee Membership 2016-2017

Town Representatives

Al Buckley, Pepperell (Chairman)
Ronald Deschenes, Westford (Vice-Chairman)
Donald Ayer, Chelmsford (Secretary)
Ted Januskiewicz, Ayer
Christine Logan, Ayer alternate
Maria Karafelis, Chelmsford
Lawrence MacDonald, Chelmsford
Richard DeFreitas, Chelmsford alternate
Robert Flynn, Groton
Patricia Madigan, Groton alternate
Charlie Ellis, Littleton
Carl Melberg, Littleton alternate

Sandra Proctor, Pepperell
Michael Tang, Pepperell
Michael Morgan, Pepperell alternate
Tanya Clark, Shirley alternate
Karen Chapman, Townsend
Sheldon Chapman, Townsend
Emanuel Manolopoulos, Westford
Warren Adam, Westford alternate

Student Representatives

Andrew Poutry, Ayer, Engineering
Bryson Tang, Pepperell, Engineering
Rheanna Early, TV Media/Theatre Arts

NASHOBA VALLEY TECHNICAL HIGH SCHOOL

— CONTINUED

Nashoba Valley Technical High School serves students grades 9–12 and also provides post-graduate programs for recent high school graduates in all career areas on a space available-basis. Nashoba also offers a Continuing and Community Education Program with late afternoon and evening classes such as Electrical Code, Advanced Manufacturing, and Driver’s Education.

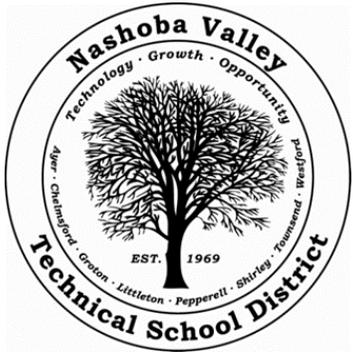
Superintendent
Denise P. Pigeon

Principal
Matthew Ricard

Enrollment Trends

Nashoba’s school enrollment in October of 2016 was 744 students, 49 from the town of Westford. During FY2017 Westford’s population at Nashoba Valley Technical High School represented 7.26% of the student population.

Nashoba Valley Technical School District Enrollment Trends



Town	Oct. 2012	Oct. 2013	Oct. 2014	Oct. 2015	Oct. 2016
Ayer	53	49	57	56	48
Chelmsford	154	173	185	184	191
Groton	33	39	39	36	39
Littleton	51	38	33	34	30
Pepperell	116	140	159	152	153
Shirley	71	69	85	72	58
Townsend	102	104	94	103	107
Westford	57	55	52	49	49
Total District	637	667	704	686	675
School Choice	72	68	63	65	69
Total	709	735	767	751	744

Nashoba Valley Technical High School Administration 2016-2017

- Mr. Jeremy Slotnick Assistant Principal
- Ms. Jeanne Savoie Business Manager
- Dr. Carol Heidenrich Director of Technology
- Ms. Gabriella White Director of Curriculum
- Ms. Kyla Callahan Coordinator of Guidance and Admissions
- Ms. Wendy Hood Coordinator of Special Education and Team Chair
- Mr. Paul Jussaume Coordinator of Technical Programs and Cooperative Education
- Mr. Ryan Wood Dean of Students

NASHOBA VALLEY TECHNICAL HIGH SCHOOL

— CONTINUED

Nashoba Receives Two \$500,000 Workforce Skills Capital Grants

In the spring of 2016, the Nashoba Valley Technical School District received a Workforce Skills Capital Grant in the amount of \$500,000. This competitive grant was awarded by the Baker-Polito Administration. Through this grant opportunity, Nashoba Valley Technical High School purchased equipment to add to our existing inventory. This increased our physical capacity to train students to operate both CNC and manual machinery making them highly marketable in the field and adding future skilled workers to the pipeline. In August of 2016, Nashoba Valley Technical High School hosted an official ribbon cutting transforming our former Machine Tool Technology Program into a state of the art Advanced Manufacturing Program.

In the spring of 2017, Nashoba received official notification of receipt of a second \$500,000 competitive Workforce Skills Capital Grant. This grant was utilized to expand our innovative training environment with a specific focus on collaborative robots (collabots) for students in the Engineering Academy and Robotics & Automation program. New equipment provided the capacity for students to become certified in the Manufacturing Skills Standards Council production technician program as well as Fanuc’s collaborative robot system.

Academic and Technical Programming Updates

During the 2016-2017 school year, Nashoba Valley Technical High School continued to focus on updating program areas and maintaining a state-of-the-art facility that is in line with industry standards. Automotive Technology, Automotive Collision and Repair, and Engineering Academy received new equipment and updates to their areas. During the 2016-2017 school year, the following Chapter 74 state-approved technical programs were offered to enrolled students.

Auto Collision Repair & Refinishing		
Automotive Technology	Engineering Academy	} Electronics/Robotics Engineering Technology Bio-Manufacturing
Banking, Marketing & Retail		
Carpentry/Cabinet Making	Health Assisting	
Cosmetology	Hotel Restaurant Management	
Culinary Arts	Machine Tool Technology	
Dental Assisting	Plumbing/Heating	
Design & Visual Communications	Programming & Web Development	
Early Childhood Education	TV & Media Production/Theatre Arts	
Electrical Technology	Veterinary Assisting	

NASHOBA VALLEY TECHNICAL HIGH SCHOOL

— CONTINUED

During the 2016-2017 school year, numerous academic and special programs were also offered to enrolled students. This included courses at the Advanced Placement, Honors and College Preparatory level in all core subjects. Foreign language, music, theatre arts and additional elective courses were also offered for all interested students. We continued to actively participate in the state sponsored college Dual Enrollment program that allowed eligible NVTHS students to enroll in courses at a local college while they are still in high school. Many Nashoba students in recent years have graduated with an Associate Degree from a college and their high school diploma simultaneously.

How are Nashoba’s students performing on school accountability measures?

Nashoba Valley Technical High School has maintained Level 1 status, the highest possible, on the Massachusetts’ Framework for District Accountability five-level accountability rating scale by continuing to meet gap narrowing goals on state assessment measures.

*Information taken from the 2016 School Report Card is available on the Department of

Other Accountability Measures*	Nashoba Valley Technical High School	State Average
2016 Attendance Rate	96.2%	93.5%
2015 4-Year Graduation Rates	98.2%	87.3%
2015 MassCore - Completing a Rigorous Course of Study	100%	72.3%

Elementary and Secondary Education website at www.doe.mass.edu.

How are Nashoba Students performing on vocational technical accountability measures?

Vocational Technical High Schools are required to conduct an annual graduate follow-up study to determine positive placement rates. Perkins positive placement includes participation one year after graduation in employment, postsecondary education, or the military.

Perkins Positive Placement Follow Up Study Results	Nashoba Valley Technical High School
2015 Graduates of Nashoba Valley Technical High School	97.53%
2014 Graduates of Nashoba Valley Technical High School	97.40%
2013 Graduates of Nashoba Valley Technical High School	97.24%

NASHOBA VALLEY TECHNICAL HIGH SCHOOL

— CONTINUED

Community Service Project Updates

Our students have continued to be active in community service projects as a part of their technical program experience. Students and their instructors travel to various sites within our district to work on community service projects that have been approved and selected for their benefit to the community and the learning of our students. Students have participated in local Habitat for Humanity house building projects, renovations to town-owned facilities, shed and kiosk building and other helpful community projects.

Extracurricular and Athletic Program Updates

Nashoba continued to provide an extensive program in intra-scholastic sports including varsity teams in 16 high school sports, with equal opportunities for both male and female students. Other extracurricular activities included Student Council, National Honor Society, Music Honor Society, Yearbook, Student Mentors, Students Against Destructive Decisions, Skills USA, DECA, Chorus, Drama, and many special interest clubs. During FY2017 extensive fundraising by athletic teams and student clubs enabled the district to continue the policy of no user fees.

Phone: (978) 692-4711

Webpage: www.nashobatech.net

NORTHERN MIDDLESEX COUNCIL OF GOVERNMENTS

The Northern Middlesex Council of Governments (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 nine communities in the Greater Lowell area, including Westford, and provides professional technical assistance in the areas of transportation, economic development, emergency management, land use, community development, permitting, smart growth, housing, historic preservation, open space and conservation, geographic information systems (GIS), pre-disaster mitigation and emergency response, and environmental protection. The Council's governing body is comprised of a chief elected official, Planning Board member and alternate from each member community.

Elizabeth Almeida
Councilor
Board of Selectmen

Darrin Wizst
Councilor
Planning Board

James Silva
Alternate

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 between the public and private sectors. NMCOG promotes the interests of the local communities at the state and federal levels, and often acts as a liaison between the municipalities and other levels of government.

The Council maintains a staff of professional planners and technicians to assist in developing and implementing its policies. The Council meets monthly (usually the third Wednesday of each month) at 40 Church Street, Lowell, and all meetings are open to the public. Each NMCOG member community pays an equal per capita assessment, which is used to provide the local match for various State and Federal grant funding programs. The Council's annual budget includes \$84,020 in local assessments, of which \$6,446 represents Westford's share.

NMCOG devotes a large share of its resources to transportation issues. Over the past year, the Council assisted the town in advancing traffic improvement projects for the intersections of Route 40 and Oak Hill Road, Route 40 and Dunstable Road, and Route 110 and Tadmuck Road.

NMCOG undertakes an annual traffic counting program, collecting over 100 counts at various locations throughout the region. Many of these counts are conducted within the town of Westford. The count data is incorporated into a traffic count book and map that is distributed to local officials. Traffic count data is also available on the Council's web site at www.nmcog.org.

The Council continues to provide assistance to the Lowell Regional Transit Authority (LRTA) in the following areas: obtaining Federal capital and operating assistance, marketing programs to improve ridership and revenue, statistical monitoring and analyses, and planning evaluation of the LRTA's route structure and scheduling. Transportation services are available to Westford seniors through the Westford Senior Center. The LRTA provides fixed-route bus service along Route 110 in Westford, from the Chelmsford town line to the Littleton IBM facility.

NORTHERN MIDDLESEX COUNCIL OF GOVERNMENTS – CONTINUED

Over the past year, NMCOG staff assisted the town in updating its Housing Production Plan. The approval of the Housing Production Plan (HPP) is an integral component of achieving safe harbor status from Comprehensive Permit/40B projects in Massachusetts. This work was funded in part by the Massachusetts Department of Housing and Community Development (DHCD), using funds made available by the legislature under the District Local Technical Assistance (DLTA) Program, and by the town using Community Preservation Act (CPA) funds.

NMCOG has continued to staff the Northern Middlesex Stormwater Collaborative, which encompasses 13 communities, including Westford. The Collaborative allows communities to work together to comply with the requirements set forth in the MS4 stormwater permit issued by the U.S. EPA. The Collaborative undertakes many of the public education, procurement, management and administrative tasks necessary for managing stormwater in the Northern Middlesex region. The intent of the Collaborative is to solve stormwater problems in a way that reduces costs for local governments and taxpayers, and promotes regional communication and cooperation.

PARKERVILLE SCHOOLHOUSE COMMITTEE

The Parkerville Schoolhouse Committee oversees the care and maintenance of the historic District No. 5 Parkerville Schoolhouse 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. We hold an open house at the schoolhouse the first Sunday in November of each year.

Living History Program

In April-June, 2017, students from seventeen Westford third grades (and two Acton third grades) experienced 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. The young scholars are encouraged to wear period clothing of the early 20th century and bring a lunch of the same era. They enjoy taking 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 "schoolmarms," many of whom are retired teachers: Marcia Chamberlain, Ellen Harde, Heidi Hatke, June Kennedy, JoAnne Lund, Dolly Michaelides, Bonnie Oliphant, and Melva-Jean Shepherd.

Building Usage

Beyond the annual Living History Program, the schoolhouse is used by several local groups. Over the past year the schoolhouse has been used free of charge for Girl Scout meetings and for 4-H Club meetings. The Girl Scouts made hearts for Valentine's Day and other decorations for our windows, and both groups helped with the annual spring clean-up. The schoolhouse has been used, for a nominal rental fee, for rehearsal space for a small band, by a group of artists for a private party and for a bridal shower. The schoolhouse is also used periodically for meetings of the Parkerville Schoolhouse Committee and the Friends of Parkerville Schoolhouse. 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. The rental agreement and rules can be found on our website www.ParkervilleSchoolhouse.org.

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.

Heidi Hatke
President
and Building Usage Coordinator

Dolly Michaelides
Vice President

John Wilder
Treasurer
and Building Maintenance

June Kennedy
Archivist
and Corresponding Secretary

Bob Oliphant
Recording Secretary
and Publicity

Bonnie Oliphant
Living History Liaison

Roger Plaisted
Building Maintenance

PARKERVILLE SCHOOLHOUSE COMMITTEE – CONTINUED

In FY2017 the town evaluated the cost of installing a natural gas line to the schoolhouse so we could convert from oil to gas heat but determined that it was not cost effective to do so at this time. Several rotting boards were replaced on the front steps, porch and handicap entrance ramp, and they were painted with a wood preservative. Original coat hooks were painted and reinstalled. Several light bulbs were replaced. The building was treated by a pest control company. An electrician removed the old hanging lamp over the teacher's desk, replaced the broken switch and old wiring, and reinstalled it. The fire extinguishers were inspected (all passed). A specification was prepared to have the exterior of the building repainted. It will be painted in FY2018. A new front entryway carpet was purchased and installed through a town-wide purchase of carpeting. The glass globe on the light in the entryway was replaced after being accidentally broken. We replaced the wooden cover on our trash receptacle. The three hardwired smoke detectors were replaced with new hardwired detectors. The motion detectors and exterior lights have been removed and replaced with new ones. New eco-friendly lightbulbs were purchased for the overhead interior lights. We initiated a program to treat our well water periodically to remove the iron and manganese that stain our porcelain.

Annual Clean-Up Day

We had a good turnout for our annual clean-up day on April 22, 2017, when we spruced up the inside of the schoolhouse and the schoolyard. Thank you to all the volunteers who helped with the clean-up or brought refreshments. A special thanks to Tom Unterberg who raked out the gravel that the snowplows pushed onto the lawn back into the driveway. He also helped weed and replant our flower beds, fertilized the grass, and mowed the schoolyard again this summer. Also thank you to the Mark Connolly family on Misty Lane. They noticed that our U.S. flag needed to be replaced, bought a new flag and flagpole, and installed them.

Annual Parkerville Schoolhouse Open House

The annual Parkerville Schoolhouse Open House, always held the first Sunday of November, was well-attended on November 6, 2016. Some children brought their parents to show them where they had "attended third grade." Others stopped in who drive by every day and wondered what it looked like inside. Guests had the opportunity to buy sweatshirts, T-shirts, greeting cards, and other Parkerville Schoolhouse memorabilia from the Friends of Parkerville Schoolhouse and to chat with members of the Parkerville Schoolhouse Committee and Friends of Parkerville Schoolhouse.

Charles S. Kennedy 1931-2017

Members of the Parkerville Schoolhouse Committee were greatly saddened by the death of our member Charles Spaulding Kennedy on January 23, 2017. Charlie was a longtime supporter of the Parkerville Schoolhouse where he applied his carpentry skills to numerous projects over the years. He was a member of the Parkerville Schoolhouse Committee and also served on the Board of the Friends of Parkerville Schoolhouse. We miss his depth of knowledge, his handyman skills and his gentle humor.

PARKS AND RECREATION COMMISSION

The Parks and Recreation Commission acts as the policy setting committee for Parks and Recreation. Commissioners are appointed by the Town Manager to serve a three-year term. The commission oversees short and long-range planning for recreational facilities and site acquisition, as well as the development and maintenance of existing recreational facilities. The Commission meets the first Monday of each month, September – June and as needed in July and August.

Kevin (Kacy) Caviston
Chair

John McNamara
Vice-Chair

Christopher Barrett
John (Jack) Clancy
Beverly Doucette
Urike Kjellberg

Staff Changes

Long-time Assistant Director Sandra Habe resigned in November to take on a new career with Yule Development. Sandra became the Operations Director for The Mill Works, an educational and recreational facility under Yule Development. Sandra was instrumental in creating new programs for the department and enhancing existing programs. The department Westford Partnership for Children Afterschool Enrichment (WPC) program and the High School Competitive Crew program are just two examples. The Commission and department wish her well in her new role and will be working with her closely in anticipation of new program offerings.

Michelle Collett, long-time WPC Site Director at the Crisafulli School was hired in January as the new Assistant Director. Michelle previously worked for the Roudenbush Community Center and began her employment with the department in 2004. Michelle was also the director of the Kids Club summer program. She is a 1995 graduate of Northeastern University with a BS in Recreation and Leisure Studies.

Geraldine Simons, Site Director at the Nabnasset School, and William “Bill” Melchin, WPC Site Leader, have retired from the department. Geri’s contributions to the Nab program as well as thoughtful insight for the entire WPC program in general will be missed. She, along with Donna Burnham, became the directors of the summer outdoor program, Destination Exploration held at the Stony Brook Conservation Land – East Boston Camps.

Bill made great contributions at the various WPC sites having worked at the Robinson and Nabnasset Programs. He currently helps at the Cameron Senior Center checking people into the Fitness Center evening hours.

Sara Waterman joined the staff in October as the WPC Site Director at the Nabnasset School to take over for Geri Simons. Sara has been a great addition to the staff and continues to improve the program at Nab.

Connor Mendes joined the Parks, Grounds, Cemetery Staff as a Senior Laborer and successfully completed his licensing to fill an opening as a Heavy Equipment Operator. Connor had worked previously at the WPC Day Afterschool program and worked as summer help for Cemetery.

PARKS AND RECREATION COMMISSION – CONTINUED

New Department Office Location

The department moved out of 35 Town Farm Road in March 2016 to the Fire Department Training Room at 39 Town Farm Road. This was a temporary move while the town sought proposals for office and program space. An RFP was created with responses for space on route 110. The RFP review committee viewed each space and determined the financial obligation was not in the town's best interest. The proposal was revised and square footage reduced with the department not having to raise the additional funds for a lease agreement. A five-year lease agreement for approximately 5,000 square feet of space was signed with Yule Development. The department moved into its new space at 22 Town Farm Road (Courier building #18) in February. There is a separate program space where the indoor rowing machines are now located. The office is an open set up with a conference table in the center. The space is welcoming and the staff settled in with minimal interruptions to the programs and public.

Recreation Master Plan – Statistically Valid Survey

The Commission completed the Recreation Master Plan and as recommended in the plan applied for funding of a Feasibility Study and Statistically Valid Survey. Matrix Consulting was hired to conduct the survey. The Commission will utilize the survey results to direct the feasibility study. The survey results are expected to be complete in summer/fall 2017.

Recreation Programs

The Westford Partnership Afterschool Enrichment program continues to be very successful. Each session (5 session annually, each approximately every 2 months), new offerings are added to keep the program fresh for participants in addition to the core offerings of homework club, computer, sports and games, and arts and crafts. The staff works on curriculum offerings in the STEM (science, technology, engineering, mathematics) area that are age appropriate. The program is offered in all six elementary schools and Middle School Rec Club.

In addition to the school year programs the summer program offerings have also added some new choices for residents, Chess Wizards and Play-Well Legos as examples. Middle School Venture Out where participants go on various trips is the latest offering for this age group.

The annual summer program fair was held in January as a cooperative effort with Marcus Lewis Day Camps. The fair brings in many vendors who offer complimentary programs and give residents a chance to ask questions and meet staff. The department offered an early registration fair in May giving residents a chance to sign up for summer programs and receive discounts.

With the new indoor program space, the department has added more rowing programs, pre-school, and utilize the space for no school day programs. The staff plans on new programs as the space develops.

PARKS AND RECREATION COMMISSION – CONTINUED

The town established a Recreation Enterprise Fund that began in fiscal year 2009. The Enterprise Fund gives the town the flexibility to account separately for services for which a fee is charged. The town provided supplemental funding in FY 2017 as the timing of expenses and revenues overlap fiscal years. The minimum wage in Massachusetts went from \$10 to \$11/hour. January 1st, the Board of Selectmen adopted this increase. The wage increase impacts the Enterprise Fund and adjustments were made to the wage scale to take into consideration seasonal employees who had been working many years and were at or below the \$11/hour. The Enterprise Fund ended the fiscal year with a small sum of retained earnings.

A variety of programs are offered throughout the year. A brochure is mailed to Westford residents twice per year and is available online. Programs are offered in a wide variety of interest areas with over 4000 participants signing up for classes or program sessions. Registration for most programs is available online at www.westfordrec.com.

Parks and Grounds

Parks and Grounds maintain parks and recreation areas as well as other town properties. In addition to mowing, seeding, deep tine aeration, weed and pest control the crew during the spring-through-fall season completes additional work that is site specific. The Crew helps at the Community Gardens, Westford Academy Composting project, Bruce Freeman Rail Trail, and Stony Brook Conservation Land.

Again, there was an unusually large tick population with multiple request for spraying. The town has a No Pesticide Policy limiting what products may be used to control invasive pests. The Parks and Grounds Supervisor searched for a product that would address the tick problem and meet the requirements of the pesticide policy. Cedar Oil meets the requirements for products allowed. Parks and Grounds applied the first application along the perimeter of major field areas, Pine Grove Cemetery, and the Community Gardens.

The crew helped at the Stony Brook Conservation Land – East Boston Camp site preparing the water system for usage. The crew also moved bunk beds from the cottages into summer storage units and back to the cottages for fall usage. They set up the docks prior to fifth-grade camp and took them out of the water at the end of the leased summer camp season.

The mild winter allowed the Community Fields (synthetic turf fields) at Nutting Road to open in March ahead of the spring sports league season. The grass fields generally open in mid-to late-April as the dormant grass from the winter establishes new roots with the warmer spring weather. It is a balancing act each spring as we go from winter into mud season and then finally spring. The in-between mud and spring is when sports leagues wish to play. The sports organizations understand the importance of not getting on the grass fields too early to avoid no grass later in the season. The Commission appreciates this partnership in keeping the fields playable.

PARKS AND RECREATION COMMISSION – CONTINUED

Parks and Grounds maintains American Legion, Cameron, Community Fields at Nutting Road, Frost Field – Whitney Playground, Greystone, Hamilton, Jack Walsh, and VFW fields, Town Common and triangle, Town Hall complex, Library, town beaches at Edwards, Forge Pond, Bruce Freeman Rail Trail, and Freedom Park, and helped at the Stony Brook Conservation Land. The crew is responsible for hanging street flags along Main Street and North Main Street for Memorial Day through July 4th and from Veterans Day through Pearl Harbor Day – December 7th. The crew helps Veteran Agent Terry Stader with the Memorial and Veterans Day observance at the Town Common.

The Parks and Recreation Department staff works closely with schools, town departments, residents, volunteer organizations, and vendors to provide quality programs, services, and input into making Westford a great place to live.

PARKS AND RECREATION COMMISSION – CONTINUED

The Parks, Recreation and Cemetery Department is responsible for recreation services and programs, parks and grounds maintenance, cemetery maintenance and operations.

Department Staff

Director: Patricia Savage
Assistant Director: Sandra Habe
Office Manager: E. Rozanne Fredkin
Senior Assistant Cemetery: Danielle LeBlanc
WPC Curriculum & Program Coordinator: Pam McNiff
Middle School Rec Club Coordinator: Merideth Lencsak
Office/Waterfront: Elizabeth Silva

Westford Partnership for Children After School Enrichment Program Site

Directors:

Abbot: Tiffany Gintner
Crisafulli: Michelle Collette
Day: Tamara Demaio
Miller: Donna Burnham
Nabnasset: Geraldine Simons
Robinson: Linda Hillman

Assistant Site Directors: Nick Adams and Dylan Brock

Site Leader: William Melchin

Crew staff:

Director and Head Crew Coach: David Cormier
Crew Coaches: Michael Anne Sevick and Katherine Lumbard

The following are shared positions with the Highway Department:

Parks/Grounds Operations Supervisor: Jonathan Revis
Parks/Grounds Crew Leader: Robert Upperman
Cemetery Supervisor: Richard Nawoichik
Heavy Equipment Operators (HEO): Brian Auger, Lloyd Leach, Glen McCarthy, Derrick McNiff and Connor Mendes.

The administrative office is located at 22 Town Farm Road.

Website: www.westfordma.gov/rec

PEDESTRIAN SAFETY COMMITTEE

The Pedestrian Safety Committee is charged with identifying and evaluating options for improving pedestrian safety in Westford. Such options might include, but are not limited to: idewalks, paths, crosswalks, speed bumps, speed and other warning devices, bicycle lanes, and pedestrian and driver education. The evaluation process considers the effectiveness and cost of each pedestrian safety option, as well as possible funding sources. The committee presents recommendations to the Board of Selectmen.

Chris Barrett
Chair

Peter Ewing
Karen Hudson
Don Galya
Kate Hollister
Scott Hazelton
Shari O'Conner
Terry Ryan
Robert Stafford

After a year of effort, and the cooperation and input from many town boards, staff, and officials, the Pedestrian Safety Committee was extremely pleased to see Westford adopt a Complete Streets Policy in late 2016. As a result, Westford was awarded \$400,000 in construction funding by the Massachusetts Complete Streets program in the spring of 2017.

The summer of 2017 was affectionally dubbed the “Summer of the Sidewalk” by the Pedestrian Safety Committee. The number of infrastructure projects containing pedestrian and bicycle improvements was quite impressive. The Plain Road sidewalk was expanded by over a half mile, the missing segment of sidewalk along Concord Road to Robinson was completed, and the town center had many safety improvements added. In addition the projects on Main Street and at the Tadmuck and Route 110 intersection both included sidewalks. Last, but not least, a new crossing system was put in place at the Day School.

The Pedestrian Safety Committee worked with the elementary schools and the Massachusetts Safe Routes to School program to bring pedestrian and bicycle safety training to Westford’s 2nd and 3rd grade students. The committee hopes to see this free program continue at our schools for the years to come.

Comments and suggestions for pedestrian and safety improvements are welcome and should be send to Chris Barrett (cbarrett@westfordma.gov).

PERMANENT TOWN BUILDING COMMITTEE

The Permanent Town Building Committee (PTBC) was focused over the last year to complete the design of the New Center Fire Station and Combined Dispatch Center Projects, and begin construction of both projects. In addition, our committee remained involved with the design of the Roudenbush Community Center Rehabilitation Project and also began the planning process for a new Community Building which is proposed to replace the existing Center Fire Station. The PTBC also continued to assist the School Department with closing out the Robinson and Day School Window Replacement Project, and assisted the Library Trustees with the Grant Application for the J.V. Fletcher Library Expansion.

Thomas Mahanna
Chair

Kirk Ware
Vice Chair

Paul Davies
Treasurer

Nancy Cook
Secretary

Karen Cavanagh
Thomas Ellis
Gary Lavelle
Jeanne Roberts
Alternate

New Center Fire Station

The PTBC, Fire Department and Police Department worked with Context Architecture (formerly known as Donham & Sweeney) over the last year to complete the design of the new Center Fire Station and Combined Dispatch Center. Context Architecture was hired in May 2016 to take over the project after the original architectural firm on the project was terminated. Context worked closely with a group of representatives of the PTBC, Fire Department, Police Department, Board of Selectmen and Finance Committee to develop a program for the Fire Station to be constructed on a 4.8-acre parcel of town-owned land on Boston Road.

In August 2016, Context presented the Schematic Design for both projects to the PTBC for review. The Fire Station design presented was a 19,572 s.f. two-story building that included five apparatus bays, a 50-person training room, office and meeting room space on the first



Architectural Rendering of New Fire Station

floor, and dormitory rooms, kitchen, break room, and a Fitness Center on the second floor. The schematic design met all of the original program goals. The estimated construction cost for the schematic design was \$8.7 million. The total appropriation for the project was approved at Annual Town Meeting in March 2015 in the amount of \$12,772,000.



After a four-month Site Plan Review process, the project received approval from the Westford Planning Board in January 2017. The project was advertised for public bidding in late March 2017. On May 12, 2017, the town of

PERMANENT TOWN BUILDING COMMITTEE – CONTINUED

Westford received six bids for the construction of the new Center Fire Station. The bids ranged from a low base bid of \$8,496,000 to a high bid of \$10,573,704. The low bid was submitted by Castagna Corporation of Newburyport, MA. On May 31, 2017, the PTBC recommended that Board of Selectmen award the construction contract to this firm at their total bid amount (including add alternate items) of \$8,767,000. Construction will begin in August. The facility is expected to be completed in the fall 2018.

