

ANNUAL REPORT  
OF THE  
Town of Westford

FOR THE YEAR ENDING JUNE 30

**2019**



### **On the Cover**

A winter scene of the Town Farm building from the 1960s.

In 1834, the Town of Westford bought 170 acres of land from John Read and three years later built the brick building at 35 Town Farm Road as a place to care for its needy. Early records show the town had provided housing for its paupers since at least 1799 in an older structure.

“After due consideration the Board decided to change the name Town Farm or Poor House to Westford Home.”

– Report of the Overseers of the Poor, 1919 Annual Town Report

From Revolutionary War veteran John Pushee and his family who needed assistance, up through 1959 when the last resident was relocated to Tewksbury State Hospital, this building served its purpose well.

The Polaroid photograph on the cover may have been taken by Maurice Rooks (1900-1983) who was superintendent from 1949-1959 and, with his wife Gladys (Crocker) Rooks (1906-1996), remained as caretakers of the building after 1959.

*From the collection of the Westford Historical Society.*

# **TOWN OF WESTFORD MASSACHUSETTS**

## **Annual Report**

For the fiscal year ending June 30, 2019

Annual Town Meeting  
Saturday, March 28, 2020

Annual Town Election  
Tuesday, May 5, 2020

# CITIZEN ACTIVITY FORM

## Town of Westford

### *GOOD GOVERNMENT STARTS WITH YOU*

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

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

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

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

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

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

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

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

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

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

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

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

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# In Memoriam



John “Jack” L. Connell, Jr.

September 8, 1927 – March 12, 2019



Jack Connell was Westford Town Counsel for 41 years, longer than any other attorney to serve the Town in that capacity.

The Connell family lived in Graniteville when Jack was born, a family that has been integral to the fabric of this town. Jack lived in Westford all his life, as did his brothers Bill, Joe, Dan, and Tom. In 1935 their father, John L. Connell, was appointed the town's only police officer, serving under the Chief. While in high school, Jack worked summers for the Superintendent of Streets, a department later headed by his brother Joe from 1952 until 1958, the year Joe joined the Westford Police Department, rising to Chief of Police in 1963.

Educated in Westford schools and Keith Academy in Lowell, Jack Connell graduated from Notre Dame and Notre Dame Law School. In 1954, the year after he received his law degree, he opened a law practice with a home office in Westford and one in Lowell. In 1956, at age 29, John L. Connell Jr., Esq. was appointed Town Counsel by the Board of Selectmen and stayed in that post until his resignation in the spring of 1996.



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## ELECTED OFFICIALS AS OF JUNE 30, 2019

*Term expires*

### **BOARD OF HEALTH**

*3-year term*

Joanne Belanger	6 Marie Anne Dr.	5/2021
Zac A. Cataldo	121 Depot St.	5/2020
Stephanie D. Granger	101 Russell's Way	5/2022
Susan M. Hanley	26 Kirsi Cir.	5/2022
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
J. Scott Hazelton	76 Nutting Rd.	5/2022
Mark D. Kost	7 Grassy Ln.	5/2021
Andrea Peraner-Sweet	21 Kirsi Cir.	5/2022

### **HOUSING AUTHORITY**

*5-year term*

Muriel Drake	67 Tadmuck Rd.	5/2024
Carol S. Engel	26 Lowell Rd.	5/2021
Diane Holmes	13 Sandstone Rd.	5/2022

### **J. V. FLETCHER LIBRARY TRUSTEES**

*3-year term*

Elizabeth S. Diercks	56 Depot St.	5/2022
Marianne C. Fleckner	23R Almeria Cir.	5/2021
Hajo W. Koester	65 Providence Rd.	5/2020
Robert D. Price	18 Stratton Hill Rd.	5/2020
Glen Secor	56R Pleasant St.	5/2022

### **MODERATOR**

*3-year term*

Susan M. Spuhler	232 Concord Rd.	5/2020
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### **PLANNING BOARD**

*5-year term*

Michael E. Bonenfant	3 Hadley Rd.	5/2024
Kate Hollister	25 Vine Brook Rd.	5/2021
Gary Lavelle	2 Meadow View Ln.	5/2020
Dylan H. O'Connor	3 Lambert Wy.	5/2022
Darrin H. Wizst	1 Noonan Wy.	5/2023

**ELECTED OFFICIALS AS OF JUNE 30, 2019** – CONTINUED

*Term expires*

**SCHOOL COMMITTEE**

*3-year term*

Avery Adam	87 Providence Rd.	5/2021
Megan A. Eckroth	8 Timberlee Ln.	5/2020
Sean P. Kelly	7 Chestnut Rd.	5/2022
Alicia D. Mallon	104 Plain Rd.	5/2022
Gloria Miller	14 Hutchins Way	5/2020
Christopher Sanders	4 Koala Bear Ln.	5/2021
Mingquan Zheng	3 Joyce Cir.	5/2021

## APPOINTED OFFICIALS AS OF JUNE 30, 2019

*Term expires*

### **AFFORDABLE HOUSING COMMITTEE**

*Appointed by Board of Selectmen*

*2-year term*

Joan Croteau	10 Groton Rd.	6/30/2021
Maureen George	3 Porter Rd.	6/30/2020
Scott Hazelton	76 Nutting Rd.	6/30/2021
Karen Hudson	35 Carlisle Rd.	6/30/2021
Drew Vernalia	10 Groton Rd.	6/30/2021
Alden Wood	122 Depot St.	6/30/2021

*3-year term*

Robert F. Downing	40 Nutting Rd.	6/30/2021
Edith Fruscione	8 Starr Cir.	6/30/2020

### **AFFORDABLE HOUSING TRUST**

*Appointed by Board of Selectmen*

*1-year term*

Edith Fruscione	8 Starr Cir.	6/30/2020
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*2-year term*

Joseph P. Diamond	7 Trailside Wy.	6/30/2020
Robert F. Downing	40 Nutting Rd.	6/30/2020
Andrea Peraner-Sweet	21 Kirsi Cir.	6/30/2020
Robert J. Waskiewicz	120 Groton Rd.	6/30/2020

### **AGRICULTURAL COMMISSION**

*Appointed by Board of Selectmen*

*3-year term*

Danielle Battle	8 Providence Rd.	6/30/2020
Keith Bohne	31 Tadmuck Rd.	6/30/2020
Bob Boonstra	13 Alcorn Crossing	6/30/2020
Sharon Chew	12 Robinwood Cir.	6/30/2020
Peter Cox	82 Main St.	6/30/2022
Leela Obilichetti	3 Lindsey Ln.	6/30/2020
Mark O'Lalor	105 Concord Rd.	6/30/2020
Elizabeth Almeida (alt.)	41 West St.	6/30/2020
Jo Crawford (alt.)	20 Old Homestead Rd.	6/30/2020

### **BOARD OF ASSESSORS**

*Appointed by Town Manager*

*3-year term*

Michael Coravos	44 Bandon Cir.	6/30/2020
Diane L. Holmes	4 Pleasant St.	6/30/2022
Titus Palmer	15 Vose Rd.	6/30/2021

**APPOINTED OFFICIALS AS OF JUNE 30, 2019** – CONTINUED

*Term expires*

**BOARD OF CEMETERY COMMISSIONERS**

*Appointed by Town Manager*

*3-year term*

Paul V. Lakhani	321 Groton Rd.	6/30/2020
Mary D. Lyman	3 Tadmuck Ln.	6/30/2020
William Rogers	41 North Main St.	6/30/2020
Paul Murray (alt.)	12 Wilshire Av.	6/30/2020

**BOARD OF WATER COMMISSIONERS**

*Appointed by Town Manager*

*3-year term*

Chauncey Chu	1 Green Needles Rd.	6/30/2020
Hugh C. Maguire	127 Cold Spring Rd.	6/30/2021
Titus A. Palmer	15 Vose Rd.	6/30/2020

**BYLAW REVIEW COMMITTEE**

*Appointed by Board of Selectmen*

*3-year term*

David B. Chandler	26 Hillside Av.	6/30/2021
Jean Croteau	10 Boutwell Hill Rd.	6/30/2020
Joan Croteau	10 Boutwell Hill Rd.	6/30/2022
Patty Dubey	30 Pleasant St.	No expiration date

**CAPITAL PLANNING COMMITTEE**

*Appointed by Town Manager*

*3-year term*

Kathy Auth (alt.)	5 Kylemore Dr.	No expiration date
Chris Barrett	13 Vose Hill Rd.	No expiration date
Arthur Benoit	26 Country Rd.	No expiration date
Heather Fitzpatrick	13 Shannon Cir.	No expiration date
Paul V. Hajjar	2 Park View Cir.	No expiration date
Mark D. Kost	7 Grassy Ln.	No expiration date
Thomas J. Mahanna	4 Butterfield Ln.	No expiration date
Ingrid Nilsson	23 Depot St.	No expiration date
Dan O'Donnell	55 Main St.	No expiration date
Bill Olsen	23 Depot St.	No expiration date
Jodi Ross	55 Main St.	No expiration date

## APPOINTED OFFICIALS AS OF JUNE 30, 2019—CONTINUED

*Term expires*

### COMMISSION ON DISABILITY

*Appointed by Town Manager*

*1-year term*

Scott Hazelton	76 Nutting Rd.	6/30/2020
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*3-year term*

Joyce Benoit	65 Tadmuck Rd.	6/30/2020
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Raymond K. Clark	47 Hildreth St.	6/30/2022
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Katherine I. Phaneuf	7 Drawbridge Rd.	6/30/2021
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Patricia C. Reppucci	15 Lucille Av.	6/30/2021
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Marguerite F. Sabatino	18 Lucille Av.	6/30/2019
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Wayne L. Wagner	14 Oak Rd.	6/30/2021
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### COMMUNICATIONS ADVISORY COMMITTEE

*Appointed by Board of Selectmen*

*1-year term*

Thomas Spuhler	232 Concord Rd.	6/30/2020
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### COMMUNITY CENTER/MILL WORKS/RECREATION DEPARTMENT

#### TASK FORCE

*Appointed by Board of Selectmen*

*3-year term*

James Duane	55 Main St.	6/30/2020
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Sandra Habe	55 Main St.	6/30/2020
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Ellen Harde	39 Main St.	6/30/2020
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Mark Kost	7 Grassy Ln.	6/30/2020
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Stephanie M. Lanzillo	65 Main St.	6/30/2020
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John McNamara	11 Hillside Av.	6/30/2020
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Ingrid M. Nilsson	6 Depot St.	6/30/2020
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Hari K. Vetsa	4 Mamie Ln.	6/30/2020
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Robert J. Waskiewicz	120 Groton Rd.	6/30/2020
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*1-year term*

Elizabeth Almeida (alt.)	41 West St.	6/30/2020
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Kevin A. Caviston (alt.)	14 Morning Glory Cir.	6/30/2020
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### COMMUNITY PRESERVATION COMMITTEE

*Appointed by Board of Selectmen*

*3-year term*

Chris Barrett	13 Vose Hill Rd.	6/30/2021
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Marilyn Frank	6 Chamberlain Rd.	6/30/2022
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Kathleen A. Healy	95 North Main St.	6/30/2021
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Diane Holmes	13 Sandstone Rd.	6/30/2020
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Robert S. Jefferies	11 Boston Rd.	6/30/2021
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Christine M. MacMillan	12 Maple St.	6/30/2021
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Robert D. Price	18 Stratton Hill Rd.	6/30/2022
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Robert Stafford	22 Leland Rd.	6/30/2020
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## APPOINTED OFFICIALS AS OF JUNE 30, 2019—CONTINUED