Combined Dispatch Center

The Combined Dispatch Center Project also was restarted with Context. The new Combined Dispatch Center will be constructed within the 1,200 s.f. existing Training Room in the Police Department. The new Dispatch Center will include four workstations for dispatch staff, a separate office for the Dispatch Supervisor, and a separate break room.



New consoles in Dispatch Center

Annual Town Meeting in March 2015 approved \$1,029,000 for construction of the project based on the cost estimate developed by the original architect for the project. In January 2017, the updated cost opinion for the project determined that the project budget will require an additional \$236,000. This was due mostly to increased construction costs from the original estimate, and actual vendor quotes for all of the required equipment for the Dispatch Center. The PTBC received approval to use \$200,000 from the Cornerstone Development Mitigation Agreement for the Dispatch Center, and 2017 Annual Town Meeting approved the additional \$36,000.

The project was advertised for bids in February 2017. On March 24, 2017, the town received nine bids for the construction of the Combined Dispatch Center. The base bids ranged from a low bid of \$578,500 to a high bid of \$869,100. The low bidder was Classic Construction & Development Corporation of Concord, MA. The contract was awarded to this firm and construction began in May 2017. Soon after construction began, the PTBC was notified that the Cornerstone Mitigation Funds would not be available for use on this project. We then completed an updated cost estimate for the project and determined that an additional \$325,000 would need to be appropriated in order to complete the project. A Special Town Meeting was scheduled for July 10, 2017 to request the additional funds. Construction of the Combined Dispatch Center is scheduled to be complete in October 2017.

PERMANENT TOWN BUILDING COMMITTEE – CONTINUED

Roudenbush Community Center

Following the 2016 Annual Town Meeting, Mills Whitaker Architects was asked to prepare additional design options for review by the Board of Selectmen. The intent of these options was to reduce the overall project scope and estimated construction cost. These options were reviewed in the summer of 2016, and Option “D” was approved by the Board of Selectmen. The proposed design will be the first major renovation to the building since the gymnasium was added in 1928. The project will include modifications to all three floors and



Original Roudenbush Building was constructed in 1897

basement of the building, installation of a new elevator, new bathroom facilities, and improvements to make the building handicap accessible. The project will also include replacement of four generations of electrical wiring, and the original inefficient steam heating system and installation of a new fire sprinkler system.

The PTBC worked with the project architect and other town representatives to complete the design and bid documents in the spring 2017. Annual Town Meeting in March 2017 approved a total appropriation of \$7,012,612 for construction of the project. This budget includes \$700,000 for alternates in the bid for replacement of the slate roof and repairs to the cupola. The Community Preservation Committee approved the use of Community Preservation Act funds for the base bid portion of the project. The project was advertised for bids in late June 2017 and bids were scheduled to be opened in late July 2017. Construction is expected to begin in September 2017 and be completed in fall 2018.

New Community Building Feasibility Study

The PTBC recommended that the town appropriate \$60,000 to complete a Feasibility Study for a New Community Building to be constructed at the location of the existing Fire Station in the town center. The new Community Building will be approximately 6,000 s.f. and will include space for a 100-person meeting room and relocation of the Technology Department and Veterans Agent offices. Annual Town Meeting in March 2017 appropriated the funds for the study and a Request for Qualifications was issued soon after.

On June 10, 2017, the town received nine proposals from consulting firms for the Feasibility Study. After reviewing each proposal, the PTBC invited the three highest ranked firms in for interviews to be held on July 13, 2017. The three finalists were Oudens-Ello Architects, Flansburgh Architects, and Context Architecture. The goal of the study is to present a recommendation at the 2018 Annual Town Meeting.

Meetings

The Permanent Town Building Committee meetings are generally held on the first and third Mondays of the month at 6:30 p.m. at the Cameron Senior Center.

PLANNING BOARD

On May 2, 2017, Dylan O'Connor and Gary Lavelle were elected to fill the seats vacated by Dennis Galvin, who resigned, and Matt Lewin, who did not seek re-election. At the May 15, 2017 Planning Board meeting, the Board elected Kate Hollister as Chair and Darrin Wizst as Vice Chair. The Board offers their grateful appreciation to Dennis Galvin and Matt Lewin, who served on the Board since 2005 and 2012, respectively.

The Planning Board typically (excepting summer months) meets at 7:30 PM on the first and third Monday of each month in Meeting Room 201 at Town Hall. Meetings are open to the public and are televised on Westford Community Access Television (WCAT). The WCAT broadcasts can be viewed online through a link on the town's home webpage. Throughout the 2017 Fiscal Year (FY2017), the Planning Board held 16 meetings and five Executive Sessions. Here is a brief summary of significant events and activities of the Board.

Dennis Galvin
Chair

Matt Lewin
Vice-Chair

Michael Green
Katherine Hollister
Darrin Wizst
Staff

Chris Kluchman, FAICP
Director of Land Use Management

Jeffrey Morrisette
Town Planner, Planning Board Staff

Danielle Evans, AICP
Assistant Planner

Erin Toothaker
Permitting Program Assistant

Highlights

- Updated the list of Board priorities for the next several years
- Monitored and enforced of a settlement agreement and permit negotiated and signed in FY17 relative to the proposed asphalt plant at 540 Groton Road/Commerce Way. The Board reviewed a Long-Term Traffic Monitoring Plan for Newport Materials consistent with the special permit decision
- Granted approval for a Definitive Subdivision, a Special Permit for a Flexible Development, Stormwater Management Permit, and an Earth Removal Permit for Juniper Hill, an 18-lot residential subdivision off Graniteville Road
- Granted Site Plan Approval, a Stormwater Management Permit, and a Special Permit (Water Resource Protection Overlay) for a new town fire station
- Granted a Scenic Road Permit to construct a driveway on Vose Road
- Granted four Special Permits for signage
- Granted Site Plan Approval for 22 Town Farm Road to change the use from industrial manufacturing/office to a municipal facility containing office and program space for the town of Westford Recreation Department
- Granted Site Plan Approval and a Special Permit (Water Protection Overlay District) to allow a Landscaper/Contractor Yard at 124 Oak Hill Road
- Approved or authorized Administrative Review for changes to existing approvals for commercial sites including Westford Tech Park, Muffins on Main, British Beer Works, and The Escape Room
- Adopted the Westford Housing Production Plan for 2017-2021
- Directed staff to prepare a plan to react to the 2016 ballot initiative allowing for Recreational Marijuana Establishments

PLANNING BOARD – CONTINUED

Applications

The following table is a summary of the number of applications received and acted on by the Board as of the end of the 2017 fiscal year:

Planning Board Application Summary			
Application Type	Status		
	Approved	Denied	With-drawn
Zoning Bylaw Amendments	-	-	-
Site Plan Reviews	3	-	-
Storm Water Management Permits	7	-	-
Special Permits			
Water Resource Protection Overlay District	2	-	-
Flexible Development	1	-	-
Signage	4	-	-
Flood Plain Overlay District	1	-	-
Modification of Prior Approvals and Administrative Decisions	5	-	-
Subdivision			
Approval Not Required (ANR)	3	-	-
Definitive Subdivision	3	-	-
Scenic Road	1	-	-
Earth Removal Permit	1	-	-
Extension	1	-	-
Totals	32	-	-
The Board took final action on 32 applications during FY 2017			
The Board received a total of 22 new applications during FY 2017			

In FY 2017, the Board established one and released one bond relating to approved subdivision projects.

What does the Planning Board do?

Defined by Massachusetts General Law the Board has three primary functions:

1. To establish planning goals and to prepare plans to implement those goals, which take the form of the town's zoning bylaws
2. To administer the Subdivision Control Law which establishes the process for development of new roads and 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. To serve as the permitting authority for various site plan submittals under the town's Zoning Bylaws

PLANNING BOARD – CONTINUED

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, Affordable Housing Committee, Historic Commission, and ad hoc committees as needed. The Planning Department is not a permit granting authority. Its function during the permitting process is to integrate laws, regulations and plans with the town's goals to ensure that the best interests of the town and its residents are served.

Website: www.westfordma.gov/294/Planning-Board

POLICE DEPARTMENT

The primary purpose of the Westford Police Department is to provide a high level of safety, security and service for all members of the community. The police department has the direct responsibility for the preservation of the public peace, for the reduction of the opportunity to commit crime, and for the effective delivery of a wide variety of police services. A large suburban society free from crime and disorder remains an unachieved ideal. Nevertheless, consistent with the values of a free society, it is the primary objective of the Westford Police Department to as closely as possible approach that ideal.

Thomas M. McEnaney
Chief of Police

Walter R. Shea
Deputy Chief

Mark Chambers
Captain

Victor Neal
Captain

The value statement of the Westford Police Department:

- Maintenance of the highest standards of integrity and ethics
- Excellence and teamwork in the performance of duty
- Protection of constitutional rights
- Problem solving for continuous improvement
- Continuous planning for the future
- Performing public service and law enforcement tasks so as to provide leadership to the police profession

Police Department Accreditation 2017

In 2005 the Westford Police Department became only the 21st police agency in the Commonwealth to have attained the status of being an accredited police agency, and the department has maintained its accreditation since that time. The Police Department's most recent successful reassessment was in June 2017. All members of the police department, sworn and civilian, maintain these standards and we are proud of this prestigious status. As an accredited agency the Westford Police Department brings bias-free policing principles into all levels of the organization, including comprehensive training of officers and supervisors. The residents of Westford can rest assured that their police officers bring enormous dedication, pride, and integrity to their jobs every day and that they are all committed to ensuring effective constitutional policing.

FY 17 Grants

The Police Department has applied for and received the following:

\$12,855--DOJ and EOPSS Bulletproof Vest Grant.

\$10,000--Traffic Safety Grant

\$1,484--Pedestrian Bicycle Safety Grant

\$2,493--Underage Alcohol Grant.

\$52,000--911 Support and Training Grants

\$2,000--Child Passenger Safety Seat Grant.

\$80,832--TOTAL GRANTS FOR FY17

POLICE DEPARTMENT – CONTINUED

Awards and Recognition

At a Board of Selectmen meeting on April 25, 2017, Officer Gregory Burns and Officer Ian McEnaney received the Police Department's Medal for Exceptional Service for their actions on April 17, 2017. On that date Officers Burns and McEnaney encountered a male subject who was experiencing a mental health crisis. The male subject was holding a female companion against her will and he had threatened to do harm to himself and the officers by means of a dangerous weapon. Officer Burns and Officer McEnaney were first able to separate and safely secure the female from the male subject. They were then able to subdue and apprehend the male subject even as they were being threatened by him with a dangerous weapon. No injuries were sustained by any of the parties involved. The ability of Officer Burns and Officer McEnaney to recognize and appropriately deal with an assaultive person who was experiencing a mental health crisis prevented the situation from becoming a deadly force encounter.



Officer Gregory Burns and Officer Ian McEnaney at the April 25, 2017 Board of Selectmen meeting.

POLICE CALL LOG JULY 1, 2015 THRU JUNE 30, 2016

9-1-1 Calls-TOTAL	3308	Liquor Law Violations	48
9-1-1 Hang up	150	Lock Out	221
9-1-1 Non-Emergency	177	Maintain the Peace	38
9-1-1 Other Jurisdiction	51	Medical	1386
Accident Industrial	4	Message Delivery	48
Accident MV-Injury	85	Missing Person/Child	23
Accident MV-No Injury	594	Mutual Aid	57
Alarm/Burglar	966	MV Abandoned	11
Alarm/Fire	771	MV Disabled	380
Animal Control Officer Call Out	298	MV Stop	4200
Animal Cruelty	40	MV Violations Issued	3759
Arrest	167	Order Served-Court/Restraining	258
Assault & Battery	7	Park and Walk	1351
Assault-Simple	10	Property Found	136
Bank Escort	102	Property Lost	45
Bomb Threat	0	Property Take Possession	31
Business/House Check	4498	Protective Custody	1
Breaking & Entering	35	Radar Assignments	862
Bylaw Violation	110	Repossession	17
Car Seat Installation	71	Restraining Order Violation	14
Child Abuse/Neglect	37	Robbery	1
Commitments	94	Rubbish Disposal	14
Counterfeiting	4	Safety Hazard	209
Disturbances	193	Search Warrant	19
Domestic Violence	109	Sexual Assault/Adult & Child	10
Drug Law Violations	24	Sudden Death	10
Firearm Violations	1	Suicide/Attempt	12
Fire MV/Bldg/Brush	9	Surveillance MV	36
Fireworks Violation	9	Surveillance Person	19
Funeral Escort	5	Suspicious MV/Person	649
Harrassment	44	Telephone Harassment/Obscenity	32
Identity Theft	129	Traffic Hazard	324
Injury to Property	77	Transportation/Citizen/Prisoner	94
Larceny	87	Trespassing	37
Larceny From MV	7	Truancy	1
Larceny MV-Auto	7	Vehicle ID Number (VIN) Check	8
Legal Advice	337	Well Being Checks	379

POLICE DEPARTMENT ROSTER

Chief of Police

Thomas McEnaney

Deputy Chief

Walter Shea

Captains

Victor Neal Jr

Mark Chambers

Lieutenants

Det. Lt. David Connell

James Peloquin

Ronald Paulauskas

Donald Pick

Sergeants

Justin Agraz

Michael Breault

Brian Gendron

Stephen Keins

Marc Proia

Christopher Ricard

Patrol Officers

David Bettencourt

Gregory Burns

Jonathan Byrne

Timothy Galvin

Derek Hartley

Jon-Allen Haslam

Brandon Holmes

Timothy Hughes

Timothy Jansen

Scott Hyder

Timothy Larkham

Nicholas Mariano

Brendan McEnaney

Ian McEnaney

Robert Musto

Christopher Musick

Daniel O'Donnell

Corey Peladeau

David Welch

David Silton

K9s: Beny & Misty

Special Services

Sgt. Gregory Marchand-Prosecutor

Det. Matthew Furlong

Det. Nirissa Nicoletti

Det. David O'Hearn

Det. Dennis Rogers

SRO Geoffrey Pavao

SRO Joseph Eracleo

Operations Administrator

Timothy Whitcomb

Telecommunicators

Ryan Cobleigh

Cheyenne Harrington

Ashley Hartenstein

Andrew Sherman

Jocelyn Shields

Jocelyn Stott

Rebecca Michaels

Office Personnel

Marcy Devine

Tricia Targ

Michelle Wright

Custodial

Richard Bernardi

PUBLIC WORKS INITIATIVE COMMITTEE

The Public Works Initiative Committee (PWIC) is charged with working with all policy boards to carry forward the plan developed by the ad hoc Public Works Committee dated March 2010. The committee is responsible for further refining the plan steps, developing additional concepts and recommending implementation actions according to the Public Works policies adopted by the Board of Selectmen on February 26, 2010.

The PWIC continued to work on two major initiatives during FY 2017: Operation and maintenance of wastewater assets and the consolidation of the oversight of maintenance of town lands and grounds.

Wastewater Assets

The committee completed review of the Wastewater Assets Operation and Maintenance Plan which included an inventory of all town-owned treatment facilities in Westford (excluding the four major Waste Water Treatment Facilities currently under the management of the Westford Water Department) and recommendations for improving the town maintenance of wastewater assets. The final report was presented to the committee by Tighe & Bond on September 9, 2016. After discussion and a few last-minute changes the committee voted to approve the recommendations and to forward them to the Board of Selectmen (BOS) for possible implementation. The committee presented the report and recommendations to the BOS at their meeting on December 13, 2016 at which the BOS decided to adopt the recommendations as a long-range goal for the town.

Town Manager Jodi Ross presented her plans for implementing the recommendations of the O&M Plan to the committee June 23, 2017. The committee voted to support the Town Manager's plans and offered to help as needed.

Oversight of the Maintenance of Facilities and Grounds

Since the PWIC meeting on December 12, 2014 the committee has been monitoring the progress of the Town Manager and School Superintendent in their efforts to combine the oversight of the maintenance of facilities and grounds. The plan included the proposed organization of the new department and job descriptions for two additional personnel. The committee agreed to support the proposal before the School Committee and the Board of Selectmen.

John Cunningham
PWIC Chair
Conservation Commission member

Mark Kost
PWIC Vice Chairman
Board of Selectmen member

Eric Heideman
Assistant Town Manager
PWIC Clerk

Hugh Maguire
Water Commission

Terry Ryan
School Committee (resigned Oct. 2016)

Avery Adam
School Committee (beginning Oct. 2016)

Robert Price
Library Trustee

George Rogers
Council on Aging

Erika Kohl
Alternate School Committee Member

Town Staff
Richard Barrett
Highway Department

Pat Savage
Parks, Recreation & Cemetery Department

PUBLIC WORKS INITIATIVE COMMITTEE – CONTINUED

Maintenance and Protection of Town Lands

Town lands, which the committee defined as open space and unused and neglected town-owned parcels, were addressed separately from “grounds” which were included in the Town Manager’s facilities and grounds organization and are defined as “grounds in close proximity to facilities and grounds that serve the mission of the department concerned, such as athletic fields for schools and recreation”. The committee, having previously provided recommendations to the Conservation Commission, used the research on conservation land as a starting point in developing six recommendations that addressed committee concerns on maintenance, protection and the assignment of care and custody responsibilities. The committee planned to present the recommendations to the Board of Selectmen for their approval and implementation in early FY 2018.

Membership

The committee continued to work with reduced membership throughout FY 2017 with the absence of representation from the Finance Committee and the Parks and Recreation Commission. The new Assistant Town Manager, Eric Heideman, joined the committee in July of 2016.

Remaining Tasks

With the completion of the Wastewater Assets O&M Plan and the development of recommendations for the maintenance of town lands, the PWIC is nearing completion of the committee’s charge from the Board of Selectmen. The committee will present the final report to the Board of Selectmen in early FY 2018.

RECORDS & ARCHIVES MANAGEMENT COMMITTEE

Fiscal 2017 was marked by a high volume of preservation activity thanks to Community Preservation funding, volunteer hours and staff support. From arrangement and description to outreach, we advanced our efforts to preserve and share the wealth of your archives with the public through our website and student engagement. The activities are described below.

Virginia Moore
Chair

Ellen Harde
Pat Louch
Sandy Martinez
Bob Oliphant

Kaari Tari
Town Clerk

Activites

Bob Oliphant worked on the town-owned land deed collection processing and that work is continuing.

Updates

Kathy Deschenes prepared a proposal for addressing the inconsistencies in the Document Management System.

Community Preservation Projects

Planning: Kathy Deschenes continued to process planning board permanent file.

Conservation: Wayne Fernald has joined the project and is processing Conservation files using the same method of arranging material chronologically, eliminating duplicates and scanning permanent files.

A conservation survey of more than 380 volumes was conducted by a conservator from Northeast Document Conservation Center (NEDCC). The findings and recommendations were compiled into a report that is available in the Town Clerk's Office.

Records & Archives Committee members started to review the treatment recommendations of those archives considered to be at risk because of their condition in order to prioritize treatment in preparation for a future grant.

Barbara Murch finished compiling street acceptances and board/committee histories. She has started updating the Town Meeting index and will be adding historical data as time allows

RECYCLING COMMISSION



Alan Bugos
Kristina Erickson
Ellen Harde
Cynthia Peraner
Charles Stark
Barbara Theriault
Susan Lavigne Thomas

The mission of the Recycling Commission is to:

Increase awareness of the financial and environmental impacts of recycling
Provide opportunities for non-curbside recycling
Educate residents on options to reduce, reuse, repurpose, and recycle, and
Implement programs that encourage diversion from the trash.

Westford welcomes Republic Services and adjusts to a new normal

Republic Services started serving the town of Westford with the new fiscal year after our long-term vendor, Integrated Paper Recyclers (IPR), bowed out of the market. In October, Republic Services brought a national call center online to replace their local customer service function. In November, the town transitioned to a new website platform. In December, Westford experienced difficult weather conditions. Each of these events presented their challenges, but the town, the WRC, and Republic Services have forged a strong working relationship over the past year which has ultimately resulted in improved curbside recycling service to Westford residents.



Market conditions dictate that Westford accept greater recycling costs and price variability

IPR left the market at a time when the prices for recycled paper, glass and plastic were quite low. Despite these market conditions, the town had a very competitive bid process which resulted in a final contract with more advantageous terms than the original bids. However, the town did join the majority of municipalities in the Commonwealth who pay a per ton recycling processing fee. Calculated using a formula, the fee captures the commodity prices of the town's recyclables. Republic sells the paper, aluminum, cardboard and plastic that they collect in Westford and the market prices of those sales, be they positive, low or negative (when contamination requires recyclables to be discarded), are passed on to the town. Up until this year, the town's long-term relationship with IPR had sheltered Westford from this price variability. Going forward, when market prices for recycled materials are low, as they were at the end of the fiscal year, the town will pay a relatively high per ton processing fee for recycling. When prices for recycling commodities are high, those margins will be reflected in lower per

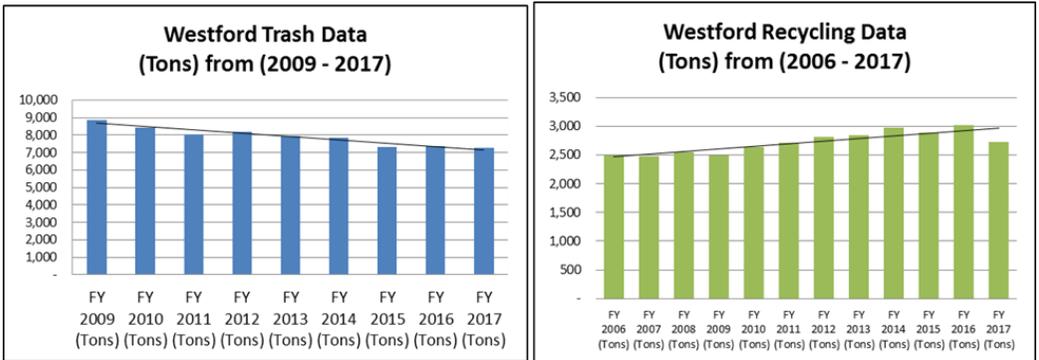
RECYCLING COMMISSION – CONTINUED

ton processing fees for the town. While the town is accustomed to paying a per ton fee for incinerating trash, a per ton fee for processing recycling is a new arrangement for Westford. The Recycling Commission will be analyzing the policy implications of this new pricing structure as the data becomes available. In 2017, the per ton cost to Westford for curbside recycling was still significantly less than the per ton cost of curbside trash removal. Clearly less waste of any kind will result in less money spent by the town.

Data and Statistics

In the FY 2017, Westford trash data show overall decrease of 73.8 tons of trash, hence we had slightly less trash removal than the previous year and tipping fees were reduced by \$5,094. Recycling data show decrease of 300.8 tons of recycling, hence we recycled less than the prior year.

The overall trend in Westford for trash tonnage data shows a reduction in trash generation by residents whereas the recycling data shows a positive trend with a continued increase of recycling activity over the last 12 years. Keep up the great work, Westford!



New Initiatives

- The Commission researched and proposed a “Buy Recycled” Policy for all town departments which is scheduled to be implemented in FY 2018.
- The Commission, with the help of our vendors and town employees, identified the number and location of all recycling pick up locations by type and location: single family homes, apartments, condominium complexes, churches, and town buildings, on both private and public roads, and recommended policy for current and future service.
- The Commission worked with other town bodies to find appropriate placement for our first Ekomat (and some of the first in the nation) produced from recycled plastic film. Residents can see it on the Stone Arch Bridge Trail.

RECYCLING COMMISSION – CONTINUED

Diversions Events

As always, the Commission organized and staffed several events for residents to keep their banned items (such as recyclables, electronics, household hazardous waste and yard waste) out of the trash:

- Household Hazardous Waste Collection, November 5, 2016 which serviced 380 cars.
- Electronics & More collections on September 10, 2016, (48,872 lbs) and May 6, 2017.
- Assisted Highway Department with publicizing brush chipping events on October 15, 2016 (60 yards or 84 tons at \$69 per ton), and April 22, 2017 (60 yards or 84 tons @\$70 per ton) for a total of 168 tons and a diversion savings of \$11,676.

Publicity and Education

To increase awareness of recycling, the Commission:

- Launched a publicity campaign about the change in recycling haulers.
- Used all available media to remind residents that recycling will not be collected in plastic bags and that plastic bags are not recyclable curbside.
- Maintained a comprehensive and current website for the convenience of residents: www.westfordma.gov/recycling.
- Printed and mailed the 2017-2018 Recycling Guide to Westford households.
- Submitted monthly articles for the Town Manager’s newsletter.
- Set up and staffed an education table at the Farmers’ Market July 5, 2016, October 4, 2016, and June 27, 2017. We developed an educational quiz and hosted a drawing for a free recycling toter at the October 2016 market in addition to our usual materials. This effort was so successful we decided to repeat it during the June market with a new quiz and the possibility of winning a free Earth Machine for composting.
- Publicized the availability of curbside leaf collection.

Additional Ongoing Recycling Events and Efforts in FY 2017

- Sold 178 64-gallon wheeled recycling toters.
- Sold and delivered 29 Earth Machines.
- Continued work on kitchen and cafeteria composting programs in the Crisafulli and Blanchard schools.
- Upcycle It, operated under the auspices of Sustainable Westford, diverted 877.5 pounds of packaging from our waste stream which would otherwise be incinerated at a cost to the town and instead generated money for the Westford Public Schools while teaching our youth about the value of recycling.
- “Discover Books” Walk-in Book Recycling Container at Water Department.
- New England Clothes Recycling containers (for both gently used and unusable textiles) at nine locations throughout the town.
- A half dozen community Litter League Green Team clean ups conducted in collaboration with the Highway Department.
- Bulk stickers for the disposal of large items available at Market Basket, Main Street Convenience, Brookside Convenience, Ace Hardware, Nab One Stop and Town Hall.



RECYCLING COMMISSION – CONTINUED

Recycling Commission Revolving Fund, FY17

- Starting balance July 1, 2016 **\$8,640**

<u>Item</u>	<u>Income</u>	<u>Expenses</u>
64 gallon toters (178)	8,870.00	(10,200.00)
Earth Machines (29)	1,305.00	(1,720.00)
Brush collection	440.00	
Hazardous Waste collection	7,530.00	(7,370.00)
N.E. Clothes Recycling	500.00	
RECYCLE stickers		(235.00)
Print and Mail Recycle Guides		(190.00)
TOTALS	18,645.00	(19,715.00)

- Ending balance June 30, 2017 **\$7,570**

Westford Community Composting

In 2015 Sharon Chew founded Westford Community Composting, and together with WA's Environmental Club and Vocational Ed program, established an award-winning student-run composting program at Westford Academy under the auspices of the Agricultural Commission, and in 2016, with Sustainable Westford. The school's kitchen and student fruit and vegetable waste are composted daily on-site, diverting tons of heavy food waste from the incinerator. During the 2016-17 school year, 1.43 tons of food scraps were composted. An additional 1.43 tons of coffee grounds collected from Starbucks were also composted. Over 8 yards of compost was produced, screened, bagged, and sold from that year's yield.

Westford Community Composting also manages school food scrap composting programs. Since 2013 the Blanchard and Crisafulli schools have been diverting their fruit and vegetable scraps for composting at a local farm. During the 2016-17 school year, these schools diverted 1.54 tons of food scraps from incineration.

Other Key Information

The Commission is blessed with several dedicated non-member volunteers. Among other efforts, Kristina Greene, founder of The Greening of Westford, organizes the Electronics and More Collections each year and manages our DEP reporting system. Tanya Carlyle fields recycling questions that come in via the town website and is always available for ad hoc tasks. Elizabeth Sawyer joins the Commission as needed to coordinate and run our bi-annual Hazardous Waste Collections. Denise Seyffert delivers Earth Machines to Westford residents. Sharon Chew provides weekly labor and inspiration for the town's composting efforts in the schools. Gerry DiBello reviews and updates the "Recycling A to Z" section of our website in addition to his Ucycle It responsibilities. Finally, Gwen Orford joined the Commission as a volunteer in FY 2016 spearheading the formulation of the town's "Buy Recycled" program which is scheduled to be implemented in FY2017. Thank you all for your service.