*Term expires*

### CONSERVATION COMMISSION

*Appointed by Board of Selectmen*

*3-year term*

Robert Boonstra	13 Alcorn Crossing	6/30/2020
Eric Fahle	9 Long Sought for Pond Rd.	6/30/2020
Marilyn Frank	6 Chamberlain Rd.	6/30/2022
James Gozzo	6 Carolina Ln.	6/30/2020
Ann Jefferies	11 Boston Rd.	6/30/2021
Peter Mahler	25 Vine Brook Rd.	6/30/2022
Margaret Wheeler	171 Depot St.	6/30/2020

### CONSTABLE

*Appointed by Board of Selectmen*

*3-year term*

Patricia L. Dubey	30 Pleasant St.	6/30/2021
John R. Sullivan	145 Plain Rd.	6/30/2021

### COUNCIL ON AGING

*Appointed by Town Manager*

*3-year term*

Sandra Collins	3 Polley Rd.	6/30/2022
Nancy Cook	25 North Main St.	6/30/2022
Helena Crocker	34 West St.	6/30/2022
Patricia Holmes	7 Church St.	6/30/2022
Robert Tierney	10 Tallard Rd.	6/30/2021
George Rogers	60 Pleasant St.	6/30/2021
Kathryn S. Wilson	55 Main St.	6/30/2022

### CULTURAL COUNCIL

*Appointed by Board of Selectmen*

*3-year term*

Amy B. Erich	3 Bear Hill Ter.	6/30/2020
Claire A. France	6 Country Rd.	6/30/2021
Sheila Grimm	98 Nutting Rd.	6/30/2020
Erin D. Heinold	49 Hildreth St.	6/30/2020
Shanti Maheshwari	52 Concord Rd.	6/30/2021
Seema P. Pusalkar	2 Sweetwood Cir.	6/30/2022
Ilene A. Tatroe	15 Oak Rd.	6/30/2020
Anita Tonakarn-Nguyen	9 Plain Rd.	6/30/2021

## APPOINTED OFFICIALS AS OF JUNE 30, 2019—CONTINUED

*Term expires*

### **DOG PARK TASK FORCE**

*Appointed by Board of Selectmen*

*2-year term*

Elizabeth Almeida	41 West St.	6/30/2020
Lauren E. Coffey	30 Monadnock Dr.	6/30/2020
Christine H. Flood	13 Main St.	6/30/2020
Edith Fruscione	8 Starr Cir.	6/30/2020
Karen Hudson	35 Carlisle Rd.	6/30/2020
Chris M. Lengyel	16 Dana Dr.	6/30/2020
Nan Lindstrom	8 Pine Tree Trail	6/30/2020
Sandra L. Martinez	95 Main St.	6/30/2020
Kimberley K. Rose	2 Notch Dr.	6/30/2020

### **ECONOMIC DEVELOPMENT COMMITTEE**

*Appointed by Board of Selectmen*

*3-year term*

Thomas P. Barry	27 Stone Ridge Rd.	6/30/2021
Joan E. Bennett	74 Parkhurst Dr.	6/30/2021
Ronald Caterino	45 Stone Ridge Rd.	6/30/2021
G. Thomas Clay	7 Ward Hill Rd.	6/30/2021
Jeff Morrisette	55 Main St.	6/30/2021
William R. Nussbum	29 Stone Ridge Rd.	6/30/2021
Bruce J. Rosenberg	123 Westview Dr.	6/30/2021
Jodi Ross	55 Main St.	6/30/2021
Christina M. Sacco	9 Fieldstone Dr.	6/30/2021
Daniel Bush (alt.)	45 Stony Brook Rd.	6/30/2021

### **EMERGENCY MANAGEMENT**

*Appointed by Town Manager*

*1-year term*

Joe Targ	65 Boston Rd.	6/30/2020
Tim Whitcomb	53 Main St.	6/30/2020

### **ENERGY COMMITTEE**

*Appointed by Board of Selectmen*

*3-year term*

Peter D. Berson	8 Holly Ln.	6/30/2020
Michael Belinski	37 Crown Rd.	6/30/2020
Juliette Mount	51 Boston Rd.	6/30/2020
Todd Palumbo (alt.)	2 Emily Wy.	6/30/2020

### **FENCE VIEWER**

*Appointed by Board of Selectmen*

*1-year term*

Albert Prescott	16 Lake Shore Drive N.	6/30/2020
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## APPOINTED OFFICIALS AS OF JUNE 30, 2019—CONTINUED

*Term expires*

### **FINANCE COMMITTEE**

*Appointed by Moderator*

*3-year term*

Liewei Bao	2 Tavern Cir.	6/30/2021
Heather FitzPatrick	13 Shannon Cir.	6/30/2021
Dennis Galvin	90 Concord Rd.	6/30/2020
Kristina Greene	1 Chesapeake Dr.	6/30/2022
Shankar Hegde	2 Mohegan Pl.	6/30/2020
Gerry Koehr	10 Deer Run Dr.	6/30/2021
Beth O. Morrison	10 Kelly Rd.	6/30/2022
Patti Pilachowski	8 Jarvis Wy.	6/30/2020
Hari Vetsa	4 Mamie Ln.	6/30/2022

### **HEALTHY WESTFORD COMMITTEE**

*Appointed by Board of Selectmen*

*3-year term*

Zac Cataldo	121 Depot St.	6/30/2021
Michelle Collett	22 Town Farm Rd.	6/30/2021
Will Darling	7 Flagg Rd.	6/30/2021
Megan Eckroth	8 Timberlee Ln.	6/30/2019
Gloria Gilbert	5 Cummings Rd.	6/30/2022
Carol Gumbart	55 Main St.	6/30/2021
William Harman	7A Old Colony Rd.	6/30/2020
Alisha E. Hillam	6 Coolidge Av.	6/30/2021
Jeff Stephens	55 Main St.	6/30/2021
Kathleen Lynch	1 Rush Rd.	6/30/2022
Shanti Maheshwari	52 Concord Rd.	6/30/2021
Katherine M. Russell	3 Maura Cir.	6/30/2021
Lynn S. Tyndall	42 South Chelmsford Rd.	6/30/2021

### **HISTORICAL COMMISSION**

*Appointed by Board of Selectmen*

*3-year term*

Brian G. Alcorn	18 Boston Rd.	6/30/2020
Bruce Doran	4 Leland Rd.	6/30/2020
Brenda Grant	10 Wilson Ln.	6/30/2022
David Gutbrod	74 Depot St.	6/30/2022
David Meichsner	21 Shawnee Pl	6/30/2020
Robert E. Stafford	22 Leland Rd.	6/30/2020

**APPOINTED OFFICIALS AS OF JUNE 30, 2019**—CONTINUED

*Term expires*

**INSURANCE ADVISORY COMMITTEE**

*Voted by Unions*

Kathy Bourdeau	14 North Hill Rd.	No expiration date
Marilyn Frank	6 Chamberlain Rd.	No expiration date
Rick Harbaum	Non-resident	No expiration date
Scott Harkins	Non-resident	No expiration date
Mary McCusker	65 Griffin Rd.	No expiration date
Thomas McEnaney	53 Main St.	No expiration date
Don Pick	53 Main St.	No expiration date
Jonathan Revis	Non-resident	No expiration date

**LOWELL REGIONAL TRANSIT AUTHORITY**

*Appointed by Board of Selectmen*

Russell J. Badessa	30 Southgate Rd.	No expiration date
Terence J. Ryan	6 Carriage Wy.	6/30/2019
Bernadette A. Dureault (alt.)	81 North Main St.	No expiration date

**NASHOBA VALLEY TECHNICAL HIGH SCHOOL DISTRICT**

*Appointed by Moderator, School Committee and Board of Selectmen*

*3-year term*

Ronald E. Deschenes	86 Tadmuck Rd.	3/31/2020
Emanuel Manolopoulos	11 Butternut Rd.	3/31/2022
Warren Adam (alt.)	87 Providence Rd.	3/31/2022

**NORTHERN MIDDLESEX COUNCIL OF GOVERNMENTS**

*Appointed by Board of Selectmen*

*3-year term*

Elizabeth Almeida	41 West St.	6/30/2019
Darrin Wizst	1 Noonan Way	6/30/2020
Jim Silva	98 Chamberlain Rd.	6/30/2020

**NORTHERN MIDDLESEX STORMWATER COLLABORATIVE**

*Appointed by Town Manager*

*3-year term*

Richard J. Barrett	47 Tadmuck Rd.	5/30/2022
Paul Starratt	28 North St.	5/30/2022

**PARKERVILLE SCHOOLHOUSE COMMITTEE**

*Appointed by Town Manager*

*3-year term*

Heidi Hatke	78R Carlisle Rd.	6/30/2021
June W. Kennedy	31 Old Lowell Rd.	6/30/2021
Florence Michaelides	Non-resident	6/30/2021
Bonnie Oliphant	3 Robinson Rd.	6/30/2020
Roger Plaisted	175 Carlisle Rd.	6/30/2021
John Wilder	61 Carlisle Rd.	6/30/2021

## APPOINTED OFFICIALS AS OF JUNE 30, 2019—CONTINUED

*Term expires*

### **PARKS AND RECREATION COMMISSION**

*Appointed by Town Manager*

*3-year term*

Kristi L. Bates	23 Pierce Av.	6/30/2021
Chris Barrett	13 Vose Hill Rd.	6/30/2022
Kathleen M. Burns	2 LaSalette Rd.	6/30/2020
Kevin A. Caviston	14 Morning Glory Cir.	6/30/2019
John W. McNamara	11 Hillside Av.	6/30/2021
Michael Sawyer	6 Holly Ln.	6/30/2020

### **PEDESTRIAN SAFETY COMMITTEE**

*Appointed by Board of Selectmen*

*3-year term*

Chris Barrett	13 Vose Hill Rd.	6/30/2020
Peter Ewing	21 Old Homestead Rd.	6/30/2019
Don Gayla	11 Mark Vincent Rd.	6/30/2020
Michael J. Green	11 Hidden Valley Rd.	6/30/2021
Scott Hazelton	76 Nutting Rd.	6/30/2022
Karen Hudson	35 Carlisle Rd.	6/30/2022
Christopher P. Sanders	4 Koala Bear Ln.	6/30/2019

### **PERMANENT TOWN BUILDING COMMITTEE**

*Appointed by Board of Selectmen*

*2-year term*

Gary Lavelle	2 Meadow Ln.	6/30/2020
Kirk Ware	5 Granada Dr.	6/30/2022

*3-year term*

Nancy J. Cook	25 North Main St.	6/30/2020
Paul Davies	6 Crest Dr.	6/30/2020
Tom Ellis	5 Chicory Rd.	6/30/2019
Thomas J. Mahanna	4 Butterfield Ln.	6/30/2020
Jeanne K. Roberts	1 Hildreth St.	6/30/2020
Scott Hazelton	76 Nutting Rd.	6/30/2020
James Zegowitz (alt.)	178 Carlisle Rd.	6/30/2020

### **PERSONNEL ADVISORY COMMITTEE**

*Appointed by Board of Selectmen*

*3-year term*

Joan E. Bennett	74 Parkhurst Dr.	6/30/2021
Judith E. Ramirez	14 Beaver Dam Dr.	6/30/2021

### **RECORDS AND ARCHIVES COMMITTEE**

*Appointed by Town Manager*

*3-year term*

Patty Dubey	30 Pleasant St.	6/30/2020
Ellen Harde	39 Main St.	6/30/2022
Pat Louch	1 Pleasant St.	6/30/2020
Sandra Martinez	95 Main St.	6/30/2022
Virginia Moore	1 Oak St.	6/30/2022
Bob Oliphant	3 Robinson Rd.	6/30/2022