The Westford Recycling Commission meets the second Thursday of each month from 7 to 9 p.m. at the Town Hall while the Roudenbush Community Center is being renovated. The agenda is posted in advance on the town website and all residents are welcome.

WESTFORD SCHOLARSHIP AND GRANT COMMITTEE

Mission Statement, Approved July 15, 2015

To provide educational financial aid to deserving Westford residents and provide supplemental educational funding for local educational needs and for existing adult literacy programs.

The SAG is appointed by the Board of Selectmen pursuant to the provisions of Massachusetts General Laws, Chapter 60, Section 3C. The SAG Committee oversees the Scholarship Fund and the Arts and Technology Fund, both funded by taxpayer donations to provide funding for these scholarships and grants.

Rich Hendl
Chair

Kalpesh Sheth
Secretary

Bill Cruikshank
Patty DiStefano

Andrea Mejia
Jon Myerov
Janet Tortora

Dan O'Donnell
Finance Director



The Past Year

For the year of 2016/2017, the Scholarship and Grant Committee focused on two initiatives. First, was to raise awareness of the Scholarship Fund and the Arts & Technology Fund to the citizens of Westford and to the Westford Public Schools. As stated in the above mission statement, the committee strived to make sure that every citizen of Westford had an opportunity to benefit from the funds.

The second initiative was to determine the resources available to the committee to inform potential donors of the Scholarship Fund and the Arts & Technology Fund. The committee cannot solicit donors and can only make the public aware that the Scholarship Fund and the Arts & Technology Fund exist, how to donate and the mission of the funds. The committee leveraged several of the town's resources to raise awareness including clarifying the donation instructions on the back of the real estate tax forms to better inform the community, and updating the town's website and the Town Manager's newsletter of the impact that the scholarship and grant awards had on the town.

Scholarship Award

The committee did not award a scholarship due to a lack of qualified candidates. The committee determined that the committee will need to increase its communication with the town to ensure enough qualified candidates apply for the award. The committee is also considering updating the qualifications of those who are interested in applying.

Grant Awards

The committee awarded one grant. The grant was awarded to Melissa McDonald and awarded Edward Hardy for their grant titled, "Bridging the Gap Between Fine and Digital Arts" in the amount of \$1,400. The grant educated students in providing them with the experience of using traditional mediums and the latest technology in creating art.

SCHOLARSHIP AND GRANT COMMITTEE – CONTINUED

For the remainder of the year the committee revisited the processes and applications to make improvements for the coming year. The committee is looking forward to continuing to award additional scholarships and grants for the new year while greatly increasing the awareness of the scholarship and grant funds.

Website: www.westfordma.gov/764/Scholarship-Grant-Committee

Email: SAG@westfordma.gov

SEALER OF WEIGHTS & MEASURES

Eric Heideman
Assistant Town Manager

The sealer enforces the laws related to accuracy and integrity of scales and measuring devices used in commerce. The town is required to test and certify (seal) all commercial weighing and measuring devices annually. The town is also required to test and certify electronic automated checkout systems at least once every two years. The sealer inspects devices such as gas pumps, price scanners, and delicatessen scales to ensure that the equipment is calibrated properly. The inspections are conducted annually by the state’s Division of Standards under a contract for a fixed fee administered by the Town Manager’s office. The town collects revenue for each inspection to offset the cost of providing this service.

The town has worked closely with the Division of Standards to identify businesses to add to the inspection list each year. Since the Division of Standards conducts inspections on a calendar year basis, the information presented in this report represents calendar year 2016 inspections. The total revenue received in fiscal year 2017 for the fees assessed for the calendar year 2016 inspections was \$6,900.

Calendar Year 2016 Inspection Activity

The table below represents all of the annual inspections that were conducted by the sealer during calendar year 2016. The sealer conducted inspections at approximately 42 businesses and two schools in Westford for a total of 240 inspections. Electronic checkout inspections occur every other year and 2016 was a year with an inspection, totaling 123 checkout inspections.

	Type of Inspection	Number of Inspections Completed
Inspections of Scales	over 10,000 lbs	3
	5,000-10,000 lbs	1
	1,000 - 4,999 lbs	0
	100-999 lbs	6
	10-99 lbs	103
	less than 10 lbs	0
	Weights (all types)	113
Inspections of Measuring Devices	Gasoline Meters	123
	Vehicle Tank Pump	4
	Bulk Storage	0
	Taxi Meters/ Odometers	0
	Fabric Measures	0
	Cordage Measures	0
	Linear Measures (yard sticks)	0
Misc.	Reverse Vending (bottle return)	0
Electronic Checkouts	less than 4 units	2
	4 but not more than 11 units	4
	more than 11 units	1

WESTFORD PUBLIC SCHOOLS

As of October 1, 2016 Westford enrolled 5,131 students from Pre-Kindergarten through Grade 12. In attempting to project enrollments for future school years, it is important

Everett V. Olsen, Jr.
Superintendent of Schools

to analyze the variables of births within Westford, in-migrations/out-migrations, local and regional economic strength, and residential development. Interestingly, the number of annual births in Westford has declined from nearly 300 per year in the early 2000's to a range of 150-170 in the last several years; however, our enrollment has not experienced a precipitous decline. This appears to be due to the large number of families with school-age children who move into new or existing housing because of the excellent reputation of the school system. It is important to note that we are expecting the construction of over 600 residential housing units over the next three years. These units will consist of apartments, condominiums, and individual homes and will result in an enrollment increase to the school system.

Westford Public Schools continues to receive recognition and accolades locally and nationally. In addition to the high national ranking received last year from Stanford University's School of Education and Newsweek, Niche.com has also recognized the quality of Westford's school system. Niche.com is a data analysis firm in Pittsburgh, PA that ranks school systems and communities across the nation. It ranked Westford Public Schools as the 4th best school system in Massachusetts and the 29th best school system in the entire nation. These accomplishments are a testament to the hard work of our staff and students and the continued support of the entire community.

Westford students continue to demonstrate high academic achievement on state and national assessments. Student performance on the Massachusetts Comprehensive Assessment System (MCAS) and Partnership for Assessment of Readiness for College and Careers (PARCC) is at or near the top of all communities in Massachusetts. Upon graduation, students are accepted into the finest colleges and universities throughout the nation.

On the opening day of the school year, Superintendent Everett Olsen and Assistant Superintendent Dr. Kerry Clery met with the entire staff to welcome them to a new and exciting year. The professional development theme for the school year focused on the social/emotional well-being of students. To underscore the importance of the social/emotional well-being of students, internationally renowned author and lecturer Dr. Robert Brooks provided the keynote address entitled, "The Power of Mindsets: Nurturing Motivation and Resilience in Students." It was an inspirational, motivational presentation that was enjoyed by the entire staff.

During the school year two very important committees were convened. The Classroom of the Future Committee met throughout the year to discuss how curriculum and instruction will need to be altered such that students will develop a higher level of creative, innovative thought process. To the end, Superintendent Olsen and Dr. Clery met with the middle school principals, Dr. Chew and Mr. Hislop, with a plan to pilot a Project Based Learning team at the Stony Brook School in the 2017-2018 school year.

Additionally, a Cultural Awareness Committee was established. This committee will allow Westford Public Schools to more thoroughly understand and value the traditions and customs of Westford's increasingly diverse population. It is anticipated that this will be a standing committee that will continue to meet throughout future school years.

WESTFORD PUBLIC SCHOOLS – CONTINUED

The accomplishments of students and staff in classrooms, athletic fields, and fine and performing arts have been exemplary. The support provided to Westford’s excellent school system by the School Committee, Board of Selectmen, Finance Committee, town administrators, parents, and the entire community continues to be invaluable. The collective goal is to provide the highest quality education to all students so that they will continue to be well prepared for their future in an increasingly competitive world.

Everett V. Olsen, Jr., Superintendent	978-692-5560	X 2103
<i>Nina Mangan, Administrative Assistant to the Superintendent</i>		X 2102
Kerry Clery, Assistant Superintendent of Curriculum & Instruction		X2105
<i>Maureen Townsend, Curriculum Administrative Assistant</i>		X 2104
Kathleen Auth, Director of School Finance		X2106
<i>Nancy Hill, School Finance Administrative Assistant</i>		X 2100
Courtney Moran, Director of Pupil Services		X2112
<i>Susan Ehasz, Administrative Assistant</i>		X2111
<i>Dorothy Wagner, Administrative Assistant</i>		X 2113
JoEllen Baird, Director of Student Information		X 2124

PRINCIPALS

James Antonelli	Westford Academy	692-5570
Christopher Chew	Stony Brook	692-2708
<i>Richard McElhinney</i>	<i>Assistant Principal</i>	
Tim Hislop	Blanchard Middle School	692-5582
<i>Carolyn Jerzylo</i>	<i>Acting Assistant Principal</i>	
Kevin Regan	Norman E. Day School (3-5)	692-5591
<i>Chris Louis Sardella</i>	<i>Assistant Principal</i>	
Donna Pobuk	Rita Miller School (K-2)	392-4476
<i>Chris Louis Sardella</i>	<i>Assistant Principal</i>	
Kathleen Huntley	Abbot School (3-5)	692-5582
<i>Scott Middlemiss</i>	<i>Assistant Principal</i>	
Susan DuBois	Nabnasset School (K-2)	692-5583
<i>Scott Middlemiss</i>	<i>Assistant Principal</i>	
Sharon Kennelly	Crisafulli School (3-5)	392-4483
<i>Michelle Kane</i>	<i>Assistant Principal</i>	
Kevin LaCoste	Robinson School (K-2)	692-5586
<i>Michelle Kane</i>	<i>Assistant Principal</i>	
Courtney Moran	Millennium (Pre-School)	692-5560

WESTFORD PUBLIC SCHOOLS – CONTINUED

SCHOOL COMMITTEE

Arthur Benoit, Chair	26 Country Road	Term Expires 2019
Terry Ryan , Vice Chair	6 Carriage Way	Term Expires 2018
Erika Kohl, Secretary	4 Francis Hill Road	Term Expires 2017
Avery Adam	87 Providence Road	Term Expires 2018
Tom Clay	7 Ward Hill Road	Term Expires 2019
David Keele	8 Boston Road	Term Expires 2017
Chris Sanders	6 Koala Bear Lane	Term Expires 2018

School Committee website: www.westfordk12.us/sc

School Committee meetings are generally held every other Monday evening at 7:30, unless otherwise indicated or rescheduled. All meetings are posted through the Town Clerk's Office.

FY17 Enrollment

As of 10/01/2016

	MLN	NAB	ROB	MLR	ABB	DAY	CRIS	STBRK	BMS	WA	TOTAL
Pre-Sch	126										126
PDD K-2		10									10
K		87	74	95							256
PRE-1		8	17	10							35
1		131	88	109							328
2		125	92	121							338
3					115	104	100				319
4					118	124	115				357
5					124	129	121				374
6								256	191		447
7								185	214		399
8								253	209		462
9										429	429
10										456	456
11										393	393
12										398	398
UNG										4	4
TOTALS	126	361	271	335	357	357	336	694	614	1680	5131

WESTFORD PUBLIC SCHOOLS – CONTINUED

STUDENT SUPPORT SERVICES

Courtney L. Moran
Director of Public Services

Westford Public Schools offers a wide range of Student Support Services. We are fortunate to have talented and dedicated general and special education staff members who continuously strive to improve practices in educating diverse learners. All students have the right to be educated in their neighborhood school and side-by-side to their age appropriate peers.

According to Department of Elementary and Secondary Education October 1, 2016 Report, Westford Public Schools supports 701 students with differing abilities. This number represents a moment in time, as students are continuously evaluated throughout the year for both eligibility and placement. A continuum of services focusing on inclusion is provided. By responsibly including students with their peers, academic, behavior and social development is fostered. Depending on eligibility criteria, students may receive a variety of services, including specific academic instruction, behavior management, speech and language therapy, occupational therapy, physical therapy, social skills, specialized vision and hearing training, assistive technology, and adaptive physical education.

Of the 701 students, 41 are placed in private special education day schools, collaborative classrooms or residential school placements.

With financial assistance from the Department of Elementary and Secondary Education, the Special Education, Program Improvement Grant (274) funded high-quality professional development. Training activities continue to focus on compliance with 603 CMR 46.04(1), Physical Restraints. The District has chosen Safety Care for a crisis prevention program. To date, 10 staff members have been trained as trainers and over 60 employees as specialists. The training program is meant to prevent behavioral escalations, reverse the momentum and intensity associated with crisis level behaviors, and decrease the future likelihood of behavioral crisis.

Funding Source	Federal/ State	FY13	FY14	FY15	FY16	FY17
Grant 262	State	\$19,453	\$18,244	\$19,364	\$19,350	\$19,916
Grant 274	State	\$39,242	\$22,614	\$42,069	\$41,069	\$27,000
Grant 240	Federal	\$937,768	\$900,568	\$907,342	\$904,574	\$949,110

WESTFORD PUBLIC SCHOOLS – CONTINUED

FACILITIES AND OPERATIONS

Kathleen Auth
Director of School Finances

The School Department was again very busy with facilities projects both large and small during the 2016 – 2017 fiscal year. Many of the activities in the summer months cover regular preventive maintenance activities for the structural components of the school buildings, including elevators, boilers, heating and cooling systems, air exchangers, and kitchen equipment. The floors in all of the school buildings are stripped and new finishes are applied each year, and the custodial crews work very hard during the summer months and throughout the year to ensure that the buildings shine.

The School Department's capital appropriation for FY 2017 included funds to purchase a maintenance vehicle with snow plow attachments, used daily by our maintenance staff and essential to the snow-clearing activities for school properties during the winter season. We also completed Phase 2 of the district's security camera project, with the installation of interior and exterior cameras at all six elementary schools and the Millennium building.

Funds in the operating budget cover the recurring maintenance needs of the school buildings and grounds. Driveway cracks and holes were repaired on all school properties. Crumbling concrete berms at Nabnasset were replaced with asphalt, and necessary repairs were made to the concrete at the entrance of Westford Academy. One of the more significant painting jobs that was undertaken was to paint all of the ceilings at the Day School, which are now white and bright, creating a noticeable improvement in the interior environment there. The Day School's cafeteria and gym were also painted, as was the gym at Abbot. Carpeting and flooring replacements are required each year and prioritized based on age and condition, with the Westford Academy guidance suite, a classroom suite at Robinson and the Nabnasset library being three of the larger areas that were addressed this year.

Operating funds are also used for strategic improvements and equipment replacements outside of the capital appropriation when necessary. Examples of some of this type of work include renovating two existing restrooms at the Day School to make them handicap accessible. The Robinson School and Westford Academy were upgraded with new energy efficient hot water heaters. Repairs were required to the pneumatic controls of Blanchard's HVAC system in preparation for the upgrade to the energy management system that is planned for FY18 using Green Community Grant funds. Several of the schools also received new ride-on floor machines that allow our custodial staff to clean large areas more effectively.

We continued our collaboration with the Massachusetts School Building Authority (MSBA) and submitted a Statement of Interest to their 2017 Accelerated Repair Program for a grant that will partially fund the replacement of the Abbot roof in the near future. Our application was accepted in late spring, and we look forward to working with the MSBA once again on this important facility need.

We would like to recognize the hard work of our custodial and maintenance staff, and commend them for a job well done. The School Department is grateful for the continued support of Westford's voters, board members, committee members, and other town departments.

WESTFORD PUBLIC SCHOOLS—CONTINUED

CURRICULUM & INSTRUCTION

Kerry Clery, Ed.D.
*Assistant Superintendent
Curriculum & Instruction*

As the Assistant Superintendent of Curriculum and Instruction in the Westford Public Schools, it is a true pleasure working with such dedicated staff, respectful children, and supportive community. I feel privileged to be part of the Westford Public Schools and community.

This year at the elementary level we completed our roll-out of the new math and science curricula that were adopted. Last school year we implemented the new math program in grades K-2 and science was incorporated into grades 3-5. This year, we completed the K-5 implementation by putting the science program in grades K-2 and the math in grades 3-5. The underlying focus of these two curricula is critical thinking and problem-solving, two common themes that we are addressing throughout the district.

In grades 6-12, we began a partnership with Challenge Success, a team out of Stanford University that partners with schools to help identify some of the challenges students face in this fast-paced, high-pressure culture that, at times, conflicts with what we know about child development and effective education. This year we administered a research-based survey, called the Stanford Survey of Adolescent School Experience, to our grades 6-12 students to solicit feedback on their perspectives regarding homework, extracurricular activities, sleep, physical health, stress, parent expectations, academic engagement, academic integrity, and teacher support. The survey yielded valuable school-specific results, which we analyzed and will use as our school-based Challenge Success teams develop roadmaps on how to optimize students' ability to learn during the upcoming school year.

Westford Public Schools has made great strides in our digital learning initiative. This year we began the implementation of our One-to-World program, providing each freshman student a Chromebook. Each of the 421 freshmen was offered a device. Of those students, only 12 students "opted out" and brought their own device. The remaining 409 students took advantage of our Chromebook program. Having constant access to a device helps our students and teachers maximize the learning process, both in school and out. Our focus is on increasing student engagement by making the learning more authentic and relevant for students. The One-to-World initiative is one step in that direction. I would like to acknowledge Superintendent Olsen for his leadership around technology and innovation; Julie Baudreau, the Director of Digital Learning, for coordinating and leading the implementation of this program; James Antonelli, the Westford Academy principal, for his enthusiasm and direction around digital learning; Mike Wells, own Technology Director, for the guidance and assistance to build an infrastructure that properly support the initiative; Gail Anselmetti, the lead IT technician, for being in the trenches and preparing the devices for distribution, and the many other staff members who worked tirelessly to make our first year of One-to-World a success.

This spring our students in grades 3-8 took a revised version of Massachusetts' standardized test, the Next Generation MCAS. All five schools had at least one grade level administer the test online to students and three out of the five schools administered the test online at all grade levels. In the 2017-2018 all Next Generation MCAS tests will be administered to students in grades 3-8 online. We look forward to reviewing the 2017 results once they are released by the State.

WESTFORD PUBLIC SCHOOLS – CONTINUED

SCHOOL HEALTH SERVICES

Joan Mitchell, BS, RN, MED
School Nurse Leader

The number of students with special health care needs has increased over the past decade. Students are coming to school with increasingly complex medical problems, technically intricate medical equipment, and complicated treatments. (Robert Wood Johnson Foundation, 2010)

Role of the School Nurse: School nursing, a specialized practice of public health nursing, protects and promotes student health, facilitates normal development, and advances academic success. School nurses, grounded in ethical and evidence-based practice, are the leaders who bridge health care education, provide care coordination, advocate for quality student-centered care, and collaborate to design systems that allow individuals and communities to develop their full potential. (NASN June 2016)

Clinic visits as of May 30, 2017

<u>Description</u>	<u>Quantity</u>	<u>Percentage</u>
Return to class	25,030	
Dismissed due to illness	1679	6%
Dismissed due to injury	93	1%
Other	389	
Total	27,191	

The following is a partial list of students' physical/developmental conditions as gathered from emergency cards completed by parents during the 2015-2016 school year:

<u>Category</u>	<u>Total Students</u>	
	2016	2017
ADHD/ADD	300	296
Depression	218	183
Allergies:		
Food allergies	415	412
Bee sting allergies	27	29
Latex allergies	11	11
Asthma	609	550
Cardiac conditions	28	17
Diabetes Type I	20	21
Migraine headaches	30	32
Seizure Disorder	23	30

WESTFORD PUBLIC SCHOOLS – CONTINUED

<u>Screenings Conducted</u>	<u>Total Students</u>	<u>Grades Tested</u>
Hearing	2127	K-3, 7, 10
BMI	1757	1, 4, 7, 10
Oral Health*	299	1-6
Postural	2106	5-9
Vision	2872	K- 5, 7, 10

*in collaboration with Westford Board of Health

Total number of students: 5163

Total number of staff: 827

Epi-pen Administration: 4

911 calls and transport to ER: 21 (4 for staff)

School nurses responsibilities include:

- first aid, illness assessment, mental/behavioral health support
- collaboration with guidance counselors for the social/emotional needs of students
- individual/classroom health education (i.e. depression/anxiety, sun safety, bullying, hand-washing, diversity, health and hygiene)
- immunization verification
- medication administration
- update and maintenance of school health records
- health education for students, staff, and parents
- management of individual health care plans and emergency plans
- health screening and referrals for health care and health insurance

Staffing

Each school has a school nurse and Westford Academy has two nurses.

Ongoing Projects in Schools

- **Project Interface**-referral source for students with mental health issues-7/1/2016-5/30/2017- 94 cases in the town of Westford
- Works closely with Olympia Sports, Masons, St. Vincent de Paul to provide clothing, food, heat, financial assistance and mental health resources
- All nurses trained to use Narcan in the event of a heroin overdose
- Mental Health Collaborative-small study groups about mental health
- Epi-pen training for all staff at all schools
- Medical updates as needed
- Diabetic care as needed-hourly, daily
- Vigilant lice screenings with constant communication with staff and parents
- Back pack awareness presentation
- Human growth and development presentation
- CPR/AED and First Aid classes for all the nurses
- SOS-Signs of Suicide presentation and questionnaire to 7th grade students at Stony Brook and Blanchard Middle Schools-parents called as needed

WESTFORD PUBLIC SCHOOLS – CONTINUED

- The Day School program WOW (Walking Outside for Wellness), a walking program for students during recess
- Water and pool safety presentation
- Continuous asthma education
- Girls on the Run- 12 week team building activities which ended with each girl participating in a 5K race

School nurses work closely with the Westford Board of Health and the staff of Pediatrics West to provide quality health services for students, staff, and families in Westford.

GRADES K-2 ELEMENTARY SCHOOLS

District-wide

Race for Education

On November 23rd, each of our school communities came together to participate in the first “Race for Education.” The funds raised during this event are being used to support technology (e.g., Chromebooks, iPads), enrichment programs, field trips, Book Room Books (leveled library) and special events.

On this brisk, fall morning, students and staff members walked around a designated area and had the opportunity to participate in other fun activities such as hula hooping, dancing, and resting as family members cheered them on. As school communities, we “raced” to celebrate our efforts towards the funds we raised for our school and to show how appreciative we were to belong to a supportive community. We had a terrific day!

Professional Development

The staff from all Grades K-2 buildings participated in professional development workshops throughout the year that addressed the new science standards and science units. The teachers worked with representatives from TCI and Elaine Santelmann, K-5 Science and Social Studies Curriculum Coordinator, to learn about the written and online components of the program, as well as to work on lessons to enhance the science experiences for the students.

ALICE

In the fall, each Grades K-2 school conducted safety drills following the district’s ALICE protocols. Students followed their regular schedules during the morning until a staff member announced the beginning of the safety drill over the intercom. The practice consisted of following three scripted scenarios. Staff and students reacted as if it were a real event. Following each scenario, the teachers, administration, and other school staff took the time to debrief with the students. During these debrief sessions, school staff reiterated that the most important job for students during these types of scenarios is to listen to the adults in the classroom. By doing so, the students will help ensure that the adults are able to make the best decisions to keep everyone safe.

In the spring, each school conducted a second safety drill following our ALICE protocol. Staff and students reacted to an unscripted scenario by determining the appropriate action to take based upon their location and the announced location of the intruder. Following this drill, students and staff gathered as a school community in the gym, and met with Detective Pavao, Officer Holmes, and Detective Nikoletti. The police officers were very happy with what they observed and commended the students and staff for their immediate and safe action.

All in all, these practice drills of our safety protocol went well, and we all utilized it as an important learning experience. We are proud of our students and staff for practicing this necessary drill, for holding important safety discussions, and for understanding the important role they all play in keeping our school community safe and secure.

Kevin LaCoste
Principal, Col. John Robinson School

Michelle Kane
Asst. Principal, Col. John Robinson School

Donna Pobuk
Principal, Rita Edwards Miller School

Chris-Louis Sardella
Asst. Principal, Rita Edwards Miller School

Susan DuBois
Principal, Nabnasset School

Scott Middlemiss
Asst. Principal, Nabnasset School

GRADES K-2 ELEMENTARY SCHOOLS—CONTINUED

Move-Up Day

On June 20, 2017, the last full day of the school year, elementary school students across the district participated in a “Move-Up Day” event. In the morning, second graders transitioning to third grade and to a new school and participated in special transition activities at their new school for the 2017-2018 school year. They met students with whom they have exchanged a number of “pen pal” letters, toured the building, and even enjoyed a “practice” recess and lunch block. Later on that morning, the second graders “moved up” to their third grade classroom, and met their new teacher and classmates.

Later on that afternoon, students in kindergarten, Grade 1, Grade 3, and Grade 4 participated in their own “Move-Up Day” event. Similar to the Grade 2 students, these students “moved up” to their new classroom, and met their new teacher and classmates. During this time, the students were provided the opportunity to ask questions and to gain an understanding about the grade level in which they will be entering next year, including a brief overview of grade-level expectations, the classroom routines, and about some of the fun activities in which he/she will participate next year.

The goal of “Move-Up Day” is to provide students the opportunity to “put a face to the name” of their new teacher. That way, the new teacher will be a recognizable face when he/she returns to school in August. Overall, “Move-Up Day” was a fun and positive experience for our students.

MILLER SCHOOL

Miller & Day Halloween Party

In October the sister schools held the second annual Miller & Day Halloween Party. This is fun way to unite the two school communities while providing fun activities for children across grades K-5. There was games and dancing. Due to the high attendance the event was held at Stony Brook Middle School.

Author Visit

During our monthly Miller Town Meeting, Mark Bowers, father of first grade students Henry and Oliver, shared his new book *Sulley the Squirrel Explores Boston* with the children. This unique story combines history, geography and current events.

Chinese New Year Celebration

In January Miller parents organized a beautiful Chinese New Year Celebration for our school community. Over 200 people were in attendance and enjoyed traditional dance and music, an overview of the history of Chinese New Year as well as traditional food. It was a fantastic event and will soon be available to view on Westford CAT.

Miller Movie Nights

This year we held two very successful movie nights. Children gathered in the gym in their PJ’s and sleeping bags to watch movies, eat popcorn and have fun. Proceeds from these events support the wonderful Arts & Education programs offered at the Miller School. This year students enjoyed the following events:

Kindergarten: Rhythm Kids

Grade One: Sleeping Beauty by the Tanglewood Marionettes

Grade Two: A Day in Ghana

All School Performance: Bubbleology

GRADES K-2 ELEMENTARY SCHOOLS—CONTINUED

Dance for A Cause

Each year students and staff select a worthy cause to raise money to support. This year over \$700 was given to the Cystic Fibrosis Foundation.

Principals for the Morning

Second graders had the opportunity to be a principal for the morning. Any second grader interested in this opportunity is asked to write a letter to the principal. During our Town Meeting, three students are randomly chosen. While principal for the morning, students read the morning announcements, select a special song for the day, visit classrooms and enjoy a special snack with the principal.

Sweetheart Dance

We held our first annual formal Sweetheart Dance in February. Children were encouraged to invite a special someone and it was wonderful to see parents and children dancing together in their formal attire. The dance was such fun. We had a photo booth with costumes, middle school students volunteered to teach dance steps and show off their moves and volunteers transformed the cafeteria into a beautiful dance hall.

Miller Courtyard & the Bird Watching Program

Ms. Taylor, our library/media specialist, partnered with members of the Westford Conservation Trust to offer a bird watching program at the Miller School. Second graders attended a presentation to learn about bird identification and the importance of monitoring this species. This wonderful program complements the work that parent volunteers have done to spruce up the Miller School Courtyard. We now have three raised vegetable beds to provide fresh produce to the cafeteria, a beautiful community perennial garden and a sensory garden.

Community Field Day

This year Miller School held its first full day whole school Field Day. Mrs. Hannaford, our new PE/Wellness teacher, organized and planned this fun event. The selected theme was the ocean and there were many stations and activities for children to enjoy. This provided a great way to celebrate the end of the school year.

Teacher Book Study Group

Seventeen staff members read and discussed the book *The Behavior Code* by Jessica Minahan. This book provides a practical approach to help teachers to understand and support student behavior. The book study group was offered completely online to encourage wider participation.

NABNASSET SCHOOL

Dot Day

On Thursday, September 15th, the Nabnasset School participated in "International Dot Day," which celebrates the beautiful picture book, *The Dot* by Peter Reynolds. Students wore dot-themed clothing to school on this special day, and explored the story's powerful themes of bravery, creativity, and self-expression. Students and staff participated in activities and events throughout the school day that were as silly, creative, and unforgettable as the now classic book. During the "Dot Day" assembly, the Nabnasset students received a special, personal video message from Peter Reynolds himself.