## APPOINTED OFFICIALS AS OF JUNE 30, 2019—CONTINUED

*Term expires*

### RECYCLING COMMISSION

*Appointed by Town Manager*

*3-year term*

Adam Bugos	3 Jocelyn Dr.	6/30/2022
Kris Erickson	41 Keyes Rd.	6/30/2022
Corey Groves	4 Blueberry Ln.	6/30/2020
Ellen S. Harde	39 Main St.	6/30/2021
Cynthia D. Peraner	6 Churchill Ct.	6/30/2018
Elizabeth P. Sawyer	6 Holly Ln.	6/30/2021
Charles Stark	14 Christopher Rd.	6/30/2022
Barbara Theriault	8 Tadmuck Ln.	6/30/2020
Susan Thomas	7 Old Homestead Rd.	6/30/2018

### REGISTRARS OF VOTERS

*Appointed by Board of Selectmen*

*3-year term*

Philip R. McGee	2 Beaver Brook Rd.	6/30/2020
Alisa Nakashian-Holsberg	6 Betty Ln.	6/30/2021
Sheila Tucke	100 Chamberlain Rd.	6/30/2019
Patty Dubey	30 Pleasant St.	No expiration date

### ROAD SAFETY ZONES COMMITTEE

*Appointed by Board of Selectmen*

Richard J. Barrett	47 Tadmuck Rd.	No expiration date
Mark Chambers	53 Main St.	No expiration date
Ellen Harde	39 Main St.	No expiration date
Andrea Peraner-Sweet	21 Kirsi Cir.	No expiration date

### SCHOLARSHIP AND GRANT COMMITTEE

*Appointed by Board of Selectmen*

*3-year term*

William W. Cruikshank	13 Butternut Rd.	6/30/2021
Richard Hendl	10 Hayrick Ln.	6/30/2021
Yen Yen Lim	0 Shannon Cir.	6/30/2020
Michael P. Mead	7 Hayrick Ln.	6/30/2021
Andrea Mejia	23 Depot St.	6/30/2022
Daniel O'Donnell	158 Depot St.	6/30/2020
Katherine M. Russell	3 Maura Cir.	6/30/2020
Michelle Smith	4 Polley Rd.	6/30/2020
Jennifer Wizst	1 Noonan Wy.	6/30/2021

**APPOINTED OFFICIALS AS OF JUNE 30, 2019**—CONTINUED

*Term expires*

**SENIOR LOW INCOME DISABLED TAX RELIEF COMMITTEE**

*Appointed by Board of Selectmen*

*1-year term*

Annette Cerullo	15 North Hill	6/30/2019
Christine Collins	55 Main St.	6/30/2019
Donald W. Costley	3 Phillips Dr.	6/30/2019
Paul Fassbender	14 Texas Rd.	6/30/2019
Heather FitzPatrick	13 Shannon Cir.	6/30/2019
Henry A. McDowell	109 Cold Spring Rd.	6/30/2019
Dan O'Donnell	158 Depot St.	6/30/2019
Paul Plouffe	55 Main St.	6/30/2019
Thomas Spuhler	232 Concord Rd.	6/30/2019

**63 MAIN STREET TASK FORCE**

*Appointed by Board of Selectmen*

*3-year term*

Elizabeth M. Almeida	41 West St.	6/30/2021
Dana Barisano	62 Main St.	6/30/2021
Liewei Bao	2 Tavern Cir.	6/30/2021
Nancy Cook	25 North Main St.	6/30/2021
David G. Gutbrod	74 Depot St.	6/30/2021
Carolyn Jerzylo	4 Fernwood Dr.	6/30/2021
Ingrid Nilsson	6 Depot St.	6/30/2021
Andrew Popelka	2 Priscilla Ln.	6/30/2021
Kimberley K. Rose	2 Notch Dr.	6/30/2021
Leslie A. Thomas	8 Old Colony Dr.	6/30/2021
Jeanne Union	47 Monadnock Dr.	6/30/2021
Kirk Ware	5 Granada Dr.	6/30/2021
Alden Wood	122 Depot St.	6/30/2021

**TAX POSSESSION SALES COMMITTEE**

*Appointed by Board of Selectmen*

*3-year term*

Donald Costley	3 Phillips Dr.	6/30/2022
Ryan Donovan	7 Leland Rd.	6/30/2019
David R. Earl	8B Old Colony Dr.	6/30/2021
Joseph R. Foti	3C Old Colony Dr.	6/30/2022
William Harman	7A Old Colony Dr.	6/30/2022
Rose O'Donnell	8 Sassafras Rd.	6/30/2022

## APPOINTED OFFICIALS AS OF JUNE 30, 2019 – CONTINUED

*Term expires*

### 35 TOWN FARM ROAD TASK FORCE

*Appointed by Board of Selectmen*

Lynn L. Cohen	16 Fletcher Rd.	No expiration date
Nancy J. Cook	25 North Main St.	No expiration date
David G. Gutbrod	74 Depot St.	No expiration date
Wanda Hall	51B North St.	No expiration date
Ellen Harde	39 Main St.	No expiration date
J. Scott Hazelton	76 Nutting Rd	No expiration date
Roberta H. McGuire	60 Chamberlain Rd.	No expiration date
George E. Murray	14 Heywood Rd.	No expiration date
Joe Targ	65 Boston Rd.	No expiration date
Robert J. Waskiewicz	120 Groton Rd.	No expiration date

### TOWN FOREST COMMITTEE

*Appointed by Town Manager*

*3-year term*

Richard J. Barrett	28 North St.	6/30/2022
Jim Gozzo	6 Carolina Ln.	6/30/2022
Hugh C. Maguire	127 Cold Spring Rd.	6/30/2022

### TREAD COMMITTEE

*Appointed by Town Manager*

*3 - year term*

Nancy J. Cook	25 North Main St.	6/30/2021
Christine Collins	55 Main St.	6/30/2021
Sandy Collins	39 Polley Rd.	6/30/2021
Diane Holmes	13 Sandstone Rd.	6/30/2021
Patricia C. Reppucci	15 Lucille Av.	6/30/2022

### 12 NORTH MAIN STREET TASK FORCE

*Appointed by Town Manager*

*3 – year term*

Thomas P. Barry	27 Stone Ridge Rd.	6/30/2020
Nancy Bissell	11 North Main St.	6/30/2020
Jane L. Calvin	64 Broadway St.	6/30/2020
Nancy J. Cook	25 North Main St.	6/30/2020
Robert F. Downing	40 Nutting Rd.	6/30/2020
David G. Gutbrod	74 Depot St.	6/30/2020
Jane Hughes	29 North Main St.	6/30/2020
Eric Heideman	55 Main St.	6/30/2020
William Kenison	28 North Main St.	6/30/2020
William R. Nussbaum	33 Stone Ridge Rd.	6/20/2020
Andrea Peraner-Sweet	21 Kirsir Cir.	6/30/2020
Jeff Stephens	55 Main St.	No expiration date
James F. Vanbever	13 River St.	No expiration date
Robert J. Waskiewicz	120 Groton Rd.	6/30/2020
Dennis Wrona	5 Sassafras Rd.	6/30/2020

*Term expires*

**APPOINTED OFFICIALS AS OF JUNE 30, 2019**—CONTINUED

**ZONING BOARD OF APPEALS**

*Appointed by Board of Selectmen*

*5-year term*

Jay Enis	13 Pine Tree Trail	6/20/2023
Robert C. Herrmann	101 Concord Rd.	6/30/2024
James Kazeniac	4 Robinson Rd.	6/30/2022
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

**DEMOCRATIC PARTY STATE PRIMARY-  
SEPTEMBER 4, 2018**

	Prec 1	Prec 2	Prec 3	Prec 4	Prec 5	Prec 6	TOTAL
<b><i>Senator in Congress (Vote for One)</i></b>							
Blanks	79	75	85	57	83	88	467
Elizabeth A. WARREN	442	459	537	502	503	348	2,791
Beth Lindstrom	2	0	0	0	0	0	2
John Kingston	1	0	0	0	0	0	1
Lori Trahan	0	0	0	0	2	0	2
Misc. Write Ins	8	11	18	9	11	16	73
TOTALS	532	545	640	568	599	452	3,336

<b><i>Governor (Vote for One)</i></b>							
Blanks	152	122	136	135	163	132	840
Jay M. GONZALEZ	240	286	328	284	284	193	1,615
Bob MASSIE	132	134	162	144	135	115	822
Charlie Baker	8	3	5	3	15	5	39
Misc. Write Ins	0	0	9	2	2	7	20
TOTALS	532	545	640	568	599	452	3,336

<b><i>Lieutenant Governor (Vote for One)</i></b>							
Blanks	158	135	156	152	179	142	922
Quentin PALFREY	228	251	303	279	245	197	1,503
Jimmy TINGLE	142	158	175	134	171	107	887
Karyn Polito	1	0	2	0	2	2	7
Misc. Write Ins	3	1	4	3	2	4	17
TOTALS	532	545	640	568	599	452	3,336

<b><i>Attorney General (Vote for One)</i></b>							
Blanks	79	72	71	63	70	79	434
Maura HEALEY	453	467	563	502	526	368	2,879
Misc. Write Ins	0	6	6	3	3	5	23
TOTALS	532	545	640	568	599	452	3,336

**DEMOCRATIC PARTY STATE PRIMARY-**  
**SEPTEMBER 4, 2018** – CONTINUED

	Prec 1	Prec 2	Prec 3	Prec 4	Prec 5	Prec 6	TOTAL
<i>Secretary of State (Vote for One)</i>							
Blanks	42	42	44	37	37	33	235
William Francis GALVIN	341	346	440	371	406	315	2,219
Josh ZAKIM	149	156	154	160	156	103	878
Misc. Write Ins	0	1	2	0	0	1	4
TOTALS	532	545	640	568	599	452	3,336

<i>Treasurer (Vote for One)</i>							
Blanks	138	123	123	117	123	116	740
Deborah GOLDBERG	393	422	510	450	476	333	2,584
Misc. Write Ins	1	0	7	1	0	3	12
TOTALS	532	545	640	568	599	452	3,336

<i>Auditor (Vote for One)</i>							
Blanks	144	133	131	131	140	115	794
Suzanne M. BUMP	388	411	502	436	459	334	2,530
Misc. Write Ins	0	1	7	1	0	3	12
TOTALS	532	545	640	568	599	452	3,336

<i>Representative in Congress (Vote for One)</i>							
Blanks	15	14	11	5	16	18	79
Jeffrey D. BALLINGER	8	7	7	4	5	11	42
Alexandra CHANDLER	36	28	23	33	20	19	159
Beej DAS	9	12	27	18	7	23	96
Rufus GIFFORD	49	49	62	59	57	39	315
Leonard H. GOLDER	1	1	0	1	2	0	5
Daniel Arrigg KOH	103	82	130	128	110	99	652
Barbara A. L'ITALIEN	47	64	69	65	73	37	355
Bopha MALONE	6	10	4	15	7	7	49
Juana B. MATIAS	14	31	20	20	24	8	117
Lori Loureiro TRAHAN	243	247	286	220	278	190	1,464
Misc. Write Ins	1	0	1	0	0	1	3
TOTALS	532	545	640	568	599	452	3,336

**DEMOCRATIC PARTY STATE PRIMARY-**  
**SEPTEMBER 4, 2018** – CONTINUED

	Prec 1	Prec 2	Prec 3	Prec 4	Prec 5	Prec 6	TOTAL
<b><i>Councillor (Vote for One)</i></b>							
Blanks	144	138	152	146	166	125	871
Eileen R. DUFF	310	335	392	352	346	254	1,989
Nicholas S. TORRESI	77	72	94	70	86	70	469
Misc. Write Ins	1	0	2	0	1	3	7
TOTALS	532	545	640	568	599	452	3,336

<b><i>Senator in General Court (Vote for One)</i></b>							
Blanks	48	32	43	54	52	39	268
John DRINKWATER	77	97	86	102	132	66	560
Rodney M. ELLIOTT	18	16	13	25	21	26	119
Edward J. KENNEDY	65	97	107	118	96	69	552
William MARTIN, Jr.	35	32	40	47	44	76	274
Terry RYAN	289	271	349	221	254	176	1,560
Misc. Write Ins	0	0	2	1	0	0	3
TOTALS	532	545	640	568	599	452	3,336

<b><i>Representative in General Court (Vote for One)</i></b>							
Blanks	79	67	84	69	80	76	455
James ARCIERO	451	477	553	497	518	374	2,870
Kathy Lynch	1	0	0	0	0	0	1
Misc. Write Ins	1	1	3	2	1	2	10
TOTALS	532	545	640	568	599	452	3,336

<b><i>District Attorney (Vote for One)</i></b>							
Blanks	110	84	98	99	108	84	583
Marian T. RYAN	275	286	337	311	319	232	1,760
Donna PATALANO	146	174	201	157	172	135	985
Misc. Write Ins	1	1	4	1	0	1	8
TOTALS	532	545	640	568	599	452	3,336

**DEMOCRATIC PARTY STATE PRIMARY-**  
**SEPTEMBER 4, 2018** – CONTINUED

	Prec 1	Prec 2	Prec 3	Prec 4	Prec 5	Prec 6	TOTAL
<i>Clerk of Courts (Vote for One)</i>							
Blanks	146	131	140	127	142	119	805
Michael A. SULLIVAN	384	414	496	440	454	330	2,518
Misc. Write Ins	2	0	4	1	3	3	13
<b>TOTALS</b>	<b>532</b>	<b>545</b>	<b>640</b>	<b>568</b>	<b>599</b>	<b>452</b>	<b>3,336</b>

<i>Register of Deeds (Vote for One)</i>							
Blanks	138	119	130	110	123	105	725
Richard P. HOWE, Jr.	393	425	505	457	475	343	2,598
Misc. Write Ins	1	1	5	1	1	4	13
<b>TOTALS</b>	<b>532</b>	<b>545</b>	<b>640</b>	<b>568</b>	<b>599</b>	<b>452</b>	<b>3,336</b>

<i><b>Democratic Precinct Totals</b></i>	<b>532</b>	<b>545</b>	<b>640</b>	<b>568</b>	<b>599</b>	<b>452</b>	<b>3,336</b>
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Total Registered Voters	2,983	2,933	2,825	2,756	2,704	2,587	16,788
<b>D, L &amp; R Precinct Totals</b>	<b>798</b>	<b>761</b>	<b>881</b>	<b>787</b>	<b>852</b>	<b>648</b>	<b>4,727</b>
<b>Total Voter Turnout %</b>	<b>26.75%</b>	<b>25.95%</b>	<b>31.19%</b>	<b>28.56%</b>	<b>31.51%</b>	<b>25.05%</b>	<b>28.16%</b>

**REPUBLICAN PARTY STATE PRIMARY-  
SEPTEMBER 4, 2018**

	Prec 1	Prec 2	Prec 3	Prec 4	Prec 5	Prec 6	TOTAL
<b><i>Senator in Congress (Vote for One)</i></b>							
Blanks	12	10	12	12	13	7	66
Geoff DIEHL	132	98	115	88	112	83	628
John KINGSTON	52	49	44	53	40	44	282
Beth Joyce LINDSTROM	66	57	65	66	80	56	390
Lori Trahan	1	0	1	0	0	0	2
Terry Ryan	0	0	1	0	0	1	2
Misc. Write Ins	0	0	1	0	0	0	1
TOTALS	263	214	239	219	245	191	1,371

<b><i>Governor (Vote for One)</i></b>							
Blanks	3	5	3	4	4	0	19
Charles D. BAKER	171	123	143	151	158	129	875
Scott D. LIVELY	88	86	93	64	83	61	475
Misc. Write Ins	1	0	0	0	0	1	2
TOTALS	263	214	239	219	245	191	1,371

<b><i>Lieutenant Governor (Vote for One)</i></b>							
Blanks	66	55	65	54	65	39	344
Karyn E. POLITO	195	159	173	163	178	148	1,016
Misc. Write Ins	2	0	1	2	2	4	11
TOTALS	263	214	239	219	245	191	1,371

<b><i>Attorney General (Vote for One)</i></b>							
Blanks	51	45	40	36	53	41	266
James R. MCMAHON, III	121	100	107	109	106	89	632
Daniel L. SHORES	91	69	92	72	86	58	468
Misc. Write Ins	0	0	0	2	0	3	5
TOTALS	263	214	239	219	245	191	1,371

<b><i>Secretary of State (Vote for One)</i></b>							
Blanks	82	55	68	57	66	55	383
Anthony M. AMORE	180	156	168	160	176	134	974
William Galvin	0	1	1	1	0	0	3
Misc. Write Ins	1	2	2	1	3	2	11
TOTALS	263	214	239	219	245	191	1,371

**REPUBLICAN PARTY STATE PRIMARY-  
SEPTEMBER 4, 2018** – CONTINUED

	Prec 1	Prec 2	Prec 3	Prec 4	Prec 5	Prec 6	TOTAL
<b><i>Treasurer (Vote for One)</i></b>							
Blanks	83	65	73	69	68	57	415
Keiko M. ORRALL	179	149	165	149	174	132	948
Deborah Goldberg	0	0	1	0	0	0	1
Misc. Write Ins	1	0	0	1	3	2	7
TOTALS	263	214	239	219	245	191	1,371

<b><i>Auditor (Vote for One)</i></b>							
Blanks	78	60	71	65	68	57	399
Helen BRADY	185	154	168	153	173	133	966
Misc. Write Ins	0	0	0	1	4	1	6
TOTALS	263	214	239	219	245	191	1,371

<b><i>Representative in Congress (Vote for One)</i></b>							
Blanks	68	48	56	57	61	53	343
Rick GREEN	194	166	181	161	180	136	1,018
Dan Koh	1	0	0	0	0	0	1
Lori Trahan	0	0	2	1	1	1	5
Barbara L'Italien	0	0	0	0	0	1	1
Misc. Write Ins	0	0	0	0	3	0	3
TOTALS	263	214	239	219	245	191	1,371

<b><i>Councillor (Vote for One)</i></b>							
Blanks	86	63	72	67	71	63	422
Richard A. BAKER	177	151	167	150	171	125	941
Misc. Write Ins	0	0	0	2	3	3	8
TOTALS	263	214	239	219	245	191	1,371

<b><i>Senator in General Court (Vote for One)</i></b>							
Blanks	70	53	59	59	62	50	353
John A. MACDONALD	192	161	178	160	180	139	1,010
Terry Ryan	1	0	2	0	1	1	5
Misc. Write Ins	0	0	0	0	2	1	3
TOTALS	263	214	239	219	245	191	1,371

**REPUBLICAN PARTY STATE PRIMARY-  
SEPTEMBER 4, 2018** – CONTINUED

	Prec 1	Prec 2	Prec 3	Prec 4	Prec 5	Prec 6	TOTAL
<b><i>Representative in General Court (Vote for One)</i></b>							
Blanks	63	45	62	56	55	45	326
Kathleen LYNCH	200	167	175	163	188	146	1,039
James Arciero	0	2	1	0	0	0	3
Misc. Write Ins	0	0	1	0	2	0	3
<b>TOTALS</b>	<b>263</b>	<b>214</b>	<b>239</b>	<b>219</b>	<b>245</b>	<b>191</b>	<b>1,371</b>

<b><i>District Attorney (Vote for One)</i></b>							
Blanks	232	188	209	193	214	161	1,197
Misc. Write Ins	31	26	30	26	31	30	174
<b>TOTALS</b>	<b>263</b>	<b>214</b>	<b>239</b>	<b>219</b>	<b>245</b>	<b>191</b>	<b>1,371</b>

<b><i>Clerk of Courts (Vote for One)</i></b>							
Blanks	245	193	216	198	225	175	1,252
Misc. Write Ins	18	21	23	21	20	16	119
<b>TOTALS</b>	<b>263</b>	<b>214</b>	<b>239</b>	<b>219</b>	<b>245</b>	<b>191</b>	<b>1,371</b>

<b><i>Register of Deeds (Vote for One)</i></b>							
Blanks	248	193	215	203	223	177	1,259
Richard Howe	0	3	2	0	0	0	5
Misc. Write Ins	15	18	22	16	22	14	107
<b>TOTALS</b>	<b>263</b>	<b>214</b>	<b>239</b>	<b>219</b>	<b>245</b>	<b>191</b>	<b>1,371</b>

<b><i>Republican Precinct Totals:</i></b>	263	214	239	219	245	191	1,371
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Total Registered Voters	2,983	2,933	2,825	2,756	2,704	2,587	16,788
<b>D, L &amp; R Precinct Totals</b>	<b>798</b>	<b>761</b>	<b>881</b>	<b>787</b>	<b>852</b>	<b>648</b>	<b>4,727</b>
<b>Total Voter Turnout %</b>	<b>26.75%</b>	<b>25.95%</b>	<b>31.19%</b>	<b>28.56%</b>	<b>31.51%</b>	<b>25.05%</b>	<b>28.16%</b>

**LIBERTARIAN PARTY STATE PRIMARY-  
SEPTEMBER 4, 2018**

	Prec 1	Prec 2	Prec 3	Prec 4	Prec 5	Prec 6	TOTAL
<i>Senator in Congress (Vote for One)</i>							
Blanks	3	2	0	0	6	3	14
Write Ins	0	0	2	0	2	2	6
TOTALS	3	0	2	0	8	5	20

<i>Governor (Vote for One)</i>							
Blanks	3	2	1	0	4	4	14
Charlie Baker	0	0	0	0	2	1	3
Write Ins	0	0	1	0	2	0	3
TOTALS	3	2	2	0	8	5	20

<i>Lieutenant Governor (Vote for One)</i>							
Blanks	3	2	1	0	5	4	15
Karen Polito	0	0	0	0	2	0	0
Write Ins	0	0	1	0	1	1	3
TOTALS	3	2	2	0	8	5	20

<i>Attorney General (Vote for One)</i>							
Blanks	3	2	1	0	5	3	14
Write Ins	0	0	1	0	3	2	6
TOTALS	3	2	2	0	8	5	20

<i>Secretary of State (Vote for One)</i>							
Blanks	3	2	1	0	6	4	16
Write Ins	0	0	1	0	2	1	4
TOTALS	3	2	2	0	8	5	20

<i>Treasurer (Vote for One)</i>							
Blanks	3	2	1	0	5	4	15
Write Ins	0	0	1	0	3	1	5
TOTALS	3	2	2	0	8	5	20

**LIBERATION PARTY STATE PRIMARY-**  
**SEPTEMBER 4, 2018** – CONTINUED

	Prec 1	Prec 2	Prec 3	Prec 4	Prec 5	Prec 6	TOTAL
<i>Auditor (Vote for One)</i>							
Blanks	2	2	1	0	4	0	9
Daniel FISHMAN	1	0	1	0	4	5	11
Write Ins	0	0	0	0	0	0	0
TOTALS	3	2	2	0	8	5	20

<i>Representative in Congress (Vote for One)</i>							
Blanks	3	2	1	0	7	4	17
Write Ins	0	0	1	0	1	1	3
TOTALS	3	2	2	0	8	5	20