GRADES K-2 ELEMENTARY SCHOOLS—CONTINUED

Harlem Wizards Fundraiser

On September 17, 2016, staff members from both the Nabnasset and Abbot Schools played a fun-filled and exciting basketball game against “The World Famous Harlem Wizards.” The Westford Academy gymnasium was filled with smiling Nabnasset and Abbot students, families, and community members, who all enjoyed the “tricks, hoops, and alley oops” performed by the Wizards, and laughed along with staff members who tried real hard to keep up. This amazing fundraising event raised spirits and over \$3,000 in honor of Matthew Roberge.

Author Visit

In honor of American Education Week in November 2016, we welcomed popular children’s author Renata Bowers. During assemblies and classroom visits, Mrs. Bowers shared her Frieda B. book series. She reminded the students to dream big and bold, that they are “free to be unique” and “have important stories to tell.”

The Great Kindness Challenge

This year’s Field Day theme is “I choose kindness, what’s your superpower?” In order to prepare for this special day, Nabnasset students participated in The Great Kindness Challenge from January 22 through February 18th by performing as many acts of kindness as possible during that time. Students were given a “Kindness Calendar” and were encouraged to perform a special act of kindness each day. At the end of each week, any student who performed at least one act of kindness received a personalized “heart,” which was used to form a giant rainbow that was displayed on a beautiful “Great Kindness Challenge” bulletin board outside the gym.

Nabnasset-Abbot Family Literacy Night

For the second year in a row, the Nabnasset and Abbot School communities came together for a sister school Family Literacy Night. This year, the event took place on March 2, 2017 at the Abbot School. Tying in a key component of each school’s code of conduct and kindness education, staff, students, and families all read the book, *Granny Torrelli Makes Soup*, throughout February in preparation for the Family Literacy Night. In this story by Newbery Medal winner Sharon Creech, a wise Italian grandmother imparts life advice (and cooking lessons) to her 12-year-old granddaughter, Rosie. Rosie’s story unfolds as she and Granny make and eat zuppa, and Granny Torrelli tells parallel stories from her own childhood to help Rosie with her current predicament.

Research has proven that reading aloud for as little as ten minutes a day stimulates children’s imagination, lengthens their attention span, and enhances language skills. By sharing reading with a child, the reader helps to foster a lifelong love of books and literature. All of our students enjoyed being read to (even those in the upper grades), and enjoyed taking part in the reading. All of our families benefitted from time together experiencing the magic and power of a good book.

At the Family Literacy Night, Nabnasset and Abbot staff members facilitated small book discussion groups in an effort to share different thoughts, ideas, and perspectives of the story. Over 100 participants also enjoyed a variety of culminating activities. It was wonderful to have hundreds of families from both schools attend this special night celebrating reading and discussing a beautiful book with a special message about the importance of family and friends.

GRADES K-2 ELEMENTARY SCHOOLS—CONTINUED

ROBINSON SCHOOL

The Robinson Staff participated in Responsive Classroom Morning Meeting training this year. Through a series of one hour presentations, the staff read *The Morning Meeting Book* by Roxann Kriete. Following each meeting, staff implemented this new approach to morning meetings, reflected on this experience and shared with staff. The overall experience has brought a much more connected classroom and school experience for our staff and students.

On January 25th, four teachers at the Robinson School hosted six teachers from the Crisafulli School to observe guided math in action. Prior to the classroom observations all staff members were given time to discuss the observation's intent and purpose. All Crisafulli teachers had the experience of visiting two guided math classrooms for a half hour each. Following the observations all teachers gathered again to answer questions and provide insight into this model of teaching math. This was a highly successful professional development for the two buildings which resulted in more Crisafulli teachers teaching guided math as well as a Day School staff members observing a Crisafulli teacher teaching guided math.

As a school-wide presentation we enjoyed a program titled "Bubbleology." The presentation was interactive and provided students with information about the science behind bubble-making. The presenter was knowledgeable, funny, and engaging. A student volunteer was invited on stage where she was able to be viewed inside a bubble. The audience was in awe and left the presentation with an eagerness to make bubbles.

GRADES 3-5 ELEMENTARY SCHOOLS

District-wide

Race for Education

On November 23rd, each of our school communities came together to participate in the first “Race for Education.” The funds raised during this event are being used to support technology (e.g., Chromebooks, iPads), enrichment programs, field trips, Book Room Books (leveled library) and special events.

On this brisk, fall morning, students and staff members walked around a designated area and had the opportunity to participate in other fun activities such as hula hooping, dancing, and resting as family members cheered them on. As school communities, we “raced” to celebrate our efforts towards the funds we raised for our school and to show how appreciative we were to belong to a supportive community. We had a terrific day!

Professional Development

The Grades 3-5 teachers implemented the revised Math 4.0 Program. Teachers and support staff attended a professional development day in January where they were led by Dr. Nikki Newton.

K-5 Math Curriculum Coordinator Mary O’Gorman facilitated a Guided Math Study Group in each building focused on Dr. Niki Newton’s book *Guided Math in Action*. This small group instruction model allows teachers to meet with all children for targeted instruction. In addition, this model allows students ample opportunities for enrichment math when specific skills are strong, and for supports when remediation or additional practice is needed.

During the professional development sessions, teachers discussed how to integrate guided math instruction with the Everyday Mathematics curriculum. Teachers also learned how to set up their classroom with meaningful center activities, analyze assessments to form guided math groups, and provide robust instruction in key mathematical strategies.

ALICE

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Sharon Kennelly
Principal, John A. Crisafulli School

Michelle Kane
Asst. Principal, John A. Crisafulli School

Kevin Regan
Principal, Normal E. Day School

Chris-Louis Sardella
Asst. Principal, Norman E. Day School

Kathy Huntley
Principal, Abbot School

Scott Middlemiss
Asst. Principal, Abbot School

GRADES 3-5 ELEMENTARY SCHOOLS – CONTINUED

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GRADES 3-5 ELEMENTARY SCHOOLS – CONTINUED

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The Abbot School "Gives Back"

The Abbot School Stores features a "Compassion Corner" each month. When students visit the School Store, they donate their change from a purchase or, sometimes, donate money in lieu of purchasing an item. The donations collected are then giving to various charities and causes. This year, Abbot School students donated to the Westford Museum, the Westford Food Pantry, the Lowell Humane Society, birthday gifts for homeless children, funding for the Matt Davidopoulos Service Dog, and to other community-based organizations.

The January "Pennies for Patients" drive at the Abbot School raised almost \$2000 for the Leukemia and Lymphoma Society.

CRISAFULLI SCHOOL

The Crisafulli School began with students creating their "PAWS" by imprinting their fingerprint and signing their name to follow our social competency program. We continued with a positive theme during one of our monthly community meetings by creating a "Kindness Rocks" garden. At our school meeting, we read the book *The Invisible Boy* by Trudy Ludwig. Following this meeting each member of the Crisafulli School received a paper rock where a message was written on how we could spread kindness throughout our community.

GRADES 3-5 ELEMENTARY SCHOOLS – CONTINUED

In May, both the Robinson and Crisafulli Schools came together for the first Robifulli PTO Family Fest. This evening consisted of welcoming families to participate in games, crafts, cake and prize walks all while having the chance to enter in a variety of silent auction prizes.

By far, one of the biggest highlights of our year was the Hero Art visit by Rob Surette. This performance instilled the values of making good choices and believing in yourself. The students watched Rob create portraits of people who have had a positive impact on others, such as Martin Luther King, Jr., Mother Theresa, Abe Lincoln and Albert Einstein.

DAY SCHOOL

Inspired2Educate

In September, mathematics interventionist Marjorie Masse was recognized by the national Inspired2Educate program for her essay about the educator who inspired her to become a teacher. At the ceremony, Masse read her award-winning essay and spoke to the student body about the power of perseverance and finding hope even in the face of big challenges.

Kind-hearted Superheroes

The theme for PE and wellness classes this year was kind-hearted superheroes. Physical Education and Wellness teacher Erin Claycomb provided challenges for students to solve involving acts of kindness. In February, the Day School welcomed Kate Middlemiss from the Joseph Middlemiss Big Heart Foundation. Kate led an amazing motivational assembly sharing the powerful idea that even small acts of kindness can make big impacts in the world. The foundation donated books with themes of kindness to the Day School library. At the end of the assembly, Kate surprised Mr. Regan with a buddy bench donated to the school playground in his honor. The theme of kind-hearted superheroes culminated in our annual field day events in June.

Special Olympics Fundraiser

Each year, the Day School student senators choose a charitable organization to support. After careful research and consideration, the students ultimately chose the Special Olympics foundation. Under the leadership of physical education teacher Erin Claycomb, the senate organized Olympic-style events as team sports for each class at the Day School. Students contributed money to participate in events such as volleyball, running, water relays, and even hula hoop contests. Many parent volunteers and staff helped to support the events on the day of our fundraiser. At the end of the event, classes were awarded medals for their team participation. The Day School raised over \$1,400 for Special Olympics of Massachusetts.

Retirement of Kevin Regan

Day School Principal Kevin Regan retired in June of 2017 after a long career in education for the town of Westford. Principal Regan began his career as a physical education teacher before becoming an administrator at the Cameron and Robinson Elementary Schools. Regan has served as principal of the Day School since it became an elementary school in 1992. As part of his retirement celebration, the Day School dedicated the gymnasium in honor of Principal Regan, the place where he began his career in Westford 38 years ago.

GRADES 6-8 MIDDLE SCHOOLS

Westford Public Schools includes two of the top performing middle schools in the state of Massachusetts. The Blanchard and Stony Brook Schools are committed to providing students with a rich educational experience designed to support the unique needs of young adolescents. Both schools have received very high rankings in regard to their student achievement based on state performance assessments. Consistent with best practices in middle school, Westford's students are organized into interdisciplinary teams in grades six, seven, and eight. The team creates a smaller community within the school 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, interventions, and team activities to build spirit and community.

Christopher Chew
Principal, Stony Brook School

Richard McElhinney
Asst. Principal, Stony Brook School

Timothy Hislop
Principal, Blanchard School

Carolyn Jerzylo
Asst. Principal, Blanchard School

Teachers continue to implement the Common Core State Standards and Westford curriculum benchmarks. The teaching teams provide academic instruction in English Language Arts, social studies, mathematics, and science. Additionally, seventh and eighth graders may also take one of four foreign languages offered: Spanish, French, German, or Latin. Sixth graders rotate through a quarter of each language during a Foreign Language Exploratory or FLEX program. Integrated Arts courses provide additional experiential, hands-on activities in the areas of physical education, art, engineering, health, music/theatre, and GRT (Guidance, Research, Technology). Opportunities to participate in ensemble groups, including band, orchestra, and chorus, are also integrated into the rotation. Student supports are in place for any individual requiring additional assistance with academics, including reading and math intervention and academic coaching. During a daily advisory block, students are able to receive individual or small group assistance, access school resources such as the library and labs, collaborate on projects, or participate in team activities.

The middle schools partnered with many local organizations throughout the year. Fresh Start Food Gardens worked with students to harvest vegetables from the school gardens that provide organic greens for lunches. Presentations from the Massachusetts Aggression Reduction Center, Massachusetts Brain Injury Association, and the Children's Melanoma Prevention Foundation supplemented the health and wellness curriculum. To enhance the learning, students went on field trips to the Museum of Science, the North Shore Music Theatre, and Washington, D.C. to name a few. These trips provided opportunities for critical thinking, historical and cultural contexts, as well as exposure to new experiences.

School-to-home partnership is a major focus for both schools, and multiple means of communication were implemented to allow families to stay informed in the manner most convenient for them. Weekly newsletters were sent out from the principals via email subscription and posted on school websites. Social media was also used to share news, pictures, and curricular updates.

During the 2016-2017 school year, the middle school students and staff were once again able to benefit from the strong support provided by the Westford Middle School PTO.

GRADES 6-8 MIDDLE SCHOOLS – CONTINUED

The No Fuss Fundraiser brought arts and enrichment programming to all grade levels including Pyramids and Pharaohs, Shakespeare Now!, Mythmasters, and a visit from acclaimed author Jack Gantos. In addition, the PTO organized staff appreciation luncheons, a Blanchard vs. Stony Brook basketball game, and the eighth grade celebration dance.

LLOYD G. BLANCHARD MIDDLE SCHOOL

School Advisory Council

The 2016-2017 School Improvement Plan focused on three major areas: promoting students' overall student wellbeing and academic engagement, supporting diverse learners, and enhancing the transition from elementary to middle school. The Blanchard School Advisory Council was co-chaired by Tim Hislop and parent representative Ana Marie Saberi. Parent membership also included Lynn McEwan and Clare O'Brien. Students were represented by eighth graders Katelyn Ditto and Jamie Corr. Sandra Habe served as community representative, and Siobhan Wiatr and Jennifer Lawton served as educator representatives.

Citizenship and Achievement Awards

Over the course of the year, the Blanchard Honored Citizens program recognized 60 individual students for exceptional contributions to their classrooms, teams and school. In special assemblies, teachers shared how these individuals exemplified Blanchard's core values of Respect, Opportunity, Cooperation, Kindness, and Service. On June 20, 2017, a Middle School Completion and Achievement Ceremony was held to celebrate the eighth grade class in their transition to high school and honor individual students for outstanding effort and achievement in each subject area. Many students received Gold and Silver Presidential Awards for High Honors and Honor Roll. Individuals were also recognized for exceptional leadership as well as placement on National Latin, French, and German Exams.

Facilities

A new state-of-the-art Guidance classroom was created. The multipurpose space, used for classes and social skills groups, was equipped with flexible seating, new technology, and repurposed library furniture. The student fitness center also expanded and received several new pieces of exercise equipment and technology. A generous donation from the MSPTO funded the installation of a rock climbing wall in the gymnasium. A student-led fundraiser, called Project H2O, resulted in the installation of a refillable water bottle station. The school library, known as the learning commons, received state-of-the-art furniture and was enhanced by the addition of over 300 new young adult titles, and a record-setting 10,000 books were circulated.

Rajiv Peluri Memorial Courtyard Renovation Project

Funded by donations from parents and local businesses, renovations were completed in the spring of 2017. The courtyard now offers a bright, welcoming, and student-friendly outdoor learning space at the heart of the school. In honor of Rajiv Paluri, a field day was held in June to celebrate the grand reopening of the courtyard.

Athletics and Activities

Blanchard offered 25 well-attended extracurricular and athletic opportunities to students during the 2016-2017 school year. Faculty members advised all of the after-school activities, which appealed to a variety of student interests including yoga, chess, fitness, computers, arts, and more. A new Latin Club was introduced.

GRADES 6-8 MIDDLE SCHOOLS – CONTINUED

The National Geographic Bee, National History Day, and math teams competed at the regional and state levels. Several Blanchard instrumental and vocal students were selected to perform at the highly competitive Eastern District Music Festival. Students also represented Blanchard at the All-State Treble Chorus. The award-winning Blanchard Theatre Arts performed *Grease* to sold-out audiences and hosted the annual student talent show, Blanchard's Got Talent.

Community Service

Students at Blanchard demonstrated a strong commitment to serving their school and local communities. The Blanchard Peer Leaders led A Cause for Paws to benefit the Humane Society and organized collections for the Lowell Wish Project's Blanket the Valley drive and Westford Food Pantry. Student Council organized school spirit days and also partnered with the local charity For the Love of Erika to lead the school's holiday toy drive.

STONY BROOK SCHOOL

The 2016-2017 Stony Brook School Improvement Plan goals focused on three major areas: establishing a collaboration with Challenge Success to support overall student wellbeing and academic engagement, supporting teacher integration of maker-centered learning tools and strategies, and establishing mindfulness/awareness routines and opportunities for students throughout the day. The Stony Brook School Advisory Council was co-chaired by Dr. Christopher Chew and parent representative James Dodos. Parent membership also included Marci Barnes, R. Gary Cutbill, Patrick McGinn and Justine Olander. Stephanie Sullivan served as the teacher representative.

In response to the data gathered from the Challenge Success student survey completed in the fall of 2016, Stony Brook faculty members participated in professional development focusing on assessing current time expectations and variety of purposes in regards to homework assignments. The survey data indicated that the overall average homework load for Stony Brook students in all grades combined was falling at the recommended maximum of ninety minutes per night. The majority of students reported that most assigned homework was meaningful, leading to higher levels of student engagement. In the fall of 2017, members of the Stony Brook Challenge Success data team will participate in additional training at the fall conference held at Stanford University. Following the conference, faculty at Stony Brook will collaborate with the data team during the 2017-2018 school year professional development to continue to assess which strategies best support overall student wellbeing and academic engagement.

In the spring of 2017, Hewlett Packard and Intel, in association with District Administration Magazine, honored Stony Brook as a School of TechXcellence. Specifically, Stony Brook was recognized for the concentrated work on establishing the Innovation Lab within the library that supports the efforts of teachers to integrate more maker-centered learning opportunities for their students throughout the building.

Mindfulness and awareness were a major focus for the year with many of the science classes starting the year exploring the relationship between purposeful breathing and heart rates. Teachers in all content areas explored new ways of transitioning students throughout the day to allow students to reset from previous activities. Additionally, students and teachers explored strategies that developed students' individual awareness

GRADES 6-8 MIDDLE SCHOOLS – CONTINUED

and encouraged students to reflect and assess on ways they might minimize and/or manage stress that they identify in their daily life.

Throughout the year, Citizenship Awards were presented to 68 Stony Brook students for their efforts and positive contributions made to their teams and classes. Students were recognized for consistently exemplifying the Stony Brook core values of Perseverance, Respect, Integrity, Dedication, and Excellence (P.R.I.D.E.). Our eighth grade award assembly held at the end of the year included 86 students being recognized as receiving a Gold Presidential Academic Award for maintaining high honors throughout the year and 53 students receiving the Silver Presidential Academic Award for maintaining at least honors for all three terms. The high number of students maintaining honors level grades throughout their last year of middle school speaks well for their work ethic and is consistent with the high performance Stony Brook students have achieved on state assessments and district benchmarks.

GRADES 9-12 WESTFORD ACADEMY

For the past decade, Westford Academy has continued to be one of the top performing high schools in the state of Massachusetts. Newsweek Magazine ranked Westford Academy #47 in the country for top performing high schools. Ninety-eight percent of the graduates attend two or four-year colleges or universities and several students plan to enlist in the armed forces or to take a gap year. Westford Academy students continue to perform admirably on the statewide MCAS Exam (Massachusetts Comprehensive Assessment System) as well as the SAT, ACT and Advanced Placement assessments. In the 2016-2017 school year, hundreds of students participated in taking one or more Advanced Placement exams.

James Antonelli
Principal
Betsy Murphy
Dean
Mike Parent
Dean
Robert Ware
Dean

There have been many changes to the curriculum and the graduation requirements at Westford Academy. This year the graduation requirements were increased to require students to complete a minimum of two years of a world language. Previously it was an elective for all students. In addition, students are required to take 20 credits of mathematics, 10 credits of U.S. History, and at least 2.5 credits of fine or performing arts in order to graduate. In addition, the science curriculum has changed based on the new science standards and next year Westford Academy's Science Department will offer Environmental Science (college preparatory and advanced placement), as well as college preparatory Anatomy & Physiology. These new options will add to an already dynamic department, which will offer even more opportunities for students beyond Biology, Chemistry, and Physics.

In addition to the changes cited above, this year Westford Academy's students, faculty, and parent community began a journey to support the social and emotional needs of students at the high school. The pressures from everyday life continue to cause major levels of stress and anxiety for our students. Principals at every level have noticed this increased anxiety and are taking steps to address this epidemic. Both middle schools and the high school joined Stanford University's Challenge Success program in order to study some of the factors connected to the burgeoning stress levels of the modern day student. Each school participated in a survey, created a Challenge Success Team, and in the fall of 2017 the teams from each school will visit with the Stanford team of professionals to develop a plan to help students to cope with the stress of being a student today in such a competitive world.

This past spring, over 400 seniors participated in the Senior Capstone program. The Capstone is a wonderful opportunity for senior students to explore a variety of learning opportunities beyond the classroom. From early April to mid May each year, we send our seniors off to partake in internships in the Westford community and beyond. Students work in a variety of settings to learn about many different occupations. Some students find the perfect fit and a trajectory for their future, while others find out that the work they did in the spring of their senior year is not the right fit for them and they then pursue other opportunities or majors when moving on beyond graduation. Thank you to all of our faculty advisors for their support each spring, and thank you to guidance counselors Susan Lynch and Heidi Hider for their leadership and stewardship of this program.

GRADES 9-12 WESTFORD ACADEMY – CONTINUED

Westford Academy's Valedictorian was Vennela Mannava. Vennela will be attending the University of Chicago in the fall of 2017. Vennela's guidance counselor, Mrs. Jill Karatkewicz, wrote the following regarding this year's valedictorian: "Vennela, though quiet, is steadfast, detail-oriented, reliable, and exceptionally bright. Vennela will focus on earning a degree in Chemistry next year." Amanda Li was recognized as the Salutatorian for her class. Mrs. Karatkewicz also served as the guidance counselor for Amanda and said the following: "Amanda is a student who always produces impeccable work, and who quietly and confidently leads her classmates by example." Amanda will be attending the California Institute of Technology next fall, majoring in Chemistry like her classmate Vennela. Best of luck to two of the best and brightest from Westford Academy.

This year's graduation speaker, Ms. Mara Burke, addressed her class in front of a crowd of over 3,000 families, friends, and guests. Mara spoke about how her class was identified as "that class" and all in attendance embraced her words. The theme behind Mara's remarks was that of a roller-coaster, "with ups and downs, twists and turns and fully inverted loops," which finally landed all of her classmates at graduation. She quoted the great Martin Luther King, "the ultimate measure of a man is not where he stands in moments of comfort and convenience, but where he stand at times of challenge and controversy." At the end of her remarks, Mara welcomed retiring Dean of Students Michael Parent to take the Class of 2017 on one more wild roller coaster ride. Mara's message was wonderful and the audience appeared to enjoy the ride.

This year's Senior Class President, Daniel Koerner, provided some closing thoughts to the Class of 2017. Dan said "We are told drink deeply from the cup of life, but we can't spend our time worrying whether we chose the right cup. Don't live life worried about what you might miss, but one excited about each step you take in it." Following president Koerner's closing comments he looked back and said, "Mr. Antonelli, I present to you the class of 2017" and 400+ caps flew into the darkening skies while thousands applauded. It was a wonderful celebration with spectacular weather for all of the spectators.

The Westford Academy Trustees continue to support graduating seniors by providing over \$120,000 in scholarships each spring. In addition to these scholarships, the Trustees provide books for our National Honor Society graduating seniors, Academic Excellence awards at graduation, as well as class Most Worthy Representative awards. This year's recipients were:

Freshmen Class of 2020

Luke Dillon
Emily Blagg

Sophomore Class of 2019

Benjamin Lawrence
Ariella Fleicher

Junior Class of 2018

Thomas Burke
Katherine Arnold

GRADES 9-12 WESTFORD ACADEMY — CONTINUED

Senior Class of 2017

Mark Dunne

Mara Burke

This year's graduating class witnessed the retirement of many faculty members, including Dean of Students Mr. Michael Parent. Mike Parent began his career in Westford 35 years ago as a special education teacher and coach. Following Mike's time in the Special Education Department, Superintendent Dr. John Crisafulli approached Mike about the opening for the Dean of Students position where he has served tirelessly for the last two decades. Mike Parent is a Westford Academy Athletic Hall of Fame coach and will be missed by so many faculty, friends, and the students at Westford Academy. His sense of humor was contagious and his dedication to Westford Academy has left an indelible mark on the school community. All of us wish Mr. Parent health and happiness in his well-deserved retirement.

In closing, Westford Academy is described as a well-rounded institution. The high school boasts 33 varsity Division I athletic teams, over 75 co-curricular clubs for student engagement beyond the classroom and a marching band with over 100 members. The Theater Arts Department has won eight of the last ten state championships through the Massachusetts State Theater Guild and students from our Fine Arts Department have earned recognition from the Boston Globe by earning Gold and Silver Key Awards. We continue to encourage our student-body to be actively engaged with community service within Westford and beyond as we hope to create well-rounded citizens.