<i>Councillor (Vote for One)</i>							
Blanks	2	0	1	0	3	2	8
Marc C. MERCIER	1	2	1	0	5	3	12
Write Ins	0	0	0	0	0	0	0
TOTALS	3	2	2	0	8	5	20

<i>Senator in General Court (Vote for One)</i>							
Blanks	3	2	1	0	6	5	17
Write Ins	0	0	1	0	2	0	3
TOTALS	3	2	2	0	8	5	20

<i>Representative in General Court (Vote for One)</i>							
Blanks	3	2	1	0	7	4	17
Write Ins	0	0	1	0	1	1	3
TOTALS	3	2	2	0	8	5	20

<i>District Attorney (Vote for One)</i>							
Blanks	3	2	1	0	5	4	15
Write Ins	0	0	1	0	3	1	5
TOTALS	3	2	2	0	8	5	20

**LIBERTARIAN PARTY STATE PRIMARY-**  
**SEPTEMBER 4, 2018** – CONTINUED

	Prec 1	Prec 2	Prec 3	Prec 4	Prec 5	Prec 6	TOTAL
<i>Clerk of Courts (Vote for One)</i>							
Blanks	3	2	1	0	7	4	17
Write Ins	0	0	1	0	1	1	3
<b>TOTALS</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>8</b>	<b>5</b>	<b>20</b>

<i>Register of Deeds (Vote for One)</i>							
Blanks	3	2	1	0	7	4	17
Write Ins	0	0	1	0	1	1	3
<b>TOTALS</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>8</b>	<b>5</b>	<b>20</b>
<i>Libertarian Precinct Totals:</i>							
	3	2	2	0	8	5	20

Total Registered Voters	2,983	2,933	2,825	2,756	2,704	2,587	16,788
<b>D, L &amp; R Precinct Totals</b>	<b>798</b>	<b>761</b>	<b>881</b>	<b>787</b>	<b>852</b>	<b>648</b>	<b>4,727</b>
<b>Total Voter Turnout %</b>	<b>26.75%</b>	<b>25.95%</b>	<b>31.19%</b>	<b>28.56%</b>	<b>31.51%</b>	<b>25.05%</b>	<b>28.16%</b>

## STATE ELECTION–NOVEMBER 6, 2018

	Prec 1	Prec 2	Prec 3	Prec 4	Prec 5	Prec 6	TOTAL
<b><i>Senator in Congress (Vote for One)</i></b>							
Blanks	20	25	29	22	14	25	135
Elizabeth A. WARREN	1,170	1,153	1,106	1,182	1,086	957	6,654
Geoff DIEHL	866	762	840	707	753	737	4,665
Shiva AYYADURAI	54	96	58	67	58	61	394
Write Ins	2	5	3	3	2	1	16
TOTALS	2,112	2,041	2,036	1,981	1,913	1,781	11,864

<b><i>Governor (Vote for One)</i></b>							
Blanks	78	64	50	44	51	46	333
BAKER and POLITO	1,553	1,399	1,499	1,428	1,377	1,341	8,597
GONZALEZ and PALFREY	478	570	476	502	482	388	2,896
Write Ins	3	8	11	7	3	6	38
TOTALS	2,112	2,041	2,036	1,981	1,913	1,781	11,864

<b><i>Attorney General (Vote for One)</i></b>							
Blanks	44	43	37	32	36	44	236
Maura HEALEY	1,352	1,373	1,311	1,380	1,272	1,133	7,821
James R. MCMAHON, III	716	624	687	569	603	604	3,803
Write Ins	0	1	1	0	2	0	4
TOTALS	2,112	2,041	2,036	1,981	1,913	1,781	11,864

<b><i>Secretary of State (Vote for One)</i></b>							
Blanks	67	59	57	52	58	50	343
William Francis GALVIN	1,400	1,397	1,356	1,405	1,321	1,192	8,071
Anthony M. AMORE	607	518	574	483	493	502	3,177
Juan G. SANCHEZ, JR.	36	66	48	39	39	36	264
Write Ins	2	1	1	2	2	1	9
TOTALS	2,112	2,041	2,036	1,981	1,913	1,781	11,864

**STATE ELECTION-NOVEMBER 6, 2018** – CONTINUED

	Prec 1	Prec 2	Prec 3	Prec 4	Prec 5	Prec 6	TOTAL
<b><i>Treasurer (Vote for One)</i></b>							
Blanks	104	102	107	95	105	86	599
Deborah B. GOLDBERG	1,252	1,298	1,213	1,250	1,206	1,073	7,292
Keiko M. ORRALL	705	580	652	586	554	572	3,649
Jamie M. GUERIN	49	61	64	48	47	49	318
Write Ins	2	0	0	2	1	1	6
TOTALS	2,112	2,041	2,036	1,981	1,913	1,781	11,864

<b><i>Auditor (Vote for One)</i></b>							
Blanks	108	103	109	109	111	85	625
Suzanne BUMP	1,067	1,139	1,065	1,127	1,058	954	6,410
Helen BRADY	798	690	740	627	640	649	4,144
Daniel FISHMAN	96	78	79	80	78	62	473
Edward J. STAMAS	42	31	42	37	25	30	207
Write Ins	1	0	1	1	1	1	5
TOTALS	2,112	2,041	2,036	1,981	1,913	1,781	11,864

<b><i>Representative in Congress (Vote for One)</i></b>							
Blanks	31	30	34	33	32	34	194
Rick GREEN	710	626	658	571	562	570	3,697
Lori Loureiro TRAHAN	1,331	1,327	1,298	1,330	1,281	1,136	7,703
Michael P. MULLEN	40	58	45	47	36	41	267
Write Ins	0	0	1	0	2	0	3
TOTALS	2,112	2,041	2,036	1,981	1,913	1,781	11,864

<b><i>Councillor (Vote for One)</i></b>							
Blanks	139	127	132	134	125	114	771
Eileen R. DUFF	1,177	1,218	1,141	1,190	1,113	979	6,818
Richard A. BAKER	729	628	701	596	613	620	3,887
Marc C. MERCIER	65	66	61	60	61	67	380
Write Ins	2	2	1	1	1	1	8
TOTALS	2,112	2,041	2,036	1,981	1,913	1,781	11,864

**STATE ELECTION–NOVEMBER 6, 2018** – CONTINUED

	Prec 1	Prec 2	Prec 3	Prec 4	Prec 5	Prec 6	TOTAL
<b><i>Senator in General Court (Vote for One)</i></b>							
Blanks	85	80	95	92	75	83	510
Edward J. KENNEDY	1,226	1,227	1,175	1,207	1,149	1,028	7,012
John A. MACDONALD	800	732	765	679	687	670	4,333
Write Ins	1	2	1	3	2	0	9
TOTALS	2,112	2,041	2,036	1,981	1,913	1,781	11,864

<b><i>Representative in General Court (Vote for One)</i></b>							
Blanks	70	45	50	60	52	49	326
James ARCIERO	1,319	1,369	1,318	1,310	1,254	1,104	7,674
Kathleen LYNCH	722	626	668	611	606	625	3,858
Write Ins	1	1	0	0	1	3	6
TOTALS	2,112	2,041	2,036	1,981	1,913	1,781	11,864

<b><i>District Attorney (Vote for One)</i></b>							
Blanks	582	480	499	459	457	433	2,910
Marian T. RYAN	1,504	1,529	1,508	1,501	1,438	1,324	8,804
Write Ins	26	32	29	21	18	24	150
TOTALS	2,112	2,041	2,036	1,981	1,913	1,781	11,864

<b><i>Clerk of Courts (Vote for One)</i></b>							
Blanks	601	490	513	475	480	449	3,008
Michael A. SULLIVAN	1,491	1,524	1,500	1,487	1,416	1,313	8,731
Write Ins	20	27	23	19	17	19	125
TOTALS	2,112	2,041	2,036	1,981	1,913	1,781	11,864

<b><i>Register of Deeds (Vote for One)</i></b>							
Blanks	322	246	294	276	266	235	1,639
Richard P. HOWE, JR	1,370	1,404	1,319	1,331	1,271	1,159	7,854
Karen M. CASSELLA	414	382	417	366	369	381	2,329
Write Ins	6	9	6	8	7	6	42
TOTALS	2,112	2,041	2,036	1,981	1,913	1,781	11,864

**STATE ELECTION–NOVEMBER 6, 2018** – CONTINUED

	Prec 1	Prec 2	Prec 3	Prec 4	Prec 5	Prec 6	TOTAL
<b>Question 1:</b> establish patient assignment limits for registered nurses working in hospitals							
Blanks	58	72	67	55	59	49	360
Yes	416	419	384	378	423	384	2,404
No	1,638	1,550	1,585	1,548	1,431	1,348	9,100
TOTALS	2,112	2,041	2,036	1,968	1,913	1,781	11,851

<b>Question 2:</b> create a citizens' commission to advocate for changes to the U.S. Constitution regarding political spending and corporate personhood							
Blanks	56	64	61	55	40	50	326
Yes	1,462	1,414	1,383	1,406	1,334	1,181	8,180
No	594	563	592	520	539	550	3,358
TOTALS	2,112	2,041	2,036	1,981	1,913	1,781	11,864

<b>Question 3:</b> uphold or repeal a bill to prohibit discrimination based on gender identity in public places							
Blanks	41	41	38	45	29	32	226
Yes	1,394	1,361	1,329	1,364	1,308	1,120	7,876
No	677	639	669	572	576	629	3,762
TOTALS	2,112	2,041	2,036	1,981	1,913	1,781	11,864

TOTAL VOTERS	3,003	2,993	2,861	2,801	2,733	2,613	17,004
<b>Total voter turnout</b>	2,083	2,041	2,036	1,981	1,913	1,781	11,864
<b>Total voter turnout %</b>	69.36%	68.19%	71.16%	70.72%	70.00%	68.16%	69.77%

## ANNUAL TOWN ELECTION–MAY 7, 2019

	Prec 1	Prec 2	Prec 3	Prec 4	Prec 5	Prec 6	TOTAL
<b><i>Board of Selectmen (3-Year Term) - Vote for 2</i></b>							
Blanks	91	77	68	75	57	60	428
John Scott HAZELTON	94	133	152	146	122	96	743
Andrea PERANER-SWEET	84	127	145	141	116	81	694
Juliette Mount	1						1
Christopher Barrett		1					1
Marilyn Frank			1				1
Arthur Benoit				1			1
Brad Potts				1			1
Cathy Creed					1		1
Dennis Galvin						1	1
MinQuan Zheng						1	1
Wei Ye						1	1
TOTALS	270	338	366	364	296	240	1874

<b><i>Board of Health (3-Year Term) - Vote for 2</i></b>							
Blanks	79	79	69	73	61	50	411
Stephanie D GRANGER	88	122	145	142	112	92	701
Susan M HANLY	103	136	152	149	123	98	761
Sau-Ling Ng		1					1
TOTALS	270	338	366	364	296	240	1874

<b><i>Housing Authority (5-Year Term) - Vote for 1</i></b>							
Blanks	36	41	32	38	33	27	207
Muriel T DRAKE	99	128	151	144	115	93	730
TOTALS	135	169	183	182	148	120	937

<b><i>Library Trustees (3-Year Term) - Vote for 2</i></b>							
Blanks	81	81	66	72	60	63	423
Elizabeth S DIERCKS	97	129	150	148	117	88	729
Glen SECOR	92	128	150	144	119	89	722
TOTALS	270	338	366	364	296	240	1874

## ANNUAL TOWN ELECTION—MAY 7, 2019

— CONTINUED

	Prec 1	Prec 2	Prec 3	Prec 4	Prec 5	Prec 6	TOTAL
<b><i>Library Trustees (2-Year Term) - Vote for 1</i></b>							
Blanks	40	38	33	39	31	26	207
Alisha E HILLAM	94	131	150	143	117	94	729
Jeannie Millet	1						1
<b>TOTALS</b>	<b>135</b>	<b>169</b>	<b>183</b>	<b>182</b>	<b>148</b>	<b>120</b>	<b>937</b>

<b><i>Planning Board (5-Year Term) - Vote for 1</i></b>							
Blanks	45	38	34	30	31	25	203
Michael E BONENFANT	90	131	149	152	117	95	734
<b>TOTALS</b>	<b>135</b>	<b>169</b>	<b>183</b>	<b>182</b>	<b>148</b>	<b>120</b>	<b>937</b>

<b><i>School Committee (3-Year Term) - Vote for 2</i></b>							
Blanks	70	50	51	71	41	36	319
Daniel A. GOLDNER	53	84	90	79	61	48	415
Sean P. KELLY	70	69	87	80	82	72	460
Alicia D. MALLON	77	134	134	134	112	83	674
Arthur Benoit		1	1				2
Jonathan Taylor Thomas			1				1
Donald Trump			1				1
Sally Rosenthal			1				1
Dave Pena						1	1
<b>TOTALS</b>	<b>270</b>	<b>338</b>	<b>366</b>	<b>364</b>	<b>296</b>	<b>240</b>	<b>1874</b>

Total Registered Voters	3,016	2,953	2,836	2,763	2,737	2,602	16,907
<b>Precinct Totals</b>	<b>135</b>	<b>169</b>	<b>183</b>	<b>182</b>	<b>148</b>	<b>120</b>	<b>937</b>
<b>Total Voter Turnout %</b>	<b>4.5%</b>	<b>5.7%</b>	<b>6.5%</b>	<b>6.6%</b>	<b>5.4%</b>	<b>4.6%</b>	<b>5.5%</b>

## SPECIAL TOWN MEETING MINUTES – OCTOBER 15, 2018

A legal meeting of the inhabitants of the Town of Westford, qualified to vote in Town affairs, was called by the selectmen, held in the Abbot School on Monday, October 15, 2018, commenced at 7:00 pm and the following business was transacted:

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

Susan McNeill Spuhler, Town Moderator, called the meeting to order at 7:05 pm with 208 voters present at the meeting. A total of 401 voters attended Town Meeting throughout the evening.

The Pledge of Allegiance was led by the Moderator.

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

The Moderator recognized Glen Secor and Ellen Doucette for their service on the Finance Committee.

It was voted unanimously to waive the reading of the motions and accept those printed in the salmon colored document entitled 2018 Special Town Meeting Motions and dated Monday, October 15, 2018.

### **Article 1: Approve Unpaid Bills from Previous Fiscal Year(s)**

It was voted unanimously to dismiss Article 1.

### **Article 2: Approve Fiscal Year 2019 Budget Adjustments**

It was voted by a declared majority that the Town appropriate from Free Cash the sum of \$80,000 (EIGHTY THOUSAND DOLLARS) in order to supplement the following Fiscal Year 2019 Operating Budgets:

432 Recycling Expenses	\$80,000
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*And further*

That the Town appropriate from Free Cash the sum of \$200,000 (TWO HUNDRED THOUSAND DOLLARS) in order to supplement the following Fiscal Year 2019 Operating Budgets to fund the hiring of consultants pursuant to the Town and School Safety Task Force Consultant request for proposals:

123 Town Manager Expenses	\$200,000
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*And further*

That the Town appropriate from Water Enterprise retained earnings the sum of \$208,000 (TWO HUNDRED EIGHT THOUSAND DOLLARS) in order to supplement the following Fiscal Year 2019 Operating Budgets:

600 Water Enterprise Personal Services	\$8,000
600 Water Enterprise Reserve Fund	\$200,000

### **Article 3: Approve Fiscal Year 2019 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, 2019:

## SPECIAL TOWN MEETING MINUTES – OCTOBER 15, 2018

– CONTINUED

<i>FROM</i>	<i>TO</i>	<i>AMOUNT</i>
135 Town Accountant Personal Services	141 Assessors Personal Services	\$8,733

**Article 4: Approve Fiscal Year 2019 Capital Appropriations**

It was voted unanimously that the Town appropriate from Free Cash the sum of \$217,800 (TWO HUNDRED SEVENTEEN THOUSAND EIGHT HUNDRED DOLLARS) to provide for the following capital requests and costs incidental and related thereto:

<i>DEPARTMENT</i>	<i>AMOUNT</i>	<i>PURPOSE</i>
Water Enterprise	\$217,800	Vinebrook Estates Street Paving and any other related costs

**Article 5: Fiscal Year 2019 Asphalt Plant Monitoring Appropriation**

It was voted by a declared majority that the Town raise and appropriate the sum of \$40,000 (FORTY THOUSAND DOLLARS) to conduct baseline environmental testing to include air, water, and noise in the vicinity of 540 Groton Road, including all costs incidental and related thereto.

**Article 6: Acquisition of 63 Main Street**

It was voted by a counted majority, 213 – yes, 58 – no, that the Town authorize the Board of Selectmen to acquire, by gift, purchase, eminent domain, or otherwise, on such terms and conditions as the Board shall deem appropriate, for general municipal purposes, a parcel of land located at 63 Main Street, being Tax Map 54, Parcel 43, and described in a deed recorded with the Middlesex North Registry of Deeds in Book 10206, Page 141, and to execute any and all documents and instruments necessary or convenient in relation thereto; and, further, to transfer the sum of \$700,000 (SEVEN HUNDRED THOUSAND DOLLARS) from the capital stabilization fund to acquire said parcel, including costs associated with environmental testing, repairs to existing structures and all costs incidental and related thereto.

**Article 7: Reduce Amount Raised by Taxes in Fiscal Year 2019**

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 2019;

From Fund Balance Designated for Debt Exclusion Reduction      \$19,629.57

**Article 8: Apply Fire Station Premium to Reduce Bond Payments**

It was voted unanimously that the Town appropriate the amount of \$265,902, representing a portion of the net premium paid to the Town upon the sale of the Town's \$12,615,000 General Obligation Municipal Purpose Loan of 2018 Bonds dated February 1, 2018, to pay costs of the fire station project authorized by a vote of the Town passed March 28, 2015 (Article 8), and to reduce the amount authorized to be borrowed for such project by a like amount.

**Article 9: Supplement Prior Borrowing Votes to Permit the Application of Sale of Premium to Pay Project Costs**

It was voted unanimously that the Town votes to supplement each prior vote of the Town that authorizes the borrowing of money to pay costs of capital projects to provide

## SPECIAL TOWN MEETING MINUTES – OCTOBER 15, 2018

– CONTINUED

that, in accordance with Chapter 44, Section 20 of the General Laws, the premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to pay project costs and the amount authorized to be borrowed for each such project shall be reduced by the amount of any such premium so applied.

### **Article 10: Adoption of MGL Chapter 59, Section 5K to Establish a Senior Tax Program**

It was voted by declared majority that the Town accept the provisions of Massachusetts General Laws, Chapter 59, Section 5K to authorize the Board of Selectmen to establish a program to allow persons over the age of 60 to volunteer to provide services to the Town in exchange for which the Town shall reduce the real property tax obligations of such person over the age of 60 on his tax bills, in addition to any exemption or abatement to which any such person is otherwise entitled, provided, however, that no such person shall receive a rate of, or be credited with, more than the current minimum wage of the commonwealth per hour for services provided pursuant to such reduction nor shall the reduction of the real property tax bill exceed \$1,500 in a given tax year; provided that the exemption so allowed shall be adjusted by allowing an approved representative, for persons physically unable, to provide such services to the Town; provided further that the Board of Selectmen is authorized to create local rules and procedures for implementing this program consistent with this vote and General Laws Chapter 59, Section 5K.

### **Article 11: 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**

It was voted unanimously that the Town authorize the Board of Selectmen to petition the General Court for special legislation as follows; provided, however, that the General Court may make clerical or editorial changes of form only to the bill, unless the Board of Selectmen approve amendments to the bill before enactment by the General Court, and authorizing the Board of Selectmen to approve amendments which shall be within the scope of the general public objectives of the petition, or take any action thereon or in relation thereto:

#### **AN ACT AUTHORIZING THE TOWN OF WESTFORD TO ESTABLISH A MEANS TESTED SENIOR CITIZEN PROPERTY TAX EXEMPTION**

*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. As used in this act, the following words shall have the following meanings:

- (a) "Parcel", a unit of real property as defined by the board of assessors under the deed for the property, including a condominium unit.
- (b) "Income", taxpayer's total income for the purposes of the circuit breaker income tax credit, as defined in paragraph (1) of subsection (k) of section 6 of chapter 62.

SECTION 2. With respect to each qualifying parcel of real property classified as Class one, residential, there shall be an exemption from the property tax equal to the total amount of tax that would otherwise be assessed without this exemption less the sum of: (i) 10 per cent of income, or such other percentage of income as determined under section 4 of this act; (ii) the circuit breaker income tax credit under subsection (k) of

## SPECIAL TOWN MEETING MINUTES – OCTOBER 15, 2018

– CONTINUED

section 6 of chapter 62 the applicant received for the year prior to the year for which application is being filed; and (iii) any other statutory exemptions received in the year for which the application is being filed. In no event shall property taxes be reduced by more than 50% by this exemption.

SECTION 3. The board of assessors may deny an application for an exemption pursuant to section 2 of this act if they find the applicant has more than 200 per cent in assets allowed under section 5 of chapter 59 that place them outside of the intended recipients of the senior exemption created by this act. Real property shall qualify for the exemption under section 2 if all of the following criteria are met:

- (a) the real property is owned and occupied by a person whose prior year's income did not exceed the income limit established in clause (i) of paragraph (3) of subsection (k) of section 6 of chapter 62 and adjusted pursuant to paragraph (4) of subsection (k) of section 6 of chapter 62 for the prior year, whichever such income limit applies to the individual's filing status, multiplied by 75 per cent;
- (b) the real property is owned by a single applicant age 65 or older at the close of the previous year or jointly by persons either of whom is age 65 or above at the close of the previous year and if the joint applicant is 60 years of age or older;
- (c) the real property is owned and occupied by the applicant or joint applicants as their domicile;
- (d) the applicant or at least 1 of the joint applicants has been domiciled in the town of Westford for at least 10 consecutive years before filing an application for the exemption;
- (e) the maximum assessed value of the domicile does not exceed (i) the prior year's average assessed value of a single family residence for the town less 20 per cent; and (ii) the valuation limit established in clause (ii) of paragraph (3) of subsection (k) of section 6 of chapter 62 and adjusted pursuant to paragraph (4) of said subsection (k) of said section 6 of said chapter 62 for the prior year; and
- (f) the Board of Assessors has approved the application.

SECTION 4. The exemption under section 2 shall be in addition to any other exemption allowable under the General Laws; provided, however that there shall be a dollar cap on all the exemptions granted pursuant to this section equal to .25 per cent of the fiscal year's total residential property tax levy for the town, including the levy for any regional high school if not included in the town's tax levy at some subsequent date. In the event that benefits to the applicants may be limited because the percentage established annually by the selectmen would otherwise be exceeded, the benefits shall be allocated by raising the income percentage as required in section 2 as necessary to not exceed the cap. In the event the cap exceeds the need for the exemption, the total cap on the exemptions granted by this act shall be reduced to meet the need.