GRADES 9-12 WESTFORD ACADEMY — CONTINUED

Class of 2017

Rittika Adhikari
Aishwarya Anil Agrawal
Chloe Katherine Aiken
Mahmoodul Akbor
Angela Christina Alibrandi
Armen Joseph Almasian
Reid Stanton Anttil
Lauren Alyssa Andrews
Benjamin James Antes
Brennan George Atkins
Rosemarie Donna Awada
Weston Collins Baker III
Avinash Bakshi
Ajeya Eashwara Balasubramanyam
Michael Alexander Baltayan
Dakarai David Barnard-Pratt
Noah Robert Barnes
Sarah Marie Barnes
Jennifer Elizabeth Barrett
Christina Grace Beck
Nicole Renee Bedard
Abigail Kelly Benting
Alison Barbara Bergeron
Liza Rose Bernard
Molly Alice Berrigan
Jessica Nicole Beverly
Erik Christian Bibbo
Kevin Paul Biciunas
Nicholas Gerald Bodi
Marin Chunhua Bolko
Lukas Korbey Borodawka
Stephanie Michaela Boroshok
Calum Ethan Bortolussi
Morgan Holly Bott
Nicholas Allen Bowen
Calvin Joseph Brandford
Peter Joseph Brennan
Kevin Porter Brooks
Brandon Joseph Brown
Cory Edward Brown
Kiana Lee Brown
Anvay Snehal Buch
Jordan Anna Bunker
Zachary David Bunker
Marley Rose Buonacore
Gillian Rose Burgett
Mara Angelina Burke
Connor Philip Burt
Brennon Dillon Butler
Yusuf Anees Buxamusa
Courtney Lynn Cadogan
Nicole Marie Camara
Joseph Richard Cappadona
Katherine Frances Cappucci
Amanda Marie Carey
Meghan Colleen Carney
Dariel Jovany Carrasco
Aidan Tyler Carroll-Grant
Emma Marie Casey
Andrew Theliam Cathcart
Pranav Chaloori
Brian Fan Chen
Evelyn Yi Chen
Shannon Chen
Kieran Michael Childs
Peter Robert Chisholm
Claire Hamill Clark
Lillian Rose Clay
Haley Nicole Cogliano
Carolina Anne Colgan
Gregory Lewis Colombo
Katalinn Elizabeth Cooper
Kelliann Rebecca Cooper
Helen Elizabeth Copp
Madeline Elise Corvino
Vanessa Ann Cote
Kathryn Isabel Cotter
Emma Lauren Couillard
Hailey Makena Coulter
John Blair Craffey
Keely Annette Craig

GRADES 9-12 WESTFORD ACADEMY — CONTINUED

Caroline Murphy Crann
Catherine Thompson Crimmins
Anna Diane Cripanuk
Haley Ann Crogan
Gina Elizabeth Crosby
John Paul Crossley
Brian Thomas Curran
Grace Catherine Dale
Owen Nicholas Damiani
Margaret Mae Daniel
Kimiko Marian Daniele
Connor Jude Degenhardt
Katelyn Nicole Delaney
Elizabeth Annette Deloia
Kelly Donna DeMarco
Lauren Therese Demers
Chad Eric DeMont
Isabella Verdi DeScenza
Camille Faith Desrochers
Hunter Davyd DiLorenzo
Aidan Scott Donaher
Meghan Rose Donohue
Brandon Patrick Donovan
Kathleen Elizabeth Donovan
Joyce Alanna Downey
Matthew Thomas Downey
Gregory Xuesi Du
Matthew James Dulczewski
Mark James Dunne
Michael Gerald Durkin
Siobhan Martine Eaton
Cameron Flanagan Eldridge
Colleen Mary Ellis
Timothy Jeffrey Ellis
Maximillian Paul Enos
Markus Quincy Erickson-Oberg
Aaron William Ewing
Matteo Fantuzzi
Toshiro Blackwolf Faris
Kelly Marie Fenerty
Alexander Lynn Fenlason
Maxwell Crisafulli Ferrick
Samuel Elias Ferrini
Caroline Bridget Ferro
Ella Rose Fields
Krista Eileen Flanagan
James Daniel Flory
Lauren Faith Flynn
Michaela Anne Forty
Spencer William Fournier
Katarina Emma Franz
Evan John Fridrich
Julia Alexis Gabriel
Austin Nicholas Geannopoulos
Elizabeth Catherine Geraghty
Chet Alexander Germann
Thomas Paul Giannasca
Leah Rose Gibson
Jonathan David Glidden
Zachary Michael Goldberg
Jacob Daniel Gomez
Matthew David Goode
Nicholas Stockwell Goodman
Dorothy Jeanne Goodwin
Hannah Nicole Graham-Brown
Sarah Emelia Green
Matthew Dean Grimes
Dylan Andrew Grimm
Ryan Douglas Gurley
Rida Ayoub Halloul
Emily Lauren Harde
Ryan Walter Harm
Athena Yang Hui Harris
Benjamin Alexander Harris
Andrew Thomas Hartnett
Daniel Harrison Hasche
Charles Hampton Hayes
James Peter Hazelton
Jenessa Gail Healey
Ceara Nicole Herget
Zachary Owen Hillman
Carolyn Jesse Hitelman

GRADES 9-12 WESTFORD ACADEMY — CONTINUED

Bartlett Dawson Hooper V
Armen Dro Hovsepian
Hunter Dylan Hryckowian
Christopher Wenqi Hu
Brendan Romuald Hull
Caroline Elizabeth Hurley
Evan Iftekhar
Novan Iftekhar
Priya Shelvan Iyengar
Eric Matthew Jacobsen
Zachary Stephen Jerzylo
Kai Christian Jorgensen
Yunseo Jung
Trisha Kagalavadi
Nicole Marie Kaizerman
Joseph Archag Karadizian
Melissa Marie Kay
Alison Victoria Kea
Jaimi Savannah Keller
Daniel Joseph Kelley
Michael Patrick Kelly
Amy Elizabeth Khederian
Ericka Leona Killian
Esther Bo Kim
Janice Cheyon Kim
Kristen Lois Kim
Samantha Lee Kingston
Alexandra Clary Kinnane Oesterman
Beatrice Silvia Kinnane Oesterman
Sarah Rose Kinney
Daniel Wilcox Koerner
Sindhu Bhavya Kosuru
Jason Robert Kottas
Deborah Joy Kreithen
Kaleigh Elizabeth Kuehl
Logan Nathaniel Kuehl
Yamini Kumar
Danielle Marie LaBarre
Donald Kevin Lagasse Jr
Theodora Pauline Lamarre Anderson
Ainsley Samara Lamb
Talia Elise Lambert
John Thomas Laushine
Megan Elizabeth Lawlor
Devyn Kira Ledder
Victoria Huo Lee
Daniel David Lemieux
Andrew Jordan Leung
Marie Malovrh Levandier
Amanda Sijiao Li
Jessica Jian Li
Julia Rose Libby
Gillian Scanlon Limbert
Ian Harry Logan
Alyssa Christina Lopez
Isabelle Eleanor Lorette
Andy Shuhang Lu
Madeleine Moran Lucas
Daniel Patrick Lutz II
Brandon Ly-Em
Adam Scott Lyons
Joseph Bruce MacDonald
Sean Martin Macomber
Dalton Gregory Macres
Catherine Elizabeth Mahanna
Samantha Lauren Mains
Vennela Mannava
Chakradhar Raju Mantena
William John Mantville
Skyla Marie Marcotte
John Casey Mariano
Joseph Francis Marino
Andrew Kenneth Markoski
Melissa Nicole Marks
Sarah Pauline Marsh
Ian Andre Martel
Willenny Yesena Martinez
Anisha Achamma Mathew
Hunter Handel Matley
Blake Mitchell Mazzaferro
John Thomas McCauley
Emma Catherine McGinty

GRADES 9-12 WESTFORD ACADEMY — CONTINUED

Maxwell Thomas McGinty
Steven Benjamin McKeen
Allison Marie Katherine McKenna
Eric John McLaughlin
Blake Dale Walker McLean
James Patrick McNamara
Melissa Anne Mead
John Mathew Meagher
Nicholas Herbert Mehlhorn
Shanelle Brenda Mendes
Danielle Anita Mendonca
Forrest Peiyi Meng
Samantha Rose Merry
Jonathan Fisher Metcalf
Abigail Elizabeth Miller
Gregory Avery Montemurro
Benjamin North Moore
Gwendolyn Claire Morton
Naqiya Rashida Motiwalla
Alexander James Mulcahy
Zachary James Murray
Christopher James Nacopoulos
Juliette Teresa Noone
Kaitlyn Lindsey Olmstead
Veronica Soriya Op
Kene Chinenye Orakwue
Emma Elizabeth Orfanos
Olivia Cekel Overington
Joscelyn Paglia
Esther Ji-Eun Pak
Brandon Vincent Palermo
William Ethan Parker
Utsav Ashwinkumar Patel
Ankeeta Abhijit Patil
Emma Catherine Paulauskas
Devin Mulhern Payne
Benjamin Joseph Paziienza
Liam Malik Pelosky
Cristina Holly Pickersgill
Taylor Marie Pillsbury
Mona Polavarapu
Brian Christopher Preiss
Mark Allen Pritchard
Michael Thomas Pugatch
Ankit Punreddy
Anisha Anil Purohit
Jessica Marie Ragusa
Abishek Ramesh
Christopher Amith Ramoutar
Taha Mohammadi Rangwala
Vasumitra Devarakonda Rao
William Alexander Redman
Andrew Eric Reed
Joseph Richard Ricca
Matthew Curtis Ricci
Sophie Abigail Rodman
Alexus Jade Rogers
Cabot Philip Rolt
Makenna Bryce Rooney
Delaney Gabrielle Roop
Mitchell Joseph Rose
Madeline Rose Ross
Corinne Marie Rottger
Jordan Elizabeth Rottger
Claudia Rose Ruble
Collette Nicole Ruelle
Christopher Michael Russo
Benjamin Andrew Rybicki
Michael John Sannella
Chiara Joan Scaramuzzo
Zachary Ross Schladenhauffen
Charlotte Curtin Schmaltz
Ian Peter Scott
Robert Germain Secontine
Simran Sehgal
Jack Hunter Seifert
Jonathan Scott Selway
Ria Paresch Shah
Lily Shan
Nihar Kalpesh Sheth
David Alan Short III
Max Carter Silverman

GRADES 9-12 WESTFORD ACADEMY — CONTINUED

Deren Vijay Singh
Kartik Satya Singh
Natasha Singh
Amanda Margaret Smith
Benjamin William Smrtic
Alisha Sodhi
Ashley Nicole Solov
Andee Yewen Song
Varun Sanjay Srivastava
Rebecca Rose Stafstrom
Samantha Jane Stettner
William Su
Kerry Han-Guang Sun
Matthew Jacob Surer
Mariah Rose Taddeo
Matthew Richard Teden
Annina Louise Tedstone
Yanika Salerte Telus
Jaeden Thomas Tiano
Christopher Angelo Tracanna
Emily Ruth Trantanella
Michael Joseph Tremblay
Aakash Darshin Trivedi
Sean Lin Tseng
Matthew Mendiola Tubianosa
Kavya Rajani Tumkur
Ajay Raghunath Tupil
Renée Maurye Twogood
Sydney Nicole Tyman
Charlie Elias Tziolis
Joseph Pullano Underhill
Joshua Alan Vasilevsky
Ashvita Vasireddy
Nicholas Patrick Vavruska
Frederick Joseph Velasco
Thomas Franco Ventola
Julia Rose Vitto
Alyssa Josephine Vuilleumier
Jack Robert Waldron
Andrew Peter Walker
Abigail Lois Walsh

Haylee Margaret Walsh
Morgan Elizabeth Walter
Samantha Noble Walter
Ashley Mingyi Wang
Richard Pang Wang
Matthew Joseph Ward
McKenna Kelley Watson
Andrew Watson Weber
Taylor Johnson Wedge
Elizabeth MaryAnn Welham
Ethan James Wheel
Colin Alexander Whitehill
Claire Marie Widmann
Kassandra Fay Wilson
Tyler John Winn
Adam Michael Wolpert
Jeffrey Michael Wong
Mayble Wong
Emma Mariana Wood
Gretchen Ann Woodbury
Rachel Kathryn Wright
Erin Amanda Wylie
Angela Mengzhu Xie
Jonathan Runshi Xing
Claire Qi Yu
Caroline Ann Zacharchuk
Frank Gao Zhang
Nigel H Zhang
Brian Lee Zhao
Jing Zhu

TAX COLLECTOR - TREASURER

Tax Collection Information

Tax collections are very strong in Westford. The current year collection rate held steady at 99%. Uncollected balances are pursued through tax liens and eventual foreclosure. There are three tax lien properties being processed for foreclosure in land court. Several more are ready to be filed. Delinquent tax liens and tax deferrals totaled \$759,859 on June 30, 2017. Tax deferrals make up \$221,077 of the total lien balance.

Christine Collins
Town Collector / Treasurer

Peggy Halborsen
Assistant Tax Collector

Pat Studer
Assistant Treasurer

Sheila Finegan
Administrative Assistant

What is a Tax Deferral? Tax Deferral is a program that provides a way for low income and senior taxpayers to defer the payment of local real estate taxes until a property is sold, or the owner passes away. Deferred taxes may accumulate, interest free, up to 50% of the property's value. Some restrictions apply, and if the property has a mortgage, permission must be granted by the lender. Deferral of real estate taxes can provide significant relief for a senior whose income is low. There are other tax reduction programs, called exemptions, available for qualifying, low income seniors and for disabled veterans. For more information about tax deferral or exemptions, and to see if you would qualify, please contact the Assessor's office.

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. You can help us go green by signing up today at www.epay@cityhallsystems.com.

Tax bills can be looked up on the town's website, www.westfordma.gov. Look for the "Pay and Look Up Bills" button on the home page and follow the instructions.

Phone number: 978-692-5506 Hours: 8am to 4pm Monday through Friday.
Town Collector-Treasurer, Christine Collins can be reached at 978-399-2526 or by email collins@westfordma.gov.

Debt Information

Westford's debt payments come from several sources: CPA funds, Water Enterprise funds, General Fund appropriation, and Debt Exclusion. Debt exclusions accounted for 2.9 million dollars raised, and contributed to 67 cents on the tax rate in FY17 after offsets. The new fire station debt will be excluded. It is estimated that annual debt service on the \$11,700,000 fire station bond will add 20 cents to the tax rate for 20 years. Construction has begun on the fire station project. Our first interest payments should be added to the tax rate in FY19.

The Town issued Long-Term Bonds in FY17 for the following amounts and projects:

<u>Description</u>	<u>Amt. Borrowed</u>	<u>Project Status</u>
Robinson & Day Window #1	\$2,000,000	Waiting for final audit
Dispatch Center	\$1,029,000	Started
Water System Improvements	\$896,000	Completed

TAX COLLECTOR - TREASURER — CONTINUED

The Town issued Bond Anticipation Notes during FY17 for the following projects:

<u>Description</u>	<u>Amt. Borrowed</u>	<u>Project Status</u>
Intersection Planning Work	\$155,000	Started
Storm Water Master Plan	\$90,000	Started
Day & Robinson School Windows	\$1,200,000	Started
Plain Road Sidewalk	\$510,725	Started
Main Street Construction	\$1,895,000	Started

The Day and Robinson Window project is complete. Grant funding from MSBA is expected to cover a portion of the costs. Two million dollars of the project costs was bonded in FY2017 to take advantage of a favorable interest rate environment. The MSBA final distribution will be made to the Town when the audit is completed. Once the final numbers are known, the remainder will be bonded. The debt payments for all the new debt issued in FY17 will be paid for under the levy limit. In other words, nothing will be added to the tax rate to cover this debt. The water system improvements will be paid out of Water Enterprise funds.

The March 2017 Town Meeting authorized borrowing for the following projects:

<u>Project Descriptions</u>	<u>Amount</u>	<u>Funding Source</u>
Roudenbush Building Rehabilitation	\$7,012,612	CPA and General Fund
Engine 4 Fire Truck Replacement	\$ 615,000	General Fund
Prospect Hill Water Tank Replacement	\$3,200,000	Water Enterprise
Waste Water Treatment Plant Upgrade	\$ 500,000	General Fund

Please see the following pages for collection information, debt service payment detail and loan balance summary information.

TAX COLLECTOR - TREASURER — CONTINUED

YEAR	7/1/2016					Deferred & Tax Title		6/30/2017
	Balance	Commit- ments	Abate- ments	Refunds	Collections		ADJ	Balance
REAL ESTATE								
2017		70,877,460	(237,952)	170,191	(70,131,600)	(214,356)	60	463,803
2016	439,401			2,313	(390,295)	(36,396)	(4,684)	10,339
2015	25,974			60	(24,826)		1	1,209
2014	-							-
2013	-							-
TOTAL	465,375	70,877,460	(237,952)	172,564	(70,546,721)	(250,752)	(4,623)	475,351
EXCISE								
2017		3,476,917	(50,865)	31,626	(3,239,503)		(2,892)	215,283
2016	232,427	352,116	(34,364)	31,335	(563,362)		(9)	18,143
2015	27,820	821	(1,402)	1,441	(16,435)	-		12,245
2014	9,195		(2,877)	2,877	(1,754)	-		7,441
2013	11,803				(639)	-		11,164
2012	6,659				(429)	-		6,230
2011	6,007				(110)	-		5,897
TOTAL	293,911	3,829,854	(89,508)	67,279	(3,822,232)	-	(2,901)	276,403
PERSONAL PROPERTY								
2017		1,626,732	(4,782)	16,546	(1,589,835)		(27,466)	21,195
2016	17,530				(5,215)			12,315
2015	5,617		(61)		(424)			5,132
2014	1,338				(409)			929
2013	398				(5)			393
2012	238				(40)			198
Prior	220				(53)			167
TOTAL		-	(61)	-	(6,146)	-	-	19,134
COMMUNITY PRESERVATION ACT								
2017		1,727,475	(22,228)	7,171	(1,693,755)	(3,808)	68	14,923
2016	11,188				(9,925)	(895)	(141)	227
2015	765				(737)			28
2014	-							-
TOTAL	11,953	1,727,475	(22,228)	7,171	(1,704,417)	(4,703)	(73)	15,178

TAX COLLECTOR - TREASURER — CONTINUED

Long Term Debt Inside the Debt Limit	Outstanding July 1, 2016	+ New Debt Issued	- Retirements	= Outstanding June 30, 2017	Interest Paid in
Buildings	8,015,000	1,029,000	855,000	8,189,000	242,046
Departmental Equipment	880,000	0	180,000	700,000	18,350
School Buildings	19,580,000	0	2,465,000	17,115,000	872,395
School - All Other	0	0	0	0	0
Sewer	280,000	0	95,000	185,000	5,600
Solid Waste	0	0	0	0	0
Other Inside	2,523,000	0	796,000	1,727,000	97,473

SUB - TOTAL Inside	31,278,000	1,029,000	4,391,000	27,916,000	1,235,864
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Long Term Debt Outside the Debt Limit	Outstanding July 1, 2016	+ New Debt Issued	- Retirements	= Outstanding June 30, 2017	Interest Paid in FY2017
Airport	0			0	
Gas/Electric Utility	0			0	
Hospital	0			0	
School Buildings	5,340,000	2,000,000	1,375,000	5,965,000	225,684
Sewer	0			0	
Solid Waste	0			0	
Water	9,502,966	896,000	1,089,662	9,309,304	173,675
Other Outside	16,056	0	4,014	12,042	0

SUB - TOTAL Outside	14,859,022	2,896,000	2,468,676	15,286,346	399,359
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TOTAL Long Term Debt	46,137,022	3,925,000	6,859,676	43,202,346	1,635,223
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TAX COLLECTOR - TREASURER — CONTINUED

Short Term Debt	Outstanding July 1, 2016	+ Issued	- Retired	= Outstanding June 30, 2017	Interest Paid in FY2017	
RANs - Revenue Anticipation				0		
BANs - Bond Anticipation:						
Buildings	75,000		75,000	0	253	
School Buildings	3,000,000	200,000	2,000,000	1,200,000	10,125	
Sewer	0			0	0	
Water	900,000		900,000	0	3,038	
Other BANs	450,000	2,650,725	450,000	2,650,725	1,519	
SANs - State Grant Anticipation	0			0		
FANs - Federal Gr. Anticipation	0			0		
Other Short Term Debt	0			0		
TOTAL Short Term Debt	4,425,000	2,850,725	3,425,000	3,850,725	14,934	
GRAND TOTAL All Debt				\$10,284,676	\$47,053,071	\$1,650,157
Authorized and Unissued Debt	Authorized and Unissued Debt	Authorized and Unissued Debt	Authorized and Unissued Debt	Authorized and Unissued Debt	Authorized and Unissued Debt	
Purpose	Date of Vote	Article Number	Amount Authorized	- Issued - Retired - Rescined	= Unissued 6/30/2017	
Groton Rd Rte 40 Water Main	10/20/08	7	640,000	640,000	0	
Nutting & Stepinsky Wells WPAT	07/30/09	1	2,500,000	2,500,000	0	
Water System Improv 110	03/26/12	21	550,000	550,000	0	
School Boilers	03/23/13	16	180,000	180,000	0	
Highway Design & Engineering	03/23/13	16	600,000	550,000	50,000	
School Remodeling	03/22/14	11	4,101,750	3,200,000	901,750	
Dispatch Center	03/28/15	7	1,029,000	1,029,000	0	
Center Fire Station	03/28/15	8	11,772,200	0	11,772,200	
Plain Road Sidewalk	04/02/16	7	510,725	510,725	0	
Reconstruct Main Street	04/02/16	7	1,895,000	1,895,000	0	
Prospect Hill Water Tank	03/24/17	7	3,200,000	0	3,200,000	
Engine 4 Fire Truck	03/24/17	7	615,000	0	615,000	
Waste Water Treatment Plant Upgrade	03/24/17	7	500,000	0	500,000	
Roudenbush Rehab	03/24/17	9	7,012,612	0	7,012,612	
					24,051,562	
SUB - TOTAL from additional sheet(s)					\$0.00	
TOTAL Authorized and Unissued Debt					\$24,051,562	

TAX COLLECTOR - TREASURER — CONTINUED

Long Term Debt Inside the Debt Limit Report by Issuance	Outstanding July 1, 2016	+ New Debt Is- sued	- Retirements	= Outstanding June 30, 2017	Interest Paid in FY2017
Abbot Boiler #1	60,000	0	10,000	50,000	1,200
Abbot Elevator	315,000	0	45,000	270,000	6,300
Elementary School Construction	9,580,000	0	1,195,000	8,385,000	437,438
Middle School Construction	9,125,000	0	1,140,000	7,985,000	416,708
Highway Garage Construction	3,590,000	0	530,000	3,060,000	77,100
Senior Center	2,800,000	0	200,000	2,600,000	96,100
Town Hall CPC Share	694,100	0	53,400	640,700	26,643
Town Hall Gen Fund Share	930,900	0	71,600	859,300	35,732
School Boilers	60,000	0	20,000	40,000	1,400
Sewer Center Ext Refunding	280,000	0	95,000	185,000	5,600
East Boston Camps	2,165,000	0	705,000	1,460,000	84,485
Highway Garage A&E	100,000	0	50,000	50,000	4,000
Stepinski Land	258,000	0	41,000	217,000	8,988
Dump Truck	155,000	0	20,000	135,000	3,300
Fire Truck	435,000	0	55,000	380,000	9,250
Police Base Radio	120,000	0	20,000	100,000	2,400
Street Sweeper	80,000	0	40,000	40,000	1,600
Ambulance 2013	90,000	0	45,000	45,000	1,800
WA Bleachers	440,000	0	55,000	385,000	9,350
Dispatch Center	0	1,029,000	0	1,029,000	6,471
TOTAL	31,278,000	1,029,000	4,391,000	27,916,000	1,235,864

TAX COLLECTOR - TREASURER — CONTINUED

Long Term Debt Outside the Debt Limit Report by Issuance	Outstanding July 1, 2016	+ New Debt Issued	- Retirements	= Outstanding June 30, 2017	Interest Paid in FY2017
Academy Refunding 1	5,340,000	0	1,375,000	3,965,000	213,163
Byrne Ave Water	217,000	0	34,000	183,000	7,575
Contract 1 Water Share	57,648	0	3,329	54,319	1,120
Contract 1 Gen Fund Share	603,561	0	34,859	568,702	11,723
Contract 2 Water	817,127	0	47,193	769,934	15,871
Country Rd Well	200,000	0	100,000	100,000	6,800
Filtration Plant 2	4,910,000	0	635,000	4,275,000	68,368
Filtration Plant 1	725,000	0	135,000	590,000	9,315
Rte 40 Water Main Revised	177,630	0	10,281	167,349	3,450
Water Sys Imprv Art 21 3/12	480,000	0	25,000	455,000	11,725
Water Sys Imprv Art 7 10/11	1,315,000	0	65,000	1,250,000	32,138
Title Five	16,056	0	4,014	12,042	0
Day & Robinson School Windows	0	2,000,000	0	2,000,000	12,522
Graniteville Rd. Water	0	398,000	0	398,000	2,483
Pleasant St. Water	0	498,000	0	498,000	3,109
TOTAL	14,859,022	2,896,000	2,468,676	15,286,346	399,359

Short Term Debt Report by Issuance	Outstanding July 1, 2016	+ Issued	- Retired	= Outstanding June 30, 2017	Interest Paid in FY2017
Municipal Purpose Loan	4,425,000.00	0.00	4,425,000.00	0.00	14,934.38
Municipal Purpose Loan	0.00	1,270,000.00	0.00	1,270,000.00	
Municipal Purpose Loan	0.00	2,580,725.00	0.00	2,580,725.00	
Municipal Purpose Loan	0.00	0.00		0.00	
TOTAL	4,425,000.00	3,850,725.00	4,425,000.00	3,850,725.00	14,934.38

TAX POSSESSION SALES COMMITTEE

The role of the Tax Possession Sales Committee (TPSC) is to provide care, custody, and control of all land acquired by the town of Westford under the provisions of Massachusetts General Laws chapter 60 (Collection of Taxes). The land in the custody of the TPSC is normally acquired by foreclosure in Land Court for nonpayment of taxes. The TPSC may sell and convey such land at public or private sale on terms and conditions as the Committee determines. The TPSC is committed to conduct business in an open and transparent manner with the best interest of the town and its residents as its highest priority.

The TPSC generally meets the third Thursday of each month at 5:30PM. Agendas and meeting locations are available on the town calendar.

The TPSC Rules and Procedures can be found at:
www.westfordma.gov/372/Tax-Possession-Sale-Committee

At the start of FY 2017, the TPSC had eight parcels in its care and custody. The TPSC ended FY 2017 with four parcels in its care a custody. A listing of inventory in the custody of the TPSC is available on the town website.

At the TPSC meeting on September 15, 2016 the committee voted to transfer care and custody of parcel 045 0002 0000 on Tyngsboro Road to the care and custody of the Conservation Commission, subject to the vote of the 2017 annual town meeting. The March 25, 2017 annual town meeting approved this transfer.

At the September 15, 2016 meeting the TPSC also voted to transfer care and custody of parcel 007 0055 0000 on Acton Road to the care and custody of the Conservation Commission, subject to the vote of the 2017 annual town meeting. The March 25, 2017 annual town meeting approved this transfer.

At the TPSC meeting on January 19, 2017 the committee voted to transfer care and custody of parcel 029 0086 0000 on Cowdry Hill Road to the care and custody of the Conservation Commission, subject to the vote of the 2017 annual town meeting. The March 25, 2017 annual town meeting approved this transfer.

At the TPSC meeting on May 18, 2017 the committee voted to accept an offer to purchase parcel 073 0013 0000 on Endmoor Road.

Donald Costley
Chair

Ryan Donovan
David Earl
Joe Foti
William Harman
Rose O'Donnell
Paul Morris

Staff Support
Christine Collins
Tax Collector / Treasurer

Chris Coutu
GIS Coordinator

TAX RELIEF FOR THE ELDERLY AND DISABLED 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. Now we are able to take electronic donations via our online bill pay service. Contact the Tax Collector's office for more information about how to give at 978-692-5506.

Christine Collins
Tax Collector / Treasurer

Diane L. Holmes
Board of Assessors

Sandy Collins
Nancy Cook
Patricia C. Reppucci

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: the Tax Collector/Treasurer, a representative from the Board of Assessors plus three 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. Donations received in FY17 totaled \$11,850 and expenditures totaled \$10,250. We helped 17 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 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.
For more information about applying to receive a TREAD award, contact the Council on Aging.

TECHNOLOGY DEPARTMENT

During fiscal 2017 the department was officially extended to include the technicians working in the school department, bringing the total number of staff to 10. This was really a recognition of the situation which had been evolving for some time. The pace and scale of the changes in computer use brought about by the digital learning plan required a better level of integration and planning for school infrastructure than was possible without coordination between all the technical resources.

Mike Wells
Director

Steve Wirch
Applications Manager

Infrastructure & Hardware

After much preparation, the implementation of the One-to-World initiative in Westford Academy was very successful. Key to this was achieving an almost complete separation of traffic between the various users, allowing us to better manage the service levels. Since each incoming freshman year joins the scheme the number of devices and users will grow over the next three years before plateauing in FY20. Lessons learned from the work in WA will be rolled out into the networks in other schools over the next few years. Upgrades to Wi-Fi capability in many locations required corresponding upgrades to switches and other network equipment.

Top Device Types by Usage Over Time			
<u>Device Type</u>	<u>Usage %</u>	<u>Usage</u>	<u>Max Concurrent Clients</u>
Chrome OS	46.97%	155.08 GB	298
iPhone/iPad/iPod	32.50%	107.29 GB	1162
Mac OS	13.58%	44.83 GB	165
Windows	2.72%	8.96 GB	20
Unknown Device	2.23%	7.37 GB	90
Android	1.58%	5.21 GB	75
Linux	0.00%	1.9 MB	1

The Recreation Department moved into new offices at the Mill Works development on Town Farm Road. This required us to extend the municipal fiber network across the street from their old offices into the new building and set up the internal networks using the existing building cabling.

We replaced the public access terminals and public Wi-Fi system at the J. V. Fletcher Library.

We replaced the computer system used by the Police Department to do fingerprinting, and we implemented a management system for the various cellular data networking systems that are deployed in vehicles for the Police and Fire Departments.

The town operates virtualized servers for all its core services. We upgraded the storage device at one of the processing centers to create more space for our growing needs. Virtualizing systems allow us to preserve old servers whilst changing out the hardware they run on, however that doesn't stop the older server software becoming obsolete. During 2017 we are replacing many of those servers with the latest versions so that we can take advantage of new features and comply with support contracts that we have with application vendors. During 2017 we established a testing environment where many of these upgrades can be practiced and tested before risking live systems.



TECHNOLOGY DEPARTMENT – CONTINUED

Finally, we replaced all the leased and aging purchased copier/printers in the town offices with new purchased units. This fixes our ongoing costs to a ‘per page’ rate and will give us more flexibility to change them around and replace them as required by their workload rather than some external timescale imposed by the lease. The decision to buy rather than lease was taken after analysis of the costs over three and five years.

Software

Several application upgrades have been performed but some significant changes were:

1. A new website was developed for the town. This moves us on to a more modern technology platform with many more features available.
2. We implemented software to centrally manage the schools’ large fleet of iPad devices which will significantly reduce the administration required.
3. A new patient care system was implemented for use in the ambulances

Other Projects

We assisted the schools in setting up systems for the new MCAS online testing. This involved setting up servers and significant configuration and testing. The testing was a great success with very few technical issues. During the next year the scale of the online testing will increase but all the indications are that our infrastructure will be up to the task.

Once again the security of our network and systems was a major focus. We implemented a number of additional measures to secure our systems, in particular focusing on intrusion detection, exception reporting and anti-ransomware capabilities. However, the threats we are exposed to continue to adapt to defeat new protection measures and there is no reason to think this will become less of a factor for us in the next few years.

Mostly due to continuing high demand from the schools we saw another busy year on the Helpdesk. The peak rate of tickets at the beginning of the school year was about the same as last year, but given that we have more devices than ever in use and the same number of staff this suggests a reduction in the rate of problems per device. As we enter 2018 we now have one technician for every 1,500 devices on average. In my opinion this is too many devices per technician given the level of service expected by faculty staff.

Helpdesk Ticket Count



TOWN ACCOUNTANT

The following financial statements are for the fiscal year ending June 30, 2017.

The date represents a fair and accurate presentation in all material aspects of the town's financial position and results of its operations.

The report is based on information recorded using the Uniform Municipal Accounting System (UMAS) of the Massachusetts Department of Revenue.

The town's financial records have been audited by Melanson Heath and Company, PC, Certified Public Accountants, and the results of that audit are available for public inspection in the office of the Town Accountant and on the town's website.

I would like to thank the accounting staff, Jesse Beyer, Elizabeth Turgeon, and Pam Florek, for their dedicated service. I would also like to thank all the boards, commissions, committees, and departments for their cooperation during the year.

Alice M. Ferro
Town Accountant

Jesse Beyer
Assistant Town Accountant
Finance Budget Analyst

Elizabeth Turgeon
Payroll Administrator

Pamela Florek
Administrative Assistant

TOWN ACCOUNTANT – CONTINUED

Combined Balance Sheet (Unaudited)
All Fund Types and Account Group

June 30, 2017

	Governmental Fund Types			Proprietary Fund Type Enterprise	Fiduciary Fund Types Trust and Agency	Account Group General Long-Term Debt	Totals (Memorandum Only)
	General	Special Revenue	Capital Project				
ASSETS							
Cash and cash equivalents	\$ 21,827,740	\$ 11,416,230	\$ 3,874,162	\$ 7,225,961	\$ 13,795,757	\$ -	\$ 58,139,849
Cash held by others	-	-	-	-	-	-	-
Receivables:		15,177					15,177
Property Taxes	515,680						515,680
Prepaid Property Taxes	220,846	231					221,077
Deferred Property Taxes	560,783	10,120		577			571,480
Tax Title	63,321						63,321
Tax Foreclosure	283,266						283,266
Encises				1,366,632			1,366,632
Charges for Services							
Street betterments	63,156						63,156
Due from M/W/PAT							
Amt provided for the ret gen long-term debt						43,202,345	43,202,345
Total Assets	\$ 23,540,791	\$ 11,441,758	\$ 3,874,162	\$ 8,593,230	\$ 13,795,757	\$ 43,202,345	\$ 104,448,043

TOWN ACCOUNTANT – CONTINUED

June 30, 2017

LIABILITIES AND FUND EQUITY	Governmental Fund Types			Proprietary Fund Type		Fiduciary	Account Group	Totals
	General	Special Revenue	Capital Project	Enterprise	Trust and Agency	General Long-Term Debt	(Memorandum Only)	
	\$	\$	\$	\$	\$	\$	\$	
Liabilities:								
Warrants Payable	1,832,467	105,563	71,029	151,878	33,537	-	2,194,474	
Accounts Payable	894,366	-	-	-	-	-	894,366	
Payroll Withholdings	(299,694)	25,528	-	1,367,269	-	-	1,093,103	
Deferred Revenues	-	-	-	-	-	-	-	
Deferred Intergovernmental	2,012,745	-	-	-	-	-	2,012,745	
Overlays	-	-	3,850,725	-	-	-	3,850,725	
Anticipation Notes Payable	-	-	-	-	-	43,202,345	43,202,345	
General obligation Bonds Payable	53,783	-	-	-	-	-	53,783	
Tailings/Refunds	-	-	-	-	939,132	-	939,132	
Other Liabilities	4,493,667	131,091	3,921,754	1,519,146	972,690	43,202,345	54,240,694	
Total Liabilities	14,776,564	236,654	3,921,754	138,988	683,682	-	1,759,879	
Fund Equity:								
Reserved for Encumbrances	2,266,954	1,559,116	144,327	2,300,025	-	-	683,682	
Reserved for Endowment	6,000	-	-	100	-	-	5,926,096	
Reserved for Expenditures	6,370,170	9,951,551	(191,920)	-	12,139,386	-	6,100	
Reserved for Petty cash	8,927,435	-	-	-	-	-	28,269,187	
Unreserved/Undesignated	-	-	-	-	-	-	8,927,435	
Designated for Debt Service	-	-	-	-	-	-	-	
Designated for Appropriation Deficits	-	-	-	-	-	-	-	
Retained Earnings	19,047,124	11,310,667	(47,393)	4,634,970	-	-	4,634,970	
Total Fund Equity	23,540,791	11,441,738	3,874,162	8,593,230	13,795,737	43,202,345	104,448,043	
Total Liabilities and Fund Equity	38,317,355	25,088,496	7,795,916	19,186,460	27,591,474	86,404,690	208,896,737	

TOWN ACCOUNTANT – CONTINUED

Page 1 of 8

FY 2017 Budget Basis - General Fund

DEPARTMENT/Purpose	FY2016 Encumbered & Carried Fwd		S. T. M. 10/16		A. T. M. 04/16		S. T. M. 03/17		Comp		FY2017 Encumbered & Carried Fwd		Closed to Fund Balance
	A. T. M. 4/16 Budget	A. T. M. 4/16 Budget	A. T. M. 04/16 Art/Transf	S. T. M. 10/16 Art/Transf	A. T. M. 04/16 Art/Transf	S. T. M. 03/17 Art/Transf	Comp Reserve	Reserve Fd Transfers	Expended	Encumbered & Carried Fwd			
122 SELECTMEN													
Expenses	2,999.24	31,292.00	-	-	-	-	-	-	-	-	3,184.00	17.55	
Capital	43,268.30	-	-	-	-	-	-	-	-	-	26,838.30	-	
123 TOWN MANAGER													
Personal Services	-	366,534.00	-	-	-	-	16,152.00	-	-	-	-	4,552.57	
Expenses	-	27,160.00	-	-	-	-	-	-	-	-	116.00	2,857.84	
Perchlorate	179,144.74	-	-	-	-	-	-	-	-	-	166,762.84	-	
Capital	17,147.14	-	-	-	104,090.00	-	-	-	-	-	8,250.60	-	
131 FINANCE COMMITTEE													
Expenses	175.00	10,113.00	-	-	-	-	-	-	-	-	8,180.11	-	2,107.89
Reserve Fund	-	150,000.00	-	-	-	35,000.00	-	-	(143,059.82)	-	-	-	41,940.18
132 FINANCE DIRECTOR													
Personal Services	-	112,350.00	-	-	-	-	13,152.00	-	-	-	125,501.23	-	0.77
Expenses	-	860.00	-	-	-	-	-	-	-	-	434.96	-	425.02
133 TOWN ACCOUNTANT													
Personal Services	-	251,214.00	-	-	-	-	15,615.00	-	-	-	266,828.92	-	0.08
Expenses	-	45,360.00	-	-	-	-	-	-	-	-	45,097.19	-	262.81
141 ASSESSORS													
Personal Services	-	238,181.00	-	-	-	-	7,922.00	-	-	-	246,102.07	-	0.93
Expenses	24,430.72	23,900.00	-	-	-	-	-	-	-	-	35,490.51	11,880.00	960.21
145 TREASURER/COLLECTOR													
Personal Services	-	241,521.00	-	-	-	-	8,662.00	-	-	-	248,911.69	-	1,271.31
Expenses	-	53,155.00	-	-	-	-	-	-	-	-	41,353.82	-	11,801.18
151 LEGAL SERVICES													
Expenses	8,000.00	250,000.00	-	-	-	45,600.00	-	-	54,400.00	-	243,740.21	35,777.07	78,482.72
152 HUMAN RESOURCES													
Personal Services	-	195,207.00	-	-	-	-	9,437.00	-	-	-	204,643.48	-	0.52
Expenses	700.00	32,200.00	-	-	-	-	-	-	-	-	20,971.92	500.00	11,428.08
Comp Reserve	-	435,945.00	-	-	-	-	(246,514.99)	-	-	-	105,138.32	74,245.62	10,046.07

TOWN ACCOUNTANT – CONTINUED

DEPARTMENT/PURPOSE	FY2016		A. T. M. 4-1/16		S. T. M. 10/16		Comp		Reserve Fd		FY2017		Page 2 of 8	
	Encumbered & Carried Fwd	Budget	A. T. M. 4/16 A/T/Transf	A. T. M. 4/16 A/T/Transf	S. T. M. 03/17 A/T/Transf	Reserve	Transfers	Expended	Encumbered & Carried Fwd	Closed to Fund Balance				
155 TECHNOLOGY														
Personal Services	-	409,753.00	-	-	-	8,696.00	-	415,721.13	-	-	-	2,727.87		
Expenses	44,558.62	592,083.00	-	-	-	-	-	548,625.15	-	-	12,044.50	75,971.97		
Capital	164,148.04	-	-	-	494,000.00	-	-	383,004.51	-	-	272,795.14	2,348.39		
161 TOWN CLERK														
Personal Services	-	258,210.00	-	-	-	6,868.00	-	280,716.41	-	-	-	4,361.59		
Expenses	2,550.00	23,585.00	-	-	-	-	-	22,166.74	-	-	1,500.00	2,468.26		
Capital	-	-	-	-	-	-	-	-	-	-	-	-		
170 PERMITTING														
Personal Services	-	208,922.00	-	-	-	-	-	197,949.81	-	-	-	10,972.19		
Expenses	-	41,875.00	-	-	-	-	-	31,693.62	-	-	350.00	9,831.38		
171 CONSERVATION COMMISSION														
Personal Services	-	80,956.00	-	-	-	2,025.00	-	82,980.18	-	-	-	0.82		
Expenses	-	4,060.00	-	-	-	-	-	1,710.91	-	-	-	2,349.09		
Capital	2,084.00	-	-	-	-	-	-	957.91	-	-	1,126.09	-		
175 PLANNING BOARD														
Personal Services	-	80,956.00	-	-	-	2,025.00	-	82,980.19	-	-	-	0.81		
Expenses	-	20,045.00	-	-	-	-	-	3,208.39	-	-	12,850.00	3,986.61		
Capital	-	-	-	-	-	-	-	-	-	-	-	-		
176 ZONING BD OF APPEALS														
Expenses	175.00	2,275.00	-	-	-	-	-	2,275.00	-	-	175.00	-		
Capital	-	-	-	-	-	-	-	-	-	-	-	-		
192 TOWN HALL														
Personal Services	-	42,700.00	-	-	-	715.00	-	43,414.26	-	-	-	0.74		
Expenses	1,181.28	89,585.00	-	-	-	-	-	76,516.37	-	-	9,772.00	4,477.91		
Capital	-	-	-	-	-	-	-	-	-	-	-	-		
199 PUBLICBUILDINGS														
Personal Services	-	51,510.00	-	-	-	4,978.00	-	51,638.73	-	-	-	4,849.27		
Expenses	500.00	21,900.00	-	-	-	-	3,800.00	21,748.32	-	-	500.00	3,951.68		
Capital	340,825.00	-	-	-	60,000.00	-	-	44,875.58	-	-	355,749.42	-		
GENERAL GOVERNMENT														
	831,087.08	4,393,407.00	-	-	738,690.00	(150,267.99)	(84,859.82)	4,448,539.44	985,062.52	294,454.13				

TOWN ACCOUNTANT – CONTINUED

DEPARTMENT/PURPOSE	FY2016		S. T. M. 10/16		S. T. M. 03/17		FY2017		Page 3 of 8	
	Encumbered & Carried Fwd	A. T. M. 4/16 Budget	A. T. M. 4/16 Atd/Transf	S. T. M. 03/17 Atd/Transf	Comp Reserve	Reserve Fd Transfers	Expended	Encumbered & Carried Fwd	Closed to	Fund Balance
210 POLICE	-	4,264,032.00	-	62,853.00	42,781.00	-	4,312,883.49	-	56,782.51	-
Personal Services	-	-	-	-	-	-	528,806.31	16,389.43	51,060.67	-
Expenses	3,603.41	592,653.00	-	-	-	-	-	-	-	-
Capital	-	-	-	-	-	-	-	-	-	-
215 PUBLIC SAFETY COMM	-	815,349.00	-	60,000.00	2,005.00	-	866,592.76	14,645.64	20,761.24	-
Personal Services	-	-	-	-	-	-	22,874.76	96,000.00	131.60	-
Expenses	-	37,652.00	-	36,000.00	-	60,000.00	-	-	-	-
Capital	-	-	-	-	-	-	-	-	-	-
220 FIRE	-	2,802,631.00	-	97,000.00	11,502.00	-	2,892,707.97	17,223.62	18,425.03	-
Personal Services	7,481.00	265,647.00	-	-	-	24,859.82	278,347.77	13,880.00	2,416.43	-
Expenses	55,237.34	-	-	13,880.00	-	-	51,816.55	-	3,420.79	-
Capital	-	-	-	-	-	-	-	-	-	-
241 BUILDING DEPARTMENT	-	301,511.00	-	-	4,911.00	-	287,756.68	-	18,665.32	-
Personal Services	-	18,125.00	-	-	-	-	16,528.07	-	2,007.60	-
Expenses	410.67	-	-	-	-	-	23,500.00	-	-	-
Capital	23,500.00	-	-	-	-	-	-	-	-	-
244 SEALER WEIGHTS & MEASURES	-	3,000.00	-	-	-	-	3,000.00	-	-	-
Personal Services	-	-	-	-	-	-	-	-	-	-
Expenses	-	3,000.00	-	-	-	-	-	-	-	-
291 EMERGENCY MGMT	-	8,446.00	-	-	-	-	8,446.00	-	-	-
Personal Services	-	4,575.00	-	-	-	-	4,561.78	-	13.22	-
Expenses	-	-	-	-	-	-	-	-	-	-
Capital	-	-	-	-	-	-	-	-	-	-
292 ANIMAL CONTROL	-	64,705.00	-	-	-	-	56,560.98	1,948.31	8,144.02	-
Personal Services	219.28	5,400.00	-	-	-	-	2,359.88	-	1,311.09	-
Expenses	-	-	-	-	-	-	-	-	-	-
294 TREE WARDEN	-	2,112.00	-	-	-	-	2,112.00	-	-	-
Personal Services	-	35,000.00	-	8,000.00	-	-	34,974.96	-	9,275.04	-
Expenses	1,250.00	-	-	-	-	-	-	-	-	-
PUBLIC SAFETY	91,701.70	9,220,838.00	-	277,733.00	61,199.00	84,859.82	9,383,829.96	160,087.00	192,414.56	-
305 WEST FORD PUBLICSCHOOL	1,083,030.49	54,695,407.00	-	-	-	-	54,475,267.50	1,005,494.49	297,675.50	-
Capital	386,634.95	-	-	92,000.00	-	-	324,220.09	107,001.86	47,413.00	-
310 NASHOBA VALLEY TECH	-	694,652.00	-	-	-	-	694,652.00	-	-	-
EDUCATION	1,469,665.44	55,390,059.00	-	92,000.00	-	-	55,494,139.59	1,112,496.35	345,088.50	-

TOWN ACCOUNTANT – CONTINUED

DEPARTMENT/PURPOSE	FY 2016		S.T.M. 10/16		S.T.M. 03/17		FY 2017		Page 4 of 8	
	Encumbered & Carried Fwd	A.T.M. 4/16 Budget	A.T.M. 4/16 Art/Transf	S.T.M. 10/16 S.T.M. 03/17 Art/Transf	Comp Reserve	Reserve Fd Transfers	Expended	Encumbered & Carried Fwd	Closed to Fund Balance	
410 ENGINEERING										
Personal Services	-	214,363.00	-	-	12,489.00	-	228,851.53	-	0.47	
Expenses	875.83	12,410.00	-	-	-	-	10,970.41	115.86	2,195.56	
Capital	315,040.00	-	-	386,250.00	-	-	303,419.97	393,913.03	4,357.00	
421 HIGHWAY										
Personal Services	-	1,491,122.00	-	-	26,406.00	-	1,448,264.63	-	69,263.37	
Expenses	135,210.40	1,138,896.00	-	400,000.00	-	-	1,612,642.04	28,564.99	32,939.37	
Capital	449,293.93	-	-	684,537.00	-	-	362,679.90	736,357.15	14,793.88	
427 STORMWATER MGMT										
Personal Services	-	-	-	-	-	-	-	-	-	
Expenses	23,340.00	48,000.00	-	-	-	-	31,377.38	-	39,962.62	
432 RECYCLING										
Recycling Expenses	-	430,000.00	-	46,000.00	-	-	458,712.76	-	17,287.24	
433 SOLID WASTE										
Solid Waste Expenses	179.00	1,164,012.00	-	-	-	-	1,150,141.23	-	14,049.77	
Capital	-	-	-	-	-	-	-	-	-	
442 WASTEWATER TREATMENT										
Expenses	1,344.46	228,888.00	-	-	-	-	199,193.51	3,870.00	27,168.95	
Capital	53,792.75	-	-	-	-	-	10,838.85	42,953.90	-	
491 GEMETERY										
Personal Services	-	79,637.00	-	-	944.00	-	76,759.72	-	3,821.28	
Expenses	-	20,755.00	-	-	-	-	16,790.42	-	3,964.58	
Capital	72,832.31	-	-	-	-	-	29,376.22	43,456.09	-	
PUBLIC WORKS	1,051,908.68	4,828,123.00	-	1,496,787.00	39,839.00	-	5,938,018.57	1,248,831.02	229,806.09	
510 BOHNIENVIRONMENTAL										
Personal Services	-	414,903.00	-	-	16,690.00	-	417,046.61	-	14,546.39	
Expenses	-	32,775.00	-	-	-	-	27,288.72	-	5,486.28	
Capital	-	-	-	30,000.00	-	-	-	30,000.00	-	
540 SENIOR CENTER										
Personal Services	-	133,085.00	-	-	6,230.00	-	139,315.00	-	20.57	
Expenses	-	68,850.00	-	-	-	-	68,828.43	-	-	
Capital	-	-	-	-	-	-	-	-	-	
541 COUNCIL ON AGING										
Personal Services	-	241,337.00	-	-	6,219.00	-	242,912.28	-	4,643.72	
Expenses	-	31,900.00	-	-	-	-	30,478.74	784.99	636.27	
Capital	-	-	-	-	-	-	-	-	-	

TOWN ACCOUNTANT – CONTINUED

DEPARTMENT/PURPOSE	FY 2016		S. T. M. 10/16		S. T. M. 03/17		FY 2017		Page 5 of 8	
	Encumbered & Carried Fwd	A. T. M. 4/16 Budget	A. T. M. 4/16 A/T/Transf	S. T. M. 10/16 A/T/Transf	S. T. M. 03/17 A/T/Transf	Comp Reserve	Reserve Fd Transfers	Expended	Encumbered & Carried Fwd	Closed to Fund Balance
543 VETERANS SERVICES	-	59,665.00	-	-	-	2,287.00	-	60,951.30	-	1,000.70
Personal Services	-	106,500.00	-	-	-	-	-	55,046.14	-	51,312.36
Expenses	-	1,089,015.00	-	-	30,000.00	31,426.00	-	1,041,868.22	-	77,646.29
HUMAN SERVICES										
610 LIBRARY	-	1,225,803.00	-	-	-	8,272.99	-	1,229,727.32	-	4,348.67
Personal Services	-	358,094.00	-	-	-	-	-	343,389.58	-	14,254.42
Expenses	-	-	-	-	-	-	-	-	-	-
Capital	-	-	-	-	-	-	-	-	-	-
630 RECREATION	-	240,646.00	-	-	-	7,471.00	-	224,522.80	-	23,594.20
Personal Services	-	12,750.00	-	-	-	-	-	12,712.46	-	37.54
Expenses	-	(253,396.00)	-	-	-	-	-	(253,396.00)	-	-
Offset	-	-	-	-	-	-	-	-	-	-
Capital	25,500.00	-	-	146,235.00	-	-	-	33,348.12	138,366.88	-
650 PARKS-GROUNDS BLDG MAINT	-	305,943.00	-	-	-	2,060.00	-	306,249.42	-	1,753.58
Personal Services	-	43,425.00	-	-	-	-	-	41,535.68	-	1,889.32
Expenses	-	-	-	-	-	-	-	-	-	-
Capital	-	-	-	22,000.00	-	-	-	22,000.00	-	-
660 LAND MANAGEMENT	600.00	37,500.00	-	-	-	-	-	35,940.28	1,859.72	300.00
Personal Services	-	-	-	-	-	-	-	-	-	-
Expenses	-	-	-	-	-	-	-	-	-	-
Capital	600.00	37,500.00	-	-	-	-	-	35,940.28	1,859.72	300.00
670 HISTORICAL COMMISSION	1,341.96	24,096.00	-	-	-	-	-	10,965.43	2,384.28	12,090.25
Expenses	-	-	-	-	-	-	-	-	-	-
Capital	1,341.96	24,096.00	-	-	-	-	-	10,965.43	2,384.28	12,090.25
CULTURE & RECREATION	27,441.96	1,994,863.00	-	168,235.00	-	17,803.99	-	2,005,995.09	143,080.88	58,267.98
710 DEBT SERVICE	-	6,733,967.00	-	-	-	-	-	6,693,430.37	-	40,536.63
Expenses	-	6,733,967.00	-	-	-	-	-	6,693,430.37	-	40,536.63
DEBT SERVICE	-	6,733,967.00	-	-	-	-	-	6,693,430.37	-	40,536.63
940 UNCLASSIFIED	-	(1,007,109.00)	-	-	-	-	-	(1,007,109.00)	-	-
Direct/Indirect offsets	-	(1,007,109.00)	-	-	-	-	-	(1,007,109.00)	-	-
945 UNCLASSIFIED	92,038.92	16,605,834.00	(852,278.00)	-	-	-	-	15,112,135.23	50,000.00	683,459.69
Employee Benefits	92,038.92	16,605,834.00	(852,278.00)	-	-	-	-	15,112,135.23	50,000.00	683,459.69
NON-DEPARTMENTAL	92,038.92	15,598,725.00	(852,278.00)	-	-	-	-	14,105,026.23	50,000.00	683,459.69
OPERATING BUDGETS	3,563,843.78	99,248,997.00	(852,278.00)	2,803,445.00	-	-	-	99,111,847.47	3,730,484.26	1,921,676.05

TOWN ACCOUNTANT – CONTINUED

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FY 2017 Budget Basis - Water Enterprise Fund

DEPARTMENT/Purpose	FY2016 Encumbered & Carried Fwd	A.T.M. 4/16 Budget	S.T.M. 10/16		Comp Reserve	Reserve Fd Transfers	Expended	FY2017 Encumbered & Carried Fwd	Closed to Fund Balance
			A.T.M. 04/16 Ard/Transf	S.T.M. 03/17 Ard/Transf					
OPERATING:									
Personal Services	-	1,139,241.00	-	-	-	-	1,136,793.38	-	2,447.62
Expenses	32,750.47	1,694,488.00	21,054.05	-	-	-	1,223,267.67	34,475.23	460,249.62
Reserve Fund	-	250,000.00	-	-	-	-	-	-	250,000.00
	<u>32,750.47</u>	<u>3,083,429.00</u>	<u>(30,000.00)</u>	<u>21,054.05</u>	<u>-</u>	<u>-</u>	<u>2,360,061.05</u>	<u>34,475.23</u>	<u>712,697.24</u>
CAPITAL									
	2,144,121.22	1,129,298.00	-	77,000.00	-	-	1,423,488.02	1,861,030.87	65,900.33
	<u>2,144,121.22</u>	<u>1,129,298.00</u>	<u>-</u>	<u>77,000.00</u>	<u>-</u>	<u>-</u>	<u>1,423,488.02</u>	<u>1,861,030.87</u>	<u>65,900.33</u>
WATER ENTERPRISE TOTAL	<u>2,176,871.69</u>	<u>4,212,727.00</u>	<u>(30,000.00)</u>	<u>98,054.05</u>	<u>-</u>	<u>-</u>	<u>3,783,549.07</u>	<u>1,895,506.10</u>	<u>778,597.57</u>

TOWN ACCOUNTANT – CONTINUED

FY 2017 Budget Basis - Ambulance Enterprise Fund

DEPARTMENT/Purpose	FY 2016		S. T. M. - 10/16		S. T. M. - 03/17		FY 2017		Closed to Fund Balance
	Encumbered & Carried Fwd	A. T. M. - 4/16 Budget	A. T. M. - 4/16 Amd Transf	S. T. M. - 03/17 Amd Transf	Comp Reserve	Reserve Fd Transfers	Expended	Encumbered & Carried Fwd	
OPERATING:									
Personal Services	-	740,106.00	-	38,500.00	-	-	769,759.47	-	8,846.53
Expenses	355.50	512,427.00	-	-	-	-	501,103.13	-	11,679.37
	355.50	1,252,533.00	-	38,500.00	-	-	1,270,862.60	-	20,525.90
CAPITAL:									
	273,908.33	-	-	21,000.00	-	-	272,322.80	21,000.00	1,585.53
	273,908.33	-	-	21,000.00	-	-	272,322.80	21,000.00	1,585.53
AMBULANCE ENTERPRISE TOTAL	274,263.83	1,252,533.00	-	59,500.00	-	-	1,543,185.40	21,000.00	22,111.43
GRAND TOTAL ALL FUNDS	6,014,979.30	106,089,431.00	(882,276.00)	2,960,999.05	-	-	105,812,405.94	5,646,990.36	2,723,735.05

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TOWN ACCOUNTANT – CONTINUED

Special Revenue Funds - FY 2017

Page 1 of 3

		Balance			Transfers	Balance
		July 1, 2016	Receipts	Expenditures	In/(Out)	June 30, 2017
Fund 250 Federal Grants						
25210215	Bullet Proof Vests OJ-Fed Reim	28,723.95	3,800.00	13,650.00	-	18,873.95
25210226	Police-Underage Alcohol FY16	(539.64)	3,417.72	2,878.08	-	-
25210245	Police-Traffic Grant FY15	304.20	-	304.20	-	-
25210246	Police-Traffic Grant FY16	(1,654.92)	4,119.72	2,464.80	-	-
25210247	Police-Traffic Grant FY17	-	4,981.66	5,806.81	-	(825.15)
25410416	Eng-HMGP Rt 40 Culvert Imprv	-	391,523.00	391,523.00	-	-
25510511	BOH-Medical Reserve	12,564.45	13,339.76	9,756.81	-	16,147.40
25510512	BOH- Emerg Prep Coalition	44,322.26	37,971.80	52,115.25	-	30,178.81
25510514	BOH- NAACHO	27,831.09	13,000.00	6,108.30	-	34,722.79
25510522	BOH- FDA Standards	(649.98)	4,538.15	4,698.47	-	(810.30)
					-	
		110,901.41	476,691.81	489,305.72	-	98,287.50
Fund 255 School Federal Grants						
25235501	Sped 94-142 DESE 240 FY17	-	949,110.00	934,248.08	-	14,861.92
25235502	Sped 94-142 DESE 240 FY16	3,611.00	19,288.00	22,899.00	-	-
25239903	Title I DESE 305 FY 17	-	90,893.00	90,453.00	-	440.00
25239904	Title I DESE 303 FY 16	1,693.86	9,063.00	10,756.86	-	-
25235505	Sped Prog Impr 274 FY17	-	27,000.00	10,260.50	-	16,739.50
25235506	Sped Prog Impr 274 FY16	(7,999.00)	26,324.00	18,325.00	-	-
25239308	Title II Teacher Quality 140 F16	(25.00)	25.00	-	-	-
25239308	Title II Teacher Quality 140 F17	-	51,386.00	51,386.00	-	-
25239515	Early Childhood 262 FY17	-	19,916.00	19,916.00	-	-
25235342	Early Chhld Prog Imprv 298	-	2,250.00	2,250.00	-	-
					-	
		(2,719.14)	1,195,255.00	1,160,494.44	-	32,041.42
Fund 260 State Grants						
26123127	Green Communities Grant	-	250,000.00	249,772.20	-	227.80
26175632	Reg Recreation Trail	1,573.23	-	-	-	1,573.23
26179179	NMCOG-MassGIS	1,777.45	-	-	-	1,777.45
26210206	Police Pedestrian Safety-FY16	-	1,784.88	1,784.88	-	-
26210266	Police 911 Support-FY15	(5,928.29)	-	-	-	(5,928.29)
26210275	Police 911 Support-FY16	(1,332.70)	1,384.48	51.78	-	-
26215267	Police 911 Support-FY17	-	16,894.88	40,763.09	-	(23,868.21)
26210295	Police 911 Training FY15	(7,835.05)	7,995.80	160.75	-	-
26210296	Police 911 Training FY16	(10,590.34)	-	(516.73)	-	(10,073.61)
26215297	Police 911 Training FY17	-	4,310.23	7,655.63	-	(3,345.40)
26220216	S.A.F.E. -Fire FY16 Grant	4,820.23	-	4,169.09	-	651.14
26220217	S.A.F.E. -Fire FY17 Grant	-	4,540.00	-	-	4,540.00
26291240	Emerg Mgmt Performance	-	-	4,950.36	-	(4,950.36)
26410415	Eng-DOT Tier 2 Project	-	10,294.96	10,294.96	-	-
26410418	Eng-DOT Complete Streets	-	-	366.56	-	(366.56)
26450451	Water-Massworks Grant	(43,550.00)	101,371.52	57,821.52	-	-
26510515	Tobacco Control Grant	2,296.94	-	353.48	-	1,943.46
26510523	BOH-Local Health Mini	724.74	-	-	-	724.74
26510526	BOH-Greater Lowell	265.95	-	-	-	265.95
26541541	Elders Affairs-COA Formula	-	33,540.00	33,540.00	-	-
26541542	Lowell Reg Trans Auth-Van	7,864.18	96,487.94	96,830.46	-	7,521.66
26610610	Library Lig-Meg	25,308.82	26,103.93	23,953.22	-	27,459.53
26610614	Library Const Plan/DesignGrant	1,408.78	-	1,408.78	-	-
26695695	Cultural Council Grant	5,609.52	4,976.36	4,606.07	-	5,979.81
					-	
		(17,586.54)	559,684.98	537,966.10	-	4,132.34