SECTION 5. A person who seeks to qualify for the exemption under section 2 shall, before the deadline established by the board of assessors, file an application, on a form to be adopted by the board of assessors, with the supporting documentation of the applicant's income and assets as described in the application. The application shall be

## SPECIAL TOWN MEETING MINUTES – OCTOBER 15, 2018

– CONTINUED

filed each year for which the applicant seeks the exemption.

SECTION 6. No exemption shall be granted under this act until the department of revenue certifies a residential tax rate for the applicable tax year.

SECTION 7. Acceptance of this act by the town of Westford shall be by an affirmative vote of a majority of the voters at any regular or special town election at which the question of acceptance is placed on the ballot. Sections 1 to 6, inclusive shall take effect 30 days after an affirmative vote by the town.

SECTION 8. This act may be revoked by an affirmative vote of a majority of the voters at any regular or special town election at which the question of revocation is placed on the ballot. Revocation of sections 1 to 6, inclusive shall take effect 30 days after an affirmative vote of the town to revoke those sections.

SECTION 9. This act shall expire after 3 years of implementation of the exemption.

### **Article 12: Payment in Lieu of Tax Agreement – Westford Solar Holdings LLC, and Westford Solar Holdings II LLC, Located at 10 Commerce Way, Map 48-11.234**

It was voted unanimously that the Town authorize the Board of Selectmen and the Board of Assessors to negotiate and execute a payment in lieu of taxes (PILOT) agreement pursuant to Massachusetts General Laws Chapter 59 Section 38H(b) and the Department of Revenue guidelines promulgated thereunder, or any other enabling authority, with respect to annual payments in lieu of personal taxes for a term of years relative to a parcel of land located at 10 Commerce Way, Westford, MA as shown on Assessors map 48-11.234, with respect to a Solar Photovoltaic Electricity Generating Facility, with an expected capacity of approximately 4.0 Megawatts which has been installed, owned and operated by a third party upon said parcel on such terms and conditions as the Board of Selectmen deems to be in the best interest of the Town; and further to authorize the Board of Selectmen to enter into any and all agreements and execute any and all instruments as may be necessary on behalf of the Town to undertake the purpose of this article;

With no further business to conduct the Special Town Meeting was adjourned at 9:02 pm.

A True Copy Attest

Patricia L. Dubey  
Town Clerk

## ANNUAL TOWN MEETING MINUTES – MARCH 23, 2019

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 23, 2019, called to commence at 10:00 am, the following business was transacted:

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

Susan McNeill Spuhler, Town Moderator, called the 290<sup>th</sup> Annual Town Meeting to order at 10:00 AM and led the Pledge of Allegiance. There was a moment of silence observed in memory of John Connell, long time Town Counsel and for John Volkert, who served as Clerk of the Works for the new Police Station, Senior Center and Town Hall renovations.

A total of 758 voters were in attendance throughout the day.

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 blue paper dated and filed with the Town Clerk on March 22, 2019.

It was announced that if needed, Town Meeting would reconvene to Monday, March 25, 2019.

A motion was made and seconded to vote for Article 1, 5, 11, 12, 15, and 21 as part of a Consent Agenda. The motion passed unanimously.

### **Article 1: Accept Town Reports**

It was voted unanimously under the Consent Agenda to accept the Reports of Town Officers, Boards and Committee for the Fiscal Year 2018.

### **Article 2: Approve Fiscal Year 2019 Supplemental Appropriations**

It was voted and passed by the majority that the Town appropriate from Free Cash the sum of \$689,500 (SIX HUNDRED EIGHTY-NINE THOUSAND FIVE HUNDRED DOLLARS) in order to supplement the following operating budgets in Fiscal Year 2019:

220 Fire Dept Expenses	\$14,500
423 Snow & Ice	\$400,000
432 Recycling Expenses	\$75,000
945 Other Post-Employment Benefits	\$200,000

### *And further*

That the Town appropriate from Recreation Enterprise Retained Earnings the sum of \$50,000 (FIFTY THOUSAND DOLLARS) to supplement the following Fiscal Year 2019 Operating Budgets:

630 Recreation Enterprise Expenses	\$50,000
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# ANNUAL TOWN MEETING MINUTES – MARCH 23, 2019

– CONTINUED

*And further*

That the Town appropriate from Ambulance Enterprise Retained Earnings the sum of \$7,000 (SEVEN THOUSAND DOLLARS) to supplement the following Fiscal Year 2019 Operating Budgets:

640 Ambulance Enterprise Expenses                      \$7,000

### Article 3: Approve Capital Appropriations

It was voted unanimously that the Town appropriate from Free Cash the sum of \$1,714,174 (ONE MILLION SEVEN HUNDRED FOURTEEN THOUSAND ONE HUNDRED SEVENTY-FOUR DOLLARS) to provide for the following capital requests and costs incidental and related thereto:

<i>DEPARTMENT</i>	<i>AMOUNT</i>	<i>PURPOSE</i>
Technology	\$30,000	Town computer replacements
Technology	\$356,931	School computer replacements
Technology	\$65,000	Server & storage replacements
Technology	\$50,000	Network upgrades
Public Buildings	\$200,000	General building repairs & maintenance
Public Safety Communications	\$65,000	Upgrades to the public safety intercom system, including costs incidental and related thereto
Fire Department	\$62,315	Fire Chief's car, purchase and equip
Schools	\$7,782	Westford Academy Trustee Field Phase 2 Design, including costs incidental and related thereto
Schools	\$45,000	Compressor replacement for Westford Academy, including costs incidental and related thereto
Schools	\$200,000	Town and School Safety Task Force Recommendations
Engineering	\$100,000	Plain Road, Oak Hill Road, and Moore Road right of way assessments, including costs incidental and related thereto
Engineering	\$80,000	Stormwater Permit Compliance
Highway	\$246,000	Heavy six-wheel plow, purchase and equip
Highway	\$74,146	One-ton truck, purchase and equip
Highway	\$102,000	Tree and brush reduction unit (chipper)
Board of Health	\$30,000	Vehicle, purchase and equip

*And further*

That the Town appropriate from Free Cash the sum of \$7,154.40 (SEVEN THOUSAND ONE HUNDRED FIFTY-FOUR DOLLARS AND FORTY CENTS) and reauthorize and transfer the sum of \$202,845.60 (TWO HUNDRED TWO THOUSAND EIGHT

# ANNUAL TOWN MEETING MINUTES – MARCH 23, 2019

– CONTINUED

HUNDRED FORTY-FIVE DOLLARS AND SIXTY CENTS) from the following excess premium accounts:

<i>PROJECT</i>	<i>AMOUNT</i>	<i>TOWN MEETING VOTE</i>
Plain Road Sidewalk	\$42,314.89	Article 7, April 2, 2016 ATM
Main Street Reconstruction	\$157,005.67	Article 7, April 2, 2016 ATM
Roadway Repairs Bond Anticipation Note	\$3,525.04	Article 8, March 24, 2018 ATM

To provide for the following capital requests:

<i>DEPARTMENT</i>	<i>AMOUNT</i>	<i>PURPOSE</i>
Engineering	\$210,000	Complete Streets construction for the Abbot School and Acton Road, including costs incidental and related thereto

*And further*

That the Town appropriate from Water Enterprise Retained Earnings the sum of \$75,000 (SEVENTY-FIVE THOUSAND DOLLARS) to provide for the following capital requests and costs incidental and related thereto:

<i>DEPARTMENT</i>	<i>AMOUNT</i>	<i>PURPOSE</i>
Water Enterprise	\$40,000	Uninterrupted Power Supply (UPS), including costs incidental and related thereto
Water Enterprise	\$35,000	Vehicle, purchase and equip

*And further*

That the Town appropriate from Water Enterprise Retained Earnings the sum of \$275,451.84 (TWO HUNDRED SEVENTY-FIVE THOUSAND FOUR HUNDRED FIFTY-ONE DOLLARS AND EIGHTY-FOUR CENTS) and reauthorize and transfer the sum of \$221,081.08 (TWO HUNDRED TWENTY THOUSAND EIGHTY-ONE DOLLARS AND EIGHT CENTS) from the following capital accounts:

<i>PROJECT</i>	<i>AMOUNT</i>	<i>TOWN MEETING VOTE</i>
Water Distribution System Improvements – River Street, Graniteville Road, West Street, and Bridge Street	\$163,145.56	Article 7, October 14, 2011 STM
Water Distribution Improvements – Nixon Road to Saint Mary’s Drive	\$55,576.24	Article 21, March 22, 2012 ATM

## ANNUAL TOWN MEETING MINUTES – MARCH 23, 2019

– CONTINUED

Water Distribution Improvements – Graniteville Road from Main Street to Patriot Lane	\$1,806.42	Article 9, March 22, 2014 ATM
Water Distribution Improvements – Pleasant Street from Abbot Street to Pine Street	\$552.86	Article 9, March 22, 2014 ATM

And that the Town reauthorize and transfer the sum of \$3,467.08 (THREE THOUSAND FOUR HUNDRED SIXTY-SEVEN DOLLARS AND EIGHT CENTS) from the following excess premium account:

<i>PROJECT</i>	<i>AMOUNT</i>	<i>TOWN MEETING VOTE</i>
Perchlorate Remediation	\$3,467.08	Article 1, July 30, 2009 STM

To provide for the following capital request:

<i>DEPARTMENT</i>	<i>AMOUNT</i>	<i>PURPOSE</i>
Water Enterprise	\$500,000	Emerson and Jonas Roads water main replacement, including costs incidental and related thereto

*And further*

That the Town appropriate from Ambulance Enterprise Retained Earnings the sum of \$27,254 (TWENTY-SEVEN THOUSAND TWO HUNDRED FIFTY-FOUR DOLLARS) to provide for the following capital request and costs incidental and related thereto:

<i>DEPARTMENT</i>	<i>AMOUNT</i>	<i>PURPOSE</i>
Ambulance Enterprise	\$27,254	Ambulance cots, including costs incidental and related thereto

It was voted unanimously that the Town appropriate the sum of \$500,000 (FIVE HUNDRED THOUSAND DOLLARS) for the purpose of repairing roadways, 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 23, 2019

– CONTINUED

It was voted unanimously that the Town appropriate the sum of \$1,200,000 (ONE MILLION TWO HUNDRED THOUSAND DOLLARS) for the rehabilitation of the Town Farm Road 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.

It was voted unanimously that the Town appropriate from Free Cash the sum of \$270,000 (TWO HUNDRED SEVENTY THOUSAND DOLLARS) and transfer said amount to the Capital Stabilization Fund.