TOWN ACCOUNTANT – CONTINUED

		Balance			Transfers	Balance
		July 1, 2016	Receipts	Expenditures	In/(Out)	June 30, 2017
Fund 265 School State Grants						
26239343	DESE SEI Endorsement	-	5,575.00	5,575.00	-	-
		-	5,575.00	5,575.00	-	-
Fund 270 Receipts Reserved						
27171171	Conservation-Wetlands	35,386.68	7,677.50	7,925.06	(7,500.00)	27,639.12
27199901	Town Wide-Insurance >\$20K	35,541.90	-	-	-	35,541.90
27491491	Cemetery-Sale of Lots	124,386.65	14,552.65	-	-	138,939.30
		195,315.23	22,230.15	7,925.06	(7,500.00)	202,120.32
Fund 280 Town Revolving Funds						
28122110	Scholarship Fund-Twn Tax	13,543.53	515.17	-	-	14,058.70
28122111	Arts & Technology-Twn Tax	2,531.24	316.38	1,330.00	-	1,517.62
28122122	Town Building Leases 53E1/2	131,598.85	70,184.12	66,584.18	-	135,198.79
28171172	East Boston Camp 53E1/2	106,524.06	48,665.00	33,172.10	-	122,016.96
28179177	Community Gardens 53E1/2	2,245.00	7,115.00	2,079.26	-	7,280.74
28192920	Insurance Recovery-Town	6,830.06	19,493.27	22,593.10	-	3,730.23
28210920	Insurance Recovery-Police	4,540.96	64,184.15	59,537.52	-	9,187.59
28300920	Insurance Recovery-School	-	1,687.77	1,687.77	-	-
28450920	Insurance Recovery-Water	924.92	-	924.92	-	-
28294494	Town Forestry Revolving 53E1/	-	915.20	-	-	915.20
28432432	Recycling Revolving 53E1/2	7,600.44	18,745.25	19,715.45	-	6,630.24
28510524	BOH-Immuniz/Clinical 53E1/2	68,321.77	58,049.59	42,585.74	-	83,785.62
28540546	Senior Ctr Programs 53E1/2	8,794.33	37,832.00	30,014.49	-	16,611.84
28541543	Elder & Disabled Tax-TREAD	26,206.31	12,218.39	10,250.00	-	28,174.70
28541545	Senior Ctr Fitness Rm 53E1/2	52,233.18	11,192.00	10,854.08	-	52,571.10
28630634	Recreation Revolving 53 D	17,066.29	297,518.92	314,548.94	-	36.27
28630636	Rec-Field Maint Revol 53E1/2	57,475.25	66,002.18	79,432.62	(15,000.00)	29,044.81
		506,436.19	714,634.39	695,310.17	(15,000.00)	510,760.41
Fund 285 School Revolving Funds						
28303381	School Activity Fees	268,683.59	551,803.47	625,152.96	-	195,334.10
28303385	Sch Bus Transportation 53E1/2	69,590.03	474,364.00	502,300.02	-	41,654.01
28304375	School Building Usage	15,836.84	22,141.07	19,584.86	-	18,393.05
28304376	School Outside Details	1,411.67	55,593.00	49,736.32	-	7,268.35
28304386	School Parking WA 53E1/2	8,686.68	16,300.00	17,840.14	-	7,146.54
28311387	Kindergarten -Sped (Integrated)	40,817.50	85,820.00	94,726.21	-	31,911.29
28339388	Non-Resident Tuition	-	77,981.00	77,981.00	-	-
28311389	Full Day Kindergarten	25,200.00	284,340.00	202,219.97	-	107,320.03
28310380	Preschool-Sped (Integrated)	72,496.71	233,196.22	259,954.05	-	45,738.88
28311378	Sch Extended Day-Elem	54,246.62	283,348.75	238,333.74	-	99,261.63
28331382	School Lost Books	11,077.67	2,259.70	11,180.31	-	2,157.06
28331393	School-Tech Fee	-	14,049.99	1,898.76	-	12,151.23
28332384	School Athletic Revolving	59,476.16	524,230.29	525,477.70	-	58,228.75
		627,523.47	2,625,427.49	2,626,386.04	-	626,564.92

TOWN ACCOUNTANT – CONTINUED

TOWN OF WESTFORD
Special Revenue Funds - FY 2017

Fund	Town	Other	Spec	Rev	Funds	Balance			Transfers In/(Out)	Balance June 30, 2017
						July 1, 2016	Receipts	Expenditures		
29122717	Town	Wide	Sidewalk	Gift		75,091.03	-	-	4,976.80	80,067.83
29122913	Newport	Improvements				-	50,000.00	-	-	50,000.00
29122964	Coalition	Non-Violence	Gift			4,069.24	2,000.00	589.95	-	5,479.29
29122967	Business	Guide	Gift			2,000.00	-	-	-	2,000.00
29123127	MIIA	Flex				1,846.85	-	-	-	1,846.85
29152152	HR- BC/BS	Innovation	Award			5,000.00	-	-	-	5,000.00
29161161	Extended	Polling	Hours			10,095.03	5,536.00	9,775.06	-	5,855.97
29170971	PWAH	Gift				382,200.00	-	-	(4,976.80)	377,223.20
29170972	Tadmuck/Rte	110	Gift			20,138.30	-	3,778.09	-	16,360.21
29170975	RT 110	Corridor	Gift			7,961.63	-	-	-	7,961.63
29171945	Cons Com	Stream	Team Equip			1,451.70	-	-	-	1,451.70
29171950	Cons	Comm-Gift				-	317.50	-	-	317.50
29171953	Cons	Comm-Mass	Elec Gift			4,311.92	-	-	-	4,311.92
29175962	Plan Bd	Summer	Village Insp G			14,561.99	-	2,850.05	-	11,711.94
29175965	Plan Bd	Summer	Village Gift			273,800.00	14,000.00	-	-	287,800.00
29179178	Community	Gardens	Gift			364.79	-	140.00	-	224.79
29210990	Drug	Investigation				8,592.00	1,560.00	5,092.85	-	5,059.15
29210911	Police	K-9	Gift			357.06	1,100.00	1,275.53	-	181.53
29210912	Police	SUV	Gift			-	69,805.45	69,805.45	-	-
29510973	BOH-Circle	Health	Gift			22,788.98	-	8,637.78	-	14,151.20
29510955	BOH-Health	Gift				16,905.62	7,533.69	6,503.90	-	17,935.41
29510956	BOH-AED	Defibrillator	Gift			3,552.89	-	330.00	-	3,222.89
29510958	BOH-Dental	Gift				3,042.23	5,000.00	5,556.12	-	2,486.11
29539979	Adult	Day	Trans Gift			1,246.66	-	1,246.66	-	-
29540540	COA	Friends	Gift			4,922.23	35,000.00	27,801.85	-	12,120.38
29543950	Veteran's	Gift				955.00	2,330.00	200.00	-	3,085.00
29610928	Library	Job	Seekers Network			-	5,000.00	1,052.15	-	3,947.85
29610925	Library	Restitution				2,768.46	2,438.82	212.47	-	4,994.81
29610950	Library	Memorial	Gift			25,606.63	24,910.82	29,327.67	-	21,189.78
29630965	Recreation	Forge/Edward	Beac			53,564.30	-	5,089.96	-	48,474.34
29691950	Historic	Comm	Gift			752.00	-	-	-	752.00
						947,946.54	226,532.28	179,265.54	-	995,213.28
Fund 295	School	Other	SRF							
29239350	Sch	Reed	Living Lab	Donation		4,226.98	-	-	-	4,226.98
29239354	Misc	School	Donations			31,062.68	117,292.23	94,159.35	-	54,195.56
29239355	WEF	Mini	Grants			(9,615.33)	22,990.30	13,374.14	-	0.83
29239356	School	Inventors	Fair			152.00	-	-	-	152.00
29231357	Verizon	App	Grant			12,345.03	-	-	-	12,345.03
29231359	WA	Trustees	Donation			-	4,225.00	4,225.00	-	-
29239361	School	Scholarship	Donations			-	6,000.00	6,000.00	-	-
29239362	School	Innovation	Gift			-	100.00	-	-	100.00
29302390	School	Choice				411,719.86	553,350.00	301,761.38	-	663,308.48
29302392	Circuit	Breaker	Sped	DOE#520		1,622,304.00	1,809,923.00	1,622,304.00	-	1,809,923.00
						2,072,195.22	2,513,880.53	2,041,823.87	-	2,544,251.88
220	School	Lunch				146,725.83	1,851,720.01	1,641,643.27	-	356,802.57
240	Community	Preservation				5,528,025.88	2,186,786.31	1,810,570.74	-	5,904,241.45
299	Title	V				36,250.61	-	-	-	36,250.61
						5,711,002.32	4,038,506.32	3,452,214.01	-	6,297,294.63
TOTALS						10,151,014.70	12,378,417.95	11,196,265.95	(22,500.00)	11,310,666.70

TOWN ACCOUNTANT – CONTINUED

Capital Projects Funds - FY 2017

Fund 310 - Town		FY 2016	Revenue			Continued	Close to
Org/Obj	Description	Balance Fwd	Perm Bonds	Expended	Transfers	Appropriation	General Fund
31210727	Police/Fire Dispatch 3/15 #7	(49,768.00)	1,029,000.00	370,190.95	-	609,041.05	-
31220726	Boston Rd Fire Sta 3/15 #8	785,495.25	-	545,958.63	-	239,536.62	-
31220747	Fire Truck 3/13 Art#16 \$544K	4.04	-	-	-	4.04	-
31410739	Eng -Main St Recons 4/16 #7	-	-	20,423.93	-	(20,423.93)	-
31410746	Eng -Master Design 3/13 #16	(359,201.56)	-	132,200.48	305,000.00	(186,402.04)	-
31410748	Eng -Plain Rd Sidewalk 4/16 #7	(9,945.00)	-	9,753.60	-	(19,698.60)	-
31410758	Eng Keyes Recons 3/15 #6	645,901.00	-	101,919.99	-	543,981.01	-
Total Town Capital		1,012,485.73	1,029,000.00	1,180,447.58	305,000.00	1,166,038.15	-

Fund 320 - School		FY 2016	Revenue			Continued	Close to
Org/Obj	Description	Balance Fwd	Perm Bonds	Expended	Transfers	Appropriation	General Fund
32314770	Robinson/Day Windows 3/14 #11	(2,887,368.29)	2,000,000.00	312,244.86	-	(1,199,613.15)	-
Total School Capital		(2,887,368.29)	2,000,000.00	312,244.86	-	(1,199,613.15)	-

Fund 360 - Water Enterprise		FY 2016	Revenue			Continued	Close to
Org/Obj	Description	Balance Fwd	Perm Bonds	Expended	Transfers	Appropriation	General Fund
36450787	Main/Patriot 3/14 Art#9 \$400K	(332,436.10)	398,000.00	63,757.48	-	1,806.42	-
36450789	Rt 110 St Mary 3/12 Art#21 \$750K	55,576.24	-	-	-	55,576.24	-
36450797	System Imprv 10/11 Art#7 \$1.5M	163,145.56	-	-	-	163,145.56	-
36450799	Abbot to Pine 3/14 Art#9 \$660K	(397,553.33)	498,000.00	99,893.81	-	552.86	-
Total Water Enterprise Capital		(511,267.63)	896,000.00	163,651.29	-	221,081.08	-

		July 1, 2016				June 30, 2017
		Balance	Receipts	Expenditures	Transfers	Balance
Highway Improv Fund 230		(44,633.64)	717,934.43	908,400.12		(235,099.33)
	Highway Chapter 90					

**Negative ** Cont'd Appro supported by BANS
Temporary borrowing

Transfer
Pd BAN GF -Debt

TOWN ACCOUNTANT – CONTINUED

Trust Fund Activity Fiscal Year 2017

	Fund Balance July 1, 2016	Receipts	Investment Income	Expenditures	Transfers In/(Out)	Market Value Adj	Balance June 30, 2017
Non-Expendable Trusts:							
810 Cemetery Perpetual Care	430,494.50	17,770.00	-	-	-		448,264.50
Charles Colburn Cem	1,500.00	-	-	-	-		1,500.00
William Wright Cem	5,000.00	-	-	-	-		5,000.00
Lyman Wilkins Cem	1,413.11	-	-	-	-		1,413.11
J.H. Fletcher Cem	1,500.00	-	-	-	-		1,500.00
Alonzo Reed Cem	1,500.00	-	-	-	-		1,500.00
Metcalf & Soldiers	1,300.00	-	-	-	-		1,300.00
Library Book Fund	13,000.00	-	-	-	-		13,000.00
Library Lecture Fund	30,000.00	-	-	-	-		30,000.00
Library All Purpose	17,347.58	-	-	-	-		17,347.58
Library Trustee	61,137.50	-	-	-	-		61,137.50
Ellen Rainville Educ	83,855.00	-	-	-	-		83,855.00
Library Benefactors Trust	5,364.00	-	-	-	-		5,364.00
Whitney Shade Tree	2,500.00	-	-	-	-		2,500.00
Whitney Education	10,000.00	-	-	-	-		10,000.00
	665,911.69	17,770.00	-	-	-		683,681.69
Expendable Trusts:							
820 Conservation Fund	631,045.09	-	11,034.90	35,620.00	190,000.00		796,459.99
Conservation-Salamande	38,069.60	-	654.84	-	-		38,724.44
Cemetery Perpetual Care	12,084.84	-	7,684.99	9,519.39	-		10,250.44
Charles Colburn Cem	3,419.66	-	84.62	-	-		3,504.28
William Wright Cem	4,676.59	-	166.44	-	-		4,843.03
Lyman Wilkins Cem	4,111.37	-	95.06	-	-		4,206.43
J.H. Fletcher Cem	2,812.91	-	74.19	-	-		2,887.10
Alonzo Reed Cem	2,899.92	-	75.69	-	-		2,975.61
Metcalf & Soldiers	3,275.46	-	78.72	-	-		3,354.18
Library Book Fund	1,073.27	-	241.93	48.45	-		1,266.75
Library Lecture Fund	1,921.13	-	537.27	950.00	-		1,508.40
Library All Purpose	195.25	-	300.25	372.00	-		123.50
Library Trustee	2,387.30	-	1,090.61	135.38	-		3,342.53
J.V. Fletcher Library	27,666.95	-	462.15	1,180.69	-		26,948.41
Ellen Rainville Educ	2,599.85	-	1,479.71	630.00	-		3,449.56
Library Benefactors Trust	74,148.98	-	1,367.71	-	-		75,516.69
Whitney Shade Tree	17,562.27	-	345.10	-	-		17,907.37
Whitney Playground	29,787.15	-	682.74	105.99	-		30,363.90
Affordable Housing Trust	655,829.12	-	11,281.12	-	-		667,110.24
Capital Stabilization Fund	1,159,468.26	-	19,944.36	-	-		1,179,412.62
Health Stabilization Fund	519,000.95	-	8,927.51	-	-		527,928.46
Stabilization Fund	4,597,653.34	-	80,621.04	-	500,000.00		5,178,274.38
OPEB Stabilization Fund	1,481,972.94	-	17,951.65	-	1,110,225.00	78,759.53	2,742,909.12
Water OPEB Stabilization	738,922.80	-	13,702.85	-	10,029.00	53,463.56	816,118.21
	10,012,585.00	-	232,885.45	48,561.90	1,810,254.00	132,223.09	12,139,385.64
TOTALS	10,678,496.69	17,770.00	232,885.45	48,561.90	1,810,254.00	132,223.09	12,823,067.33

TOWN ACCOUNTANT – CONTINUED

Agency Fund - FY 2017

	Balance July 1, 2016	Additions	Deductions	Balance June 30, 2017
Performance Bonds	684,707.80	666.97	10,690.47	674,684.30
Developer Escrow	75,783.39	176,156.80	104,275.28	147,664.91
Rail Tree Hill	5,271.82	0.00	0.00	5,271.82
Villanova Drive Deposit	9,294.01	0.00	0.00	9,294.01
Cumberland Farm Deposit	3,300.00	0.00	0.00	3,300.00
Vose Hill Road	959.39	0.00	0.00	959.39
Timberstone Deposit	10,000.00	0.00	0.00	10,000.00
Police-Outside Details	(97,999.90)	716,728.00	826,973.49	(208,245.39)
License to Carry	6,680.00	25,975.00	25,587.50	7,067.50
Police-Holding Account	-	1,295.00	600.00	695.00
Fire-Outside Details	(3,948.00)	27,115.36	26,363.36	(3,196.00)
Student Activity	316,315.89	1,461,379.59	1,486,038.68	291,656.80
<div style="display: flex; justify-content: space-between;"> TOTALS 1,010,364.40 2,409,316.72 2,480,528.78 939,152.34 </div>				

TOWN CENTER TRAFFIC & PARKING COMMITTEE

Our committee was established in 2015 by the Board of Selectmen and is charged to work with in-house and contracted engineers to develop conceptual designs for traffic circulation, parking, and pedestrian safety improvements in Westford Center. The Selectmen instructed us to work from the March 2014 Westford Town Center Traffic and Parking Study conducted by the Northern Middlesex Council of Governments (NMCOG).

Gail Flannery
Jeannette Wilkinson
Co-Chairs

Kristina Greene
Ellen Harde
Pat Louch
Shari O'Connor
Andrea Peraner-Sweet
Miland Tamaskar
Jeannette Wilkinson

Our committee is focused on the geographic Center that includes Main Street from Graniteville Road to Depot Street; Boston Road from the Westford Museum to Main Street and all of Lincoln Street. As many historic places in Westford occupy space in the Center, we have paramount respect for these areas and have partnered closely with the Westford Museum, Parish Center for the Arts, Connolly Insurance, Roudenbush Community Center and J.V. Fletcher Library. We work closely with Westford's Engineering Department and have forged relationships with the Police and Fire Departments and with town center residents.

The key areas that we have focused on during our tenure are:

- reducing the speed of motorists in the town center
- providing greater pedestrian safety in the center
- providing additional parking for town center businesses and visitors

Much headway was made in 2016, including the review of finalized concept designs from BETA Group, Inc. for town center improvements proposed by TCP&TC and accepted by the Board of Selectmen, and town center abutter meetings to inform the public of the changes afoot.

July, 2016

A walk-through of the town common area was made by Town Engineers Paul Starratt and Jeremy Downs along with Kien Ho of BETA Group, Inc., Mike Harde of PCA, Ellen Harde of TCP&TC/Town Common Restoration Project and Gail Flannery of TCP&TC with particular focus on the curb extension and crosswalk in front of PCA on Lincoln Street. From this meeting came:

- the decision to request approval from BOS to install temporary bollards simulating the new traffic pattern
- the identification of need for both additional lighting at the intersection and signs to be posted on Boston Road. to warn motorists of a changed traffic pattern. PCA generously agreed to add lighting to cast from within PCA onto the intersection
- the request made to BETA to prepare designs for consideration

Conceptual design plans from BETA Group, Inc. for Lincoln Street curb extension in front of PCA were received in late July. Three alternatives were proposed that met WB-50 turning radius and included approximate costs of implementation.

TCP&TC became aware of plans by the town engineers and Pedestrian Safety Committee to apply to Mass DOT for funding through the Complete Streets Program to cover some or all of various improvements including those in the town center. We were

TOWN CENTER TRAFFIC & PARKING COMMITTEE

— CONTINUED

unclear on how projects were to be prioritized and concerned with the possible delays of our planned Lincoln Street curb extension.

August, 2016

TCP&TC unanimously agreed to BETA Group, Inc. Concept Design Plan #2 estimated to cost \$20,000. This plan:

- expands the landing space at the PCA to provide patrons more space at the landing away from traffic
- provides adequate turning radius for emergency vehicles and trucks
- improves wheelchair ramp at the PCA and the common, including relocation off of Boston Road
- adds additional parking in front of the PCA
- will effectively slow down traffic coming onto Lincoln St from Boston Road

On August 23, 2016 TCP&TC presented to the Board of Selectmen for approval:

- the request to approve BETA Group, Inc Concept Plan Design #2 approximated at \$20,000.
- the request to approve the installation of temporary bollards to simulate the traffic pattern and warning signs to be posted on Boston Road.
- the request for PCA to explore securing bids from contractors to complete the curb extension and to use private funding. These was proposed so that the project would not be delayed by the Complete Streets application process, save the town money and utilize the generous donation from PCA and The Common Restoration Committee who proposed to donate \$12,000 towards the cost.
- Paul Starratt and TCP&TC requested the Selectmen to accept the requests. The Selectmen approved all requests.

September, 2016

Five contractors were asked to submit bids to the PCA for the Lincoln Street curb extension. It was also identified that a police detail would need to be included in the cost of the project. Only two contractors responded and the low bid was \$113,000. Discussions ensued with Engineering to determine the gap between BETA Group, Inc estimate of \$20,000 and the independent bids received by the PCA. It quickly became apparent that private funding could not be secured.

The temporary bollards were installed along Boston Road and Lincoln Street in simulation of the new traffic pattern along with lighting by the PCA and new traffic pattern road signs on Boston Road.

October, 2016

A combined meeting with the Pedestrian Safety Committee, Paul Starratt of Engineering, TEC Engineers and several interested citizens and town center abutters was held to review the Complete Streets design by TEC for the town center. Included in this design was:

- curb extension in front of PCA.
- a new crosswalk at the intersection of Boston Road and Main Street, plus altered crosswalks at the Town Hall and Library.

TOWN CENTER TRAFFIC & PARKING COMMITTEE

— CONTINUED

- road alignment alterations to straighten the sweeping curve from Main Street onto Boston Road; cut back the tip of the Common and shift over the lane at the end of Boston Road at Main Street. All these adjustments were proposed to stem the flow of traffic and provide a better means to help motorists turn left onto Main Street from Boston Road.
- closure of one road of the entry fork to Lincoln/Hildreth Street.
- for TCP&TC to secure private funding and quotes for stamped crosswalks in a brick pattern.

At this meeting abutters vehemently opposed the closure of the entry lane at Lincoln/Hildreth and it was taken off of the plan. Adjustments were made to the design and TCP&TC signed off. This plan was put to the BOS for approval, along with the total Complete Streets designs, and was approved.

November, 2016

A press release was posted in the Westford Eagle and Westford CAT updating the public on the town center progress and upcoming changes. Mass DOT approved Westford's application for Complete Streets and awarded \$399,860 to fund all of the projects, including those in the town center. A final meeting with Town Engineer Paul Starratt, TEC Engineers and the Pedestrian Safety Committee was held to finalize the plans for the center. This included the placement of the crosswalks, and the reconstruction of existing crosswalk ramps.

December, 2016 January & February, 2017

Additional combined committee and engineering meetings were held to work out fine details. Correspondence was sent to two abutters who contacted TCP&TC on the proposed change to the entry to Lincoln/Hildreth Streets. TCP&TC met to discuss next steps for the committee. The magenta traffic signs on Boston Road were removed.

April, 2017

Felix A. Marino Co., Inc provided a quote for private funding for brick patterned stamped crosswalks for \$200 per square yard. This quote was provided to the PCA. On April 12, 2107 an open meeting for abutters and interested parties was held at the Millennium School. Generally the attendees agreed with the proposed changes to the center but felt that the measures for traffic calming would not work and wondered why a traffic light was not an option at Boston Road and Main Street. Ellen Rainville of the Library put it best by saying that we were trying to keep the common in the 19th century in the 21st century.

May & June, 2107

Shari O'Connor resigned from TCP&TC after two years of outstanding contributions.

TOWN CLERK

Registrars: Census & Elections

The Presidential election, the busiest election in the four-year cycle, was busier still because of the added provision of early voting. Thirty percent of Westford’s voters chose the convenience of voting by mail or at Town Hall before Election Day. Election workers joined Town Clerk’s staff to ensure that the election process and early voting events held for several days leading up to Election Day ran smoothly.

Kaari Mai Tari
Town Clerk

Patty Dubey
Assistant Town Clerk

Tina Landry
Records Supervisor

Marilyn Frank
Dept. Assistant

We are grateful for the dedication and hard work of our election workers. We remember our dedicated workers who passed away during the last fiscal year, Mary Hill, long-time warden at Precinct 3, Frank O’Malley, Fran Forest and Denis Watson. We are thankful for their assistance on election days and will miss them at the polls and around town.

The Presidential election was well attended with 82.9% of Westford’s 16,973 voters casting their ballots. Two resignations of elected officials prompted vacancies to appear on the May 2, 2017 Annual Town Election ballot.

Planning Board: Dennis Galvin (effective May 1, 2017)

Board of Health: Helen Fu (effective Feb 6, 2017)

There were two Special Town Meetings in addition to the Annual Town Meeting. Those minutes are available elsewhere in this Town Report.

The chart below shows how new voters registered along with the total voters currently registered for each party and political designations.

Party/Political Designation	Party Code	New Registrations During FY2017	Total Voters Registered as of 6/30/17
American Independent	Q	2	3
American Term Limits	BB	0	1
Conservative	A	1	4
Democrat*	D	232	3509
Green Party USA	G	0	1
Green-Rainbow	J	3	11
Interdependent 3 rd Party	T	1	3
Libertarian	L	0	39

TOWN CLERK – CONTINUED

Mass Independent Party	O	2	3
Republican*	R	13	2186
Unenrolled**	U	1065	10,873
United Independent*	CC	70	109
We the People	H	1	2
Total		1390	16,748

*Political Party. Political parties hold primaries. All political designations are now allowed to participate in the primary of their choosing, like Unenrolled voters. Voters 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 “Independent” or “Unaffiliated” voter.

Extended voter registration sessions are held 20 days before elections and the Annual Town Meeting and 10 days before a Special Town Meeting, usually at the Town Clerk’s office. On these days the Town Clerk’s office is open until 8:00 pm.

Polling places remain as follows:

- Precinct 1 Abbot School, 25 Depot Street
- Precinct 2 Blanchard Middle School, 14 West Street
- Precinct 3 Abbot School, 24 Depot Street
- Precinct 4 Robinson School, 60 Concord Road
- Precinct 5 Stony Brook School, 9 Farmer Way
- Precinct 6 Rita Edwards Miller School, 1 Mitchell Way

Many thanks go out to school personnel, especially custodians, for their hard work in 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. We thank Kurt Franz of the School Department for his assistance with delivering the ballots to the polls. Election officers work long hours to bring election day to the voters at the polls. Regardless of the turnout, they spend the better part of 7.5 hours (working in two shifts) ready to assist voters at all six precincts.

Civic Engagement

Many thanks to the League of Women Voters in town. Many League members have helped us recruit election workers and some work at the polls. The League hangs the banner in the center announcing elections and town meeting. They have Town Meeting forums and Candidates Night and our community is lucky to have such positive energy focused on civic engagement.

TOWN CLERK – CONTINUED

Westford Academy Intern

Molly Berrigan, a WA Senior interested in Political Science, joined staff in April and May to learn about town government through the eyes of the Town Clerk’s Office. The office benefitted greatly from her intelligence and enthusiasm. We wish her well in future endeavors.

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 the time of incorporation in 1729. Early records are available on microfilm at the J.V. Fletcher Library.

	2008	2009	2010	2011	2012	2013	2014	2015	2016
Births	158	144	156	153	124	142	175	134	147
Marriages	65	53	69	54	68	63	59	81	61
Deaths	145	153	145	166	162	139	148	166	183

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 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.

Item	FY2013	FY2014	FY2015	FY2016	FY2017	Notes
Bulk Stickers	1,954	2,070	2,478	3,193	3,127	
Business Certificate	121	148	138	121	100	
Dogs	2,452	2,513	2,538	2,626	2,615	Calendar Year
Flammable Storage Registration	41	41	41	41	36	Calendar Year
Notarizations	578	502	469	743	714	
Raffle Permits	10	8	7	8	8	
Certified Copies of Vital Records	1,180	1,088	1,117	1,276	1,398	

TOWN CLERK – CONTINUED

Selectmen’s Annual Licensing

Alongside her duties as Assistant Town Clerk, Patty Dubey provides administrative support to the Selectmen for their annual licensing. The tables below show annual licensing payments that were received for the processing of applications and/or renewals.

	2013	2014	2015	2016	2017
All Alcohol Club	7	7	7	7	7
All Alcohol Package Store	7	7	7	7	7
All Alcohol Inn Holder	2	2	2	2	2
All Alcohol Restaurant	21	21	21	21	21
Beer & Wine Package Store	5	5	5	5	5
Beer & Wine Restaurant	3	3	3	3	4
Common Victualler	57	57	58	59	56
Automatic Amusement	90	90	90	90	126
Class I New Car	1	1	1	1	1
Class II Used Car	9	9	10	9	9
Class III Junk Car	1	1	1	1	1

Meetings

Meetings of governmental bodies are open to the public and handicap assessable. 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. Agendas are posted at least 48 hours in advance of the meeting and may be emailed to townclerk@westfordma.gov. As soon as they are approved by the board/committee, minutes are made available online through the Town Archives at the Town Clerk’s office, and the Town’s Document Management System: www.westfordma.gov/dms

Boards and Committees

Over the many years of civic engagement in Westford, more than 334 committees have been formed to assist the town leaders in investigating options and reaching decisions. Westford resident Barbara Murch compiled this list of boards and committees and is now on to another project involving town meetings.

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 this wonderful community. Committee membership is printed in the front of this Town Report and is also available online at <https://data.westford.gov/bc/>. Boards and committees are subject to the Open Meeting and Conflict of Interest laws.

TOWN CLERK – CONTINUED

Appointment letters, oaths of office, open meeting and conflict of interest law acknowledgments are all preserved in the Town Clerk's office and are carefully tracked by Marilyn Frank. 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 greatly indebted to our volunteers who take on time-consuming tasks in order to help us keep up with the work flow. Without them, we would be working nights and weekends to meet our census, dog license processing, election management and records preservation goals. Volunteers were again welcomed to the office to assist with census opening and ethics filing.

Preservation

Special thanks to members of the Records and Archives Management Committee for their assistance with town archives, which is detailed in their report.

TOWN FOREST COMMITTEE

The Town Forest Committee is the town body responsible for the care, custody and management of the town forests. 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 Committee is currently responsible for approximately 270 acres of forest lands scattered throughout Westford. The Committee's long-term management goals are: to actively maintain and enhance forest health, improve wildlife habitat, provide recreational opportunities and protect both soil and water quality.

Hugh Maguire
Chair

Richard (Chip) Barrett
Tree Warden

James Gozzo
Scrivener

Completion of Initial Spalding Forest Thinning



Town Forest Committee with the New Spalding Town Forest Sign

At the beginning of FY17 the Committee completed the first phase of active management at the two Spalding Town Forest parcels located at the intersection of Forge Village and Cold Spring Roads. These two parcels totaling about 13 acres were donated to the town by Mr. Oscar R. Spalding as town forests and were accepted at Annual Town Meeting on February 16, 1926. At the end of FY 16 we contracted with Axe Brothers Tree Service of Acton, MA, to conduct thinning operations at Spalding forest in accordance with our State-approved management plan. Thinning was conducted during the summer months of July and August 2016 when the soils were dry and automobile traffic to/from Westford

Academy was at a minimum. The Town Forest Committee made arrangement with both the Water Commissioners and the Board of Selectmen so that forester access into and out of the forest parcels would be off the main roads in order to minimize impacts to traffic.

This initial tree thinning was successfully completed in August 2016 with a tree density reduction from 400 to about 300 trees/acre. In accordance with our management plan, we will revisit the Spalding Forest in about 6 years and determine if additional thinning might be beneficial. As soon as we completed this initial thinning operation, we invited the Westford Trail Stewards to visit the property and lay out some potential trails that would join with the C.Thomas Paul Trail system – this was an ideal time for trail establishment as the thinning operation had created several pathways through the forest parcels and newly invigorated undergrowth will not have become established yet. Finally, we installed a sign at the Spalding Forest that commemorates Mr. Oscar Spalding's generous donation to the town. This permanent sign is based on the sign that

TOWN FOREST COMMITTEE – CONTINUED

had been present at the forest for many years.

Martina Gage Forest Management

During FY 2017 the Committee selected the Martina Gage parcel along Gage Road as our next active management project. This parcel consists of about 75 acres of mixed hardwoods and softwoods and in accordance with the terms of Ms. Gage's will, it was given to the town in 1936. During this year we began a selection process to choose a Massachusetts Forester to conduct a survey of the parcel and to prepare a forest management plan. We expect to hire a forester and complete the management plan in early FY 2018.

Education

In November 2016, Hugh Maguire and James Gozzo attended an Audubon Society workshop in Ashland entitled The Importance of Forest Stewardship: Bird Habitat and Beyond. The workshop featured speakers from the Massachusetts Department of Conservation and Recreation, MassWildlife, the Sudbury Valley Trustees and the Ashland Town Forest Committee. A



common theme expressed by every speaker was the need for forest managers to take an active role in the protection and stewardship of forestlands in the face of the rapid development and suburbanization in Massachusetts. The workshop culminated in a hike through the Ashland Town Forest guided by their forester. We also learned of possible Massachusetts state grant opportunities that could help us prepare long-term forest management plans.

Thanks

The Town Forest Committee thanks all our neighbors in the vicinity of the Spalding Forest for their cooperation during the initial thinning activities. We encourage the neighbors and all our fellow citizens to make a special effort to visit these parcels and see how quickly the newly created openings in the canopy allow for establishment of undergrowth and new trees.

If you are interested in more information about the Town Forest Committee and our ongoing activities, you are always welcome to contact us and to attend our meetings which are posted on the town's website and Town Hall bulletin board. We generally meet on a weekday mid-afternoon at the Highway Department conference room.

TREE WARDEN

The Tree Warden for the town of Westford is also the Superintendent of Streets who reports to the Town Manager who reports to the Board of Selectmen. Responsibilities include:

Richard (Chip) Barrett
Tree Warden

- The care and maintenance of shade and ornamental trees within the town right-of-ways
- The removal of dead or hazard trees within the town right of ways
- Emergency removal of storm damaged trees
- Determines with the assistance of the Engineering Department ownership of trees needing to be removed or trimmed (based on GIS measurements)
- Determines the condition of trees, particularly with respect to public safety
- Care and control of parts of trees and shrubs that extend or overhang the limits of any public roads or grounds
- Will remove, or cause to be removed, all illegally erected signs or advertisements placed upon trees within any public road or place under the Warden's jurisdiction

The Tree Warden maintained public shade trees predominantly in response to requests from citizens for service in addition to maintenance work performed on these larger public shade trees. Storm damaged trees also were routinely repaired to insure the long-term health of the affected trees.

Through the Tree Warden's Office, along with the Town Forest Committee we implemented and finished a silver culture project which included the thinning of the mature growth of standing trees on the Town Forest parcel located at Cold Spring Road and Forge Village Road. This project will help ensure the long-term health of this very important resource that we assist in managing.

As Tree Warden, I express my appreciation and thanks to the Board of Selectmen, Town Manager and the employees of the town for their support, cooperation and assistance during the past year.

12 NORTH MAIN STREET TASK FORCE

The 12 North Main Street Task force has been short on meetings, but long on progress. In this past fiscal year, Westford has seen the safe elimination of hundreds of tons of building debris from the property, the stabilization of the historic smokestack, and the shoring of supports inside the building. Funding for these completed tasks was provided by the Community Preservation Committee. Creative RFPs facilitated the projects coming in under budget which will allow for the return of a substantial amount of unencumbered funds to CPC.

The Task Force worked diligently to create a Historic Preservation Restriction for the building at the request of the CPC. This document will be held by the town in perpetuity with the transfer of the property to private concerns.

The Task Force worked diligently, under the direction of the Board of Selectmen, to develop an RFP, broadly written, to dispose of the property and its iconic building. Developers have been sought through the advertising of the RFP as well as through personal contact from various members of the Task Force. This site is comprised of parcels presently zoned Industrial, but already identified in Westford's Mill Conversion Overlay District. The RFP seeks proposals for mixed use development.

The Task Force looks forward to the review of, and award to, a worthy respondent who will take the former Abbot Worsted Company Mill #1 back into a productive set of parcels in this 21st century. The Request for Proposals deadline is June 30, 2017.

For additional information:
www.westfordma.gov/12northmain

Jane Hughes
Chair

Nancy Cook
Vice Chair

Nancy Bissell
Jane Calvin

Eli Demetri
Robert Downing

David Gutbrod
Chris Kluchman

Don Siriani
Jeffrey Stephens

James VanBever
Robert Waskiewicz

Nancy Wimberg
Dennis Wrona

Tom Barry
Alternate

John Mangiaratti
alternate

VETERAN SERVICES DEPARTMENT

This office is NOT affiliated with the US Department of Veterans Affairs or the Massachusetts Department of Veterans' Service.

**Terry Stader, SCPO, USN (Ret.)
Veterans Service Officer / Veterans Agent**



Programs & Services

The Veterans Services office is located at the Millennium Building located behind Abbot School at 23 Depot Street. Our department provides a walk-in, meet n' greet every Thursday morning at the Cameron Senior Center to address the basic information on benefits.

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. The department also administers services and financial assistance under the provisions of MGL Chapter 115 and CMR 108. Many times we are able to assist with locating jobs with our state partners at the Career Centers.

This office is usually 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.

This office works extensively with our elected officials and members of both the US Congress and Senate offices. Westford's VSO is a member of Congresswoman Tsongas's Veterans Advisory Council which meets regularly to discuss veteran and military related concerns and issues at the national and local level.

Summary

According to the 2017 Street Listing, Westford has over 818 veterans and 85 surviving spouses of veterans who may be eligible for benefits. The largest group of veterans is Vietnam era veterans with World War II and Korean era veterans right behind them in numbers.

With the military drawdown in Iraq, many of our area service men and women are returning to our community. The area VA medical facilities have been ramped up to support them with special programs that address physical and psychological concerns encountered during their time in the service. We have some of the best VA medical centers in Boston, Bedford and Manchester that also host the community-based clinics scattered throughout New England. Our veterans are reporting excellent care from the VA.

VETERANS SERVICES—CONTINUED

Close to 400 Westford veterans are using the area VA healthcare facilities. During the last reporting period, the VA was paying over \$41,000 every month in disability/compensation benefits to Westford residents. EVERY veteran is encouraged to get enrolled and introduced to the medical services available to them via the VA healthcare system. While VA healthcare does not replace a veteran's "civilian" healthcare services it will supplement their existing coverage. In many cases, the veteran may have zero co-pay for medications. Some may get their hearing aids or eyeglasses for free if eligible.

In FY 2017, 87 residents/veterans received a MGL Chapter 59, § 5 Clause 22(a-f) exemption resulting in a total of \$106,415 reduction of their property taxes.

In this reporting period, we handled several hundred inquiries from our veterans and their families. We currently have a number of active Chapter 115 recipients who receive monthly financial assistance. In FY 2017, over \$65,000 in Chapter 115 funds went to local residents who qualified. 75% of this amount is reimbursed by the Commonwealth.

Thanks to our community volunteers and TREAD workers, we have photographically documented hundreds of deceased Westford veterans' grave markers/headstones in an online database (data.westfordma.gov/vets). We continue to update this information as well at the Find A Grave website. Many gravesites are geo-marked so that those with smartphones can almost walk right to the veteran's gravesite. This is an ongoing project.

This past Christmas holiday season, a local resident organized a Wreaths Across America fund raising effort to place holiday wreaths on the graves of veterans at Fairview Cemetery. A group of hearty volunteers placed wreaths on 173 graves. To learn more about this program and donate to this effort, go to <https://goo.gl/VBdgcE>

Half-staff notifications are posted electronically on the town's calendar as well as to Westford-related websites. A notice posted at the base of the Town Common flagpole will indicate the reason for the flag at half-staff. We thank the volunteers who have offered to provide this service as well as lowering some of the flags throughout the town.

The American flags on veterans' gravesites are put in place before Memorial Day and removed after Veterans Day each year by the members of Frederick S. Healy American Legion Post 159. This schedule was put in place so that the flags are not buried in the snow during the harsh winter months. Every attempt is made to honor a veteran in this way but once in awhile we miss a veteran grave or the flag is missing. Please do not hesitate to contact the Veterans' Service department to address this issue.

This department cannot speak highly enough of the many residents who have volunteered to support us this year with their time and effort towards our veterans' holiday programs. Thanks to our other town departments in coordinating services to the veteran community, making sure they are able to tap into any of the resources available to them.

Please check our internet presence at the following links:
Westford Veterans Services homepage: www.westfordma.gov/veterans
Westford Military Burial Index: data.westfordma.gov/vets
Westford Honor Roll: data.westfordma.gov/honorroll/
Facebook: WestfordDVS and Twitter: @WestfordMAVets

WATER DEPARTMENT

The Westford Water Department employs a staff of 15 to manage and maintain the water system and its resources. The full-time superintendent and a three-member Commission with one alternate are responsible for the Department which is charged by the town to provide safe, high quality, uninterrupted water at a reasonable pressure. The Water Department must also adhere to water quality requirements established by the U.S. EPA and the Massachusetts Department of Environmental Protection (MassDEP). The Board of Water Commissioners typically meets once a month. To have a topic added to the agenda notify the Business Manager no later than 48 hours prior to the meeting date. You can visit the Water Department's website at westfordma.gov/507/Board-of-Water-Commissioners for more information.

Board of Water Commissioners
Elizabeth Denly
Chairperson
Hugh C. Maguire
Vice Chair
Titus Palmer
Secretary
Chauncey Chu
Alternate
Stephen Cronin
Superintendent

Water Department Staff

Stephen Cronin, Superintendent
Dave Crocker, Operations Manager
Mark Warren, Environmental Compliance Manager
Larry Panaro, Business Manager
Foremen: Paul (Pip) Ricard, Wayne Beaugard
Licensed Well Specialists: Chris Macpherson, Rob Daley, Scott Harkins,
Joe Emerson, Keith McLaughlin, Justin VanCott
Lauri Plourde, Records Supervisor
Sandra Kane, Administrative Assistant/Records Supervisor
Dianne Tyman, Administrative Assistant
Susan Silvia, Department Assistant



WATER DEPARTMENT – CONTINUED

FY 2017 Highlights

The Water Department commenced operations on the Main Street Water Distribution Improvement Project in April 2017. The upgraded water distribution system will consist of approximately 3,800 feet of new 12” ductile iron water main, fire hydrants, valves, side street connections, and replacement of individual customer services. The new main replaces deteriorating and undersized asbestos cement and cast iron water main, and is expected to improve water quality and increase fire protection. The project is expected to be completed by the summer of 2017.

Northeast /Merrimack Valley Chemical Consortium

The Westford Water Department was reaffirmed as the host community for the Northeast/Merrimack Valley Chemical Consortium in FY 2017. The Consortium is a collaborative of over 60 water and wastewater systems in Northeast Massachusetts and Southern New Hampshire that solicits bids annually for water and wastewater laboratory supplies, treatment chemicals, and services. Participation in the Consortium helps Westford secure competitive pricing on treatment chemicals and services.

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 2017. 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 35 rain barrels were sold in FY 2017.

Infrastructure Improvement

- Repainted 252 fire hydrants
- Replaced 2 fire hydrants
- Added 4 fire hydrants
- Added 0.2 miles of water main

Perchlorate Investigation and Treatment

The Water Department continued its active role in the ongoing perchlorate remediation and treatment project including operation of the Nutting Road Perchlorate Treatment Facility, operation of the Highway Garage Perchlorate Treatment plant, and additional monitoring functions.

2017 Public Outreach

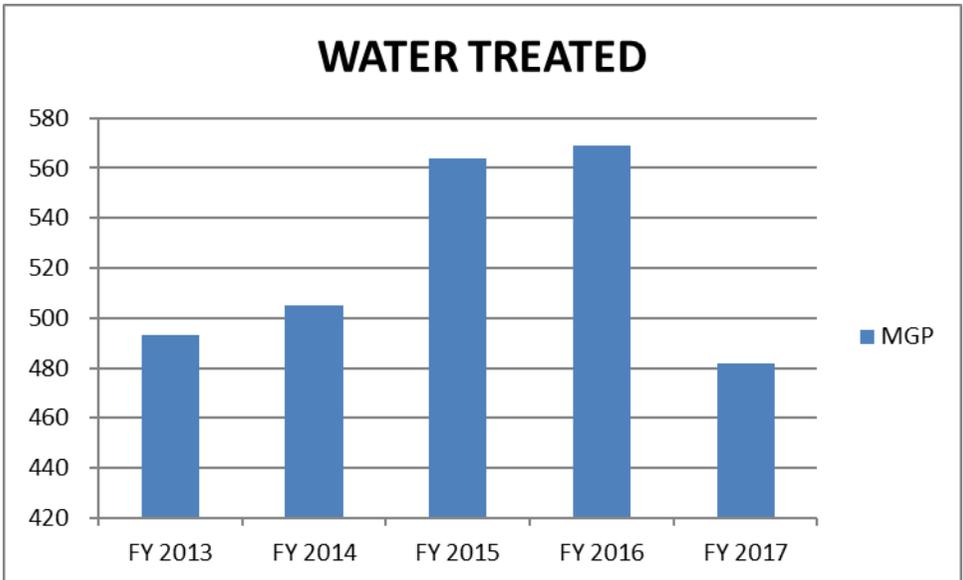
The Water Department continued its public outreach efforts in FY 2017 which included the biannual newsletter “Resource,” and the annual Consumer Confidence Report (CCR) which informs the public about water quality issues, pollution prevention, water conservation tips, backflow prevention, and Water Department changes. Outreach efforts also included the grade five water pollution demonstrations and Pond Study during the June East Boston Camp program.

WATER DEPARTMENT – CONTINUED

Treated Water Usage at a Glance Million Gallons Pumped (“MPG”)

Month	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
July	78.205	62.822	71.985	70.373	70.080
August	57.858	61.668	65.421	73.594	46.569
September	46.396	53.259	57.752	73.257	39.776
October	33.056	41.826	37.514	42.269	34.144
November	27.576	29.726	29.830	33.141	30.237
December	29.133	32.192	31.994	32.951	32.377
January	28.438	30.235	32.455	30.303	32.532
February	26.192	26.857	31.565	28.519	28.741
March	28.822	29.524	36.303	30.354	34.221
April	32.103	32.398	36.678	32.469	32.625
May	52.902	41.390	67.810	47.805	44.056
June	51.930	63.380	64.625	74.311	56.326
Total	492.614	505.280	563.934	569.346	481.685

Note: The fiscal year (FY) runs from July 1 through June 30



MPG = Million Gallons Pumped

WATER DEPARTMENT – CONTINUED

Water Department Statistics:

Total System Water Storage Capacity = 4.85 Million Gallons

FY 2017 Number of:

Total Water Dept. Fire Hydrants	1,064	Total Miles Water Main	136
Total Active Accounts	5,546	Water Main Breaks and Repairs	5
New Service Connections	7	Total Miles Water Main Added	0.2
Total Active Service Connections	5,369	Service Leaks Renewed or Repaired	17

Note: Calendar year statistics are reported in the annual Westford Water Department Consumer Confidence Report.

A service renewal is replacement of the line from the main to the customer meter.
A service leak is located within the line from the main to the customer meter.

ZONING BOARD OF APPEALS

The Zoning Board of Appeals is a quasi-judicial body chartered under the Massachusetts Zoning Act (Chapter 40A and 40B) and Westford's Zoning Bylaw. Membership consists of five regular voting members and three alternate members appointed by the Board of Selectmen. The BOA plays a role in regulating land use and development in the town by hearing applications for relief from the standards in the town's Zoning Bylaw through variances, and special permits as well as review of certain uses or activities, appeals of decisions of the Building Commissioner and comprehensive permits for mixed-income developments in accordance with M.G.L. Chapter 40B.

The Zoning Board of Appeals (BOA) typically meets on the third Wednesday of each month in Meeting Room 201 at Town Hall. Meetings are open to the public.

There is one active lawsuit involving the BOA as of June 30, 2017, relating to the Newport Materials, LLC and 540 Groton Road, LLC application for a proposed asphalt plant.

Throughout Fiscal Year 2017, the BOA held 12 regular meetings, one subcommittee meeting, and three Special Meetings. The Board acted on 24 applications, with some of the applications consisting of multiple petitions. Some examples of requests included the following:

- Comprehensive Permits
- Variances for additions to homes that do not meet setback standards
- Variances to allow uses not otherwise permitted by the Zoning Bylaw
- Variances for modifications to parking requirements
- Special Permits for the demolition and reconstruction of nonconforming structures
- Special Permits to create Accessory Dwelling Units (ADU) or Home Occupations
- Special Permits to authorize principal and accessory uses
- Variance to alter a nonconforming structure
- Variances authorizing reductions to ADU standards
- Modifications and a time extension to prior approvals

In addition, the Board considered, but had not yet taken final action on two Personal Wireless Service Facilities (cell towers) and three Comprehensive Permits, which remained open as of June 30, 2017.

Bob Herrmann
Chair

Scott MacKay
Vice-Chair

James Kazeniak
Clerk

Jay Enis
Paul MacMillan
Associate Members

David Earl
Scott Fitzgerald
Staff

Chris Kluchman, FAICP
Director of Land Use Management

Jeffrey Morrisette
Town Planner, Zoning Board Staff

Danielle Evans, AICP
Assistant Planner

Erin Toothaker
Permitting Program Assistant

ZONING BOARD OF APPEALS—CONTINUED

Board of Appeals decisions issued between July 1, 2016 and June 30, 2017:

BOA Petitions	Approved	Denied	Withdrawn
Variances*	24	0	1
Special Permits**	12	0	0
Modifications	2	0	0
Comprehensive Permits (40B)	1	0	0
Administrative Appeals	0	0	0
Time Extensions	1	0	0
Totals	40	0	1

*Summary of Variances Granted:

- 2 Use
- 2 Parking
- 15 Setbacks (5 Front Yard, 7 Side Yard, 2 Rear Yard, 1 Hammerhead lot)
- 1 Number of Stories
- 1 Modify Flexible Development Density Bonus Criteria
- 1 Definition of Major Retail Project
- 1 Number of Principal Structures
- 1 Alteration of a Nonconforming Structure

**Summary of Special Permits Granted:

- 3 Accessory Dwelling Unit
- 1 Home Occupation
- 5 Nonconforming Uses or Structures
- 3 Use

Webpage

westfordma.gov/295/Zoning-Board-of-Appeals

DIRECTORY OF TOWN DEPARTMENTS

Department	Address	Office Hours	Main Phone
Assessor's Office	Town Hall	M-F, 8am-4pm	978-692-5504
Animal Control	Beacon Street	Leave message or call Police Dispatch (emergency only)	978-692-4574 978-692-2161
Building Department	Town Hall	M-F, 8am-4pm	978-692-5527
Bylaw Enforcement	Town Hall	M-F, 8am-4pm	978-692-5527
Council on Aging	Cameron Senior Center 20 Pleasant Street P.O. Box 2223	M-F, 8am-4pm	978-692-5523
Cemetery Department	Pine Grove Cemetery Office 68 Forge Village Road	M-F, 7am-3:30pm	978-692-5526
Conservation Commission	Town Hall	M-F, 8am-4pm	978-692-5524
Emergency Management Agency	<i>Contact Police or Fire Dept to be connected to an Emergency Management Director</i>		978-692-2161 978-692-5542
Engineering Department	Town Highway Facility 28 North Street	M-F, 7:30am-3:30pm	978-692-5520
Finance Director	Town Hall	M-F, 8am-4pm	978-692-5518
Fire Department	51 Main Street P.O. Box 296	M-F, 8am-4pm (dispatch 24hrs/day)	Business 978-692-5542 Emergencies 911
GIS Department	Town Highway Facility 28 North Street	M-F, 7:30am-3:30pm	978-692-5520
Health Department	Town Hall	M-F, 8am-4pm	978-692-5509
Highway Department	Town Highway Facility 28 North Street	M-F, 7:30am-3:30pm	978-692-5520
Housing Authority	65 Tadmuck Road	M-F, 8:30am-1:30pm	978-692-6011
Human Resource Department	Town Hall	M-F, 8am-4pm	978-692-5501 ext.2
J.V. Fletcher Library	50 Main Street	M-TH 10am- 9pm Fri 1pm - 5pm Sat 10am - 5pm Sun 2pm-5pm (Jan- April)	978-692-5555
Museum	2-4 Boston Rd	Sun 2pm-4pm Office hours M,W,F 9am-1pm	978-692-5550
Parking Clerk	Town Hall	M-F, 8am-4pm	978-692-5515
Planning Department	Town Hall	M-F, 8am-4pm	978-692-5524
Police Department	53 Main Street	M-F, 8am-4pm (dispatch 24hrs/day)	Business 978-692-2161 Emergencies 911
Recreation Department	22 Town Farm Road	M-F, 8am-4pm	978-692-5532

DIRECTORY OF TOWN DEPARTMENTS – CONTINUED

Department	Address	Office Hours	Main Phone
Tax Collector/Treasurer	Town Hall	M-F, 8am-4pm	978-692-5506
Technology Department	1 East Prescott Street	M-F, 8am-4pm	978-399-2420
Town Accountant	Town Hall	M-F, 8am-4pm	978-392-4450
Town Clerk	Town Hall	M-F, 8am-4pm	978-692-5515
Town Manager	Town Hall	M-F, 8am-4pm	978-692-5501 ext.1
Treasurer/Finance Director	Town Hall	M-F, 8am-4pm	978-692-5518
Tree Warden	Town Highway Facility 28 North Street	M-F, 7:30am-3:30pm	978-399-2731
Veterans' Services	Millennium Building 23 Depot Street	M, W 8am-3pm T, 8am-4pm Th, 8am-12pm@ Cameron Sr. Center F, Call for apt.	978-392-1170
Water Department	60 Forge Village Road	M-F, 7:30am-4pm	978-692-5529
Zoning Board of Appeals	Town Hall	M-F, 8am-4pm	978-692-5524

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WESTFORD AT A GLANCE

Incorporated	September 23, 1729
Population	
2010 census returns	21,951
July 1, 2016 US Census Estimate	24,232
Miles of Road	167.27 miles
Total Area	30.2 square miles
FY17 Tax Rates	
Residential & Personal Property	\$ 16.41 per thousand
Commercial & Industrial Property	\$ 16.61 per thousand
Form of Government	Open Town Meeting Board of Selectmen Town Manager
Website	www.westfordma.gov

On the Back Cover

In 1974, the Center Fire Station moved to a new building at 53 Main Street.

"The restoration of the original 1792 Westford Academy building, from 1975-1976, was undertaken by the Bicentennial Committee using a Massachusetts State grant, matching funds donated by the Westford Academy Trustees, Mr. Parker of Acton, Mass., and others. The restoration work was performed by Nashoba Valley Technical High School students under the guidance of the faculty...

"The restored Westford Academy building was dedicated as the Westford Museum on September 11, 1976..."

- Town of Westford Annual Report 1976
page 167



WESTFORD MUSEUM
2017