#### Article 4: Approve Community Preservation Committee Recommendations

It was voted and passed by the majority that the Town, pursuant to Massachusetts General Laws, Chapter 44B, in accordance with the recommendations of the Westford Community Preservation Committee, appropriate from Community Preservation Funds the sum \$1,472,948 (ONE MILLION FOUR HUNDRED SEVENTY TWO THOUSAND NINE HUNDRED NINETY FORTY EIGHT DOLLARS) as follows; and further to authorize the Board of Selectmen to enter into grant agreements with any private entities receiving funding pursuant to this vote, and further to authorize the Board of Selectmen to acquire appropriate deed restrictions on any private property as may be required or appropriate pursuant to the Community Preservation Act:

\$223,067	From Undesignated Fund Balance to the Community Housing Reserve. This allocation more than funds the required 10% for Community Housing.	Community Housing Reserve
\$147,563	From Undesignated Fund Balance to the Historic Resources Reserve. This allocation more than funds the required 10% for Historic Resources.	Historic Resources Reserve
\$60,000	From Undesignated Fund Balance for the installation of two irrigation wells at Hill Orchard and any other related costs.	Conservation Commission
\$130,868	From Undesignated Fund Balance for the engineering and architectural design services for the Westford Academy Trustee Field Phase 2 and any other related costs.	Westford School Committee
\$41,450	From Undesignated Fund Balance for basketball court resurfacing at the Captain Stephen Hamilton Court, Greystone Courts, and VFW Courts and any other related costs.	Westford Parks & Recreation Commission

# ANNUAL TOWN MEETING MINUTES – MARCH 23, 2019

– CONTINUED

\$770,000	From Undesignated Fund Balance for Phase 1 of the Forge Pond Beach Improvements and any other related costs.	Westford Parks & Recreation Commission
\$100,000	From Historic Resources Reserve for the Parish Center for the Arts renovations and any other related costs.	Parish Center for the Arts Board of Directors

### Article 5: Authorize Revolving Funds

It was voted unanimously under the Consent Agenda that the Town, pursuant to Massachusetts General Laws, Chapter 44, Section 53E½ as most recently amended by Section 86 of Chapter 218 of the Acts of 2016, to establish limitations on expenditures from the revolving funds established by Chapter 138.1 of the General Bylaws, entitled, “Revolving Funds” as follows:

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
Senior Center Programs	\$50,000
School Parking	\$30,000
School Bus/Transportation	\$700,000
East Boston Camps Maintenance	\$60,000
Immunizations and Clinical Services	\$60,000
Community Gardens	\$10,000
Town Forest Management	\$25,000

### Article 6: Appropriate for Perchlorate Expenses

It was voted unanimously that the Town appropriate from Free Cash the sum of \$53,909 (FIFTY-THREE THOUSAND NINE HUNDRED NINE DOLLARS) for the purpose of providing funds to address associated issues regarding perchlorate contamination.

Town Manager Jodi Ross gave her State of the Town Address. In her remarks she spoke of opening of the new Fire Department Headquarters that was completed in October of 2018, the rehabilitation and renovation of the Roudenbush Community Center, the town center master plan and stormwater management and the accomplishments of the hard-working board and committee members. There was significant commercial and residential development in 2018 and Westford Schools are still one of the highest rated in the commonwealth. She presented the FY20 budget for approval. It is as follows:

# ANNUAL TOWN MEETING MINUTES – MARCH 23, 2019

– CONTINUED

## Article 7: Approve Fiscal Year 2020 Operating Budget

<b>GENERAL GOVERNMENT</b>			
122	SELECTMEN	152	HUMAN RESOURCES
	Personal Services		Personal Services
	Expenses		Expenses
	<b>TOTAL</b>		Compensation Reserve
			(Transfers out)
			<b>TOTAL</b>
123	TOWN MANAGER		
	Personal Services	155	TECHNOLOGY
	Expenses		Personal Services
	<b>TOTAL</b>		Expenses
			<b>TOTAL</b>
131	FINANCE COMMITTEE	161	TOWN CLERK
	Personal Services		Personal Services
	Expenses		Expenses
	Reserve Fund		<b>TOTAL</b>
	(Transfers out)		
	<b>TOTAL</b>		
		170	PERMITTING DEPARTMENT
132	FINANCE DEPARTMENT		Personal Services
	Personal Services		Expenses
	Expenses		<b>TOTAL</b>
	<b>TOTAL</b>		
		171	CONSERVATION COMMISSION
135	TOWN ACCOUNTANT		Personal Services
	Personal Services		Expenses
	Expenses		<b>TOTAL</b>
	<b>TOTAL</b>		
		175	PLANNING BOARD
141	BOARD OF ASSESSORS		Personal Services
	Personal Services		Expenses
	Expenses		<b>TOTAL</b>
	<b>TOTAL</b>		
		176	ZONING BOARD OF APPEALS
145	TREASURER/COLLECTOR		Personal Services
	Personal Services		Expenses
	Expenses		<b>TOTAL</b>
	<b>TOTAL</b>		
		192	TOWN HALL MAINTENANCE
151	LEGAL SERVICES		Personal Services
	Personal Services		Expenses
	Expenses		<b>TOTAL</b>
	<b>TOTAL</b>		

# ANNUAL TOWN MEETING MINUTES – MARCH 23, 2019

– CONTINUED

199 PUBLIC BUILDINGS & PROPERTIES MAINTENANCE	
Personal Services	95,157
Expenses	18,625
<b>TOTAL</b>	<b>113,782</b>

**TOTAL GENERAL GOVERNMENT 4,718,401**

***PUBLIC SAFETY***

210 POLICE DEPARTMENT	
Personal Services	4,906,256
Expenses	541,931
<b>TOTAL</b>	<b>5,448,187</b>

215 PUBLIC SAFETY COMMUNICATIONS	
Personal Services	801,371
Expenses	40,093
<b>TOTAL</b>	<b>841,464</b>

220 FIRE DEPARTMENT	
Personal Services	3,252,113
Expenses	343,364
<b>TOTAL</b>	<b>3,595,477</b>

241 BUILDING DEPARTMENT	
Personal Services	367,298
Expenses	19,465
<b>TOTAL</b>	<b>386,763</b>

244 SEALER WEIGHTS/MEASURES	
Personal Services	
Expenses	3,000
<b>TOTAL</b>	<b>3,000</b>

291 EMERGENCY MANAGEMENT	
Personal Services	8,960
Expenses	4,400
<b>TOTAL</b>	<b>13,360</b>

292 ANIMAL CONTROL	
Personal Services	62,236
Expenses	7,800
<b>TOTAL</b>	<b>70,036</b>

294 TREE WARDEN	
Personal Services	2,220
Expenses	35,000
<b>TOTAL</b>	<b>37,220</b>

**TOTAL PUBLIC SAFETY 10,395,507**

***EDUCATION***

300 WESTFORD PUBLIC SCHOOLS	59,626,571
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310 NASHOBA TECH	1,000,697
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**TOTAL EDUCATION 60,627,268**

***PUBLIC WORKS***

410 ENGINEERING DEPARTMENT	
Personal Services	246,082
Expenses	8,910
<b>TOTAL</b>	<b>254,992</b>

421 HIGHWAY DEPARTMENT	
Personal Services	1,597,171
Expenses	1,159,578
<b>TOTAL</b>	<b>2,756,749</b>

427 STORMWATER MANAGEMENT	
Personal Services	
Expenses	48,000
<b>TOTAL</b>	<b>48,000</b>

432 RECYCLING	
Personal Services	
Expenses	597,020
<b>TOTAL</b>	<b>597,020</b>

433 SOLID WASTE	
Personal Services	
Expenses	1,239,000
<b>TOTAL</b>	<b>1,239,000</b>

# ANNUAL TOWN MEETING MINUTES – MARCH 23, 2019

– CONTINUED

442	WASTEWATER TREATMENT MANAGEMENT		
	Personal Services		
	Expenses	239,215	
	<b>TOTAL</b>	<b>239,215</b>	
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491	CEMETERY DEPARTMENT		
	Personal Services	94,410	
	Expenses	37,300	
	<b>TOTAL</b>	<b>131,710</b>	
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<b>TOTAL PUBLIC WORKS</b>		<b>5,266,686</b>	
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510	BOARD OF HEALTH		
	Personal Services	448,428	
	Expenses	31,630	
	<b>TOTAL</b>	<b>480,058</b>	
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541	COUNCIL ON AGING		
	Personal Services	425,386	
	Expenses	112,853	
	<b>TOTAL</b>	<b>538,239</b>	
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543	VETERANS SERVICES		
	Personal Services	73,501	
	Expenses	68,200	
	<b>TOTAL</b>	<b>141,701</b>	
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<b>TOTAL HEALTH &amp; HUMAN SERVICES</b>		<b>1,159,998</b>	
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610	LIBRARY		
	Personal Services	1,341,407	
	Expenses	358,786	
	<b>TOTAL</b>	<b>1,700,193</b>	
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650	PARKS & GROUNDS		
	Personal Services	224,024	
	Expenses	53,490	
	<b>TOTAL</b>	<b>277,514</b>	
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660	LAND MANAGEMENT		
	Personal Services		
	Expenses	40,500	
	<b>TOTAL</b>	<b>40,500</b>	

670	HISTORICAL COMMISSION		
	Personal Services		
	Expenses	16,650	
	<b>TOTAL</b>	<b>16,650</b>	
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<b>TOTAL CULTURE &amp; RECREATION</b>		<b>2,034,857</b>	
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710	DEBT SERVICE		
	Principal & Interest	7,575,805	
	<b>TOTAL</b>	<b>7,575,805</b>	
<hr/>			
<b>TOTAL DEBT SERVICE</b>		<b>7,575,805</b>	
<hr/>			
940	OTHERWISE UNCLASSIFIED		
	Personal Services		
	Expenses	(949,632)	
	<b>TOTAL</b>	<b>(949,632)</b>	
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945	EMPLOYEE BENEFITS & MISCELLANEOUS		
	Personal Services		
	Expenses	17,969,213	
	<b>TOTAL</b>	<b>17,969,213</b>	
<hr/>			
990	TRANSFERS TO/FROM OTHER TRUSTS		
	Personal Services		
	Expenses	1,011,026	
	<b>TOTAL</b>	<b>1,011,026</b>	
<hr/>			
<b>TOTAL UNCLASSIFIED</b>		<b>18,030,607</b>	
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<b>TOTAL GENERAL FUND</b>		<b>109,809,129</b>	
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240	COMMUNITY PRESERVATION FUND		
	Personal Services	9,000	
	Expenses	6,000	
	Principal & Interest	822,443	
	<b>TOTAL</b>	<b>837,443</b>	

# ANNUAL TOWN MEETING MINUTES – MARCH 23, 2019

– CONTINUED

600 WATER ENTERPRISE FUND	
Personal Services	1,284,233
Expenses	1,560,244
Reserve Fund	250,000
Principal & Interest	1,326,486
<b>TOTAL</b>	<b>4,420,963</b>

630 RECREATION ENTERPRISE FUND	
Personal Services	1,186,122
Expenses	264,816
<b>TOTAL</b>	<b>1,450,938</b>

640 AMBULANCE ENTERPRISE	
Personal Services	818,861
Expenses	607,940
<b>TOTAL</b>	<b>1,426,801</b>

<b>TOTAL OPERATING</b>	
<b>BUDGET</b>	<b>117,945,274</b>

It was moved by Erika Kohl, 4 Frances Hill Road and seconded to change the Westford Public School FY2020 budget from \$59,626,571 to \$59,976,571 and to transfer \$350,000 from Free Cash. The motion failed for lack of a majority.

It was voted and passed by the majority that the Town raise and appropriate the sum of \$117,945,274.00 (ONE HUNDRED SEVENTEEN MILLION NINE HUNDRED FORTY FIVE THOUSAND TWO HUNDRED SEVENTY FOUR DOLLARS) for the operation and maintenance of Town Departments for the Fiscal Year July 1, 2019 through June 30, 2020, such sums to be expended for such purposes under the direction of the respective town officers, boards and committees and further that all items be raised and appropriated except for the following:

- Fund 100 General Fund: \$83,500 shall be appropriated from Overlay Surplus;
- Fund 240 Community Preservation Fund: \$837,443 shall be appropriated from Community Preservation Fund Fiscal 2020 Revenue;
- Fund 270 Receipts Reserve for Appropriation: \$15,000 shall be appropriated from Cemetery Sale of Lots;
- Fund 280 Town Revolving Funds: \$3,000 shall be appropriated from Senior Center Fitness Room Revolving 53 E ½;
- Fund 600 Water Enterprise Fund: \$4,420,963 shall be appropriated from Water Enterprise Revenue;
- Fund 630 Recreation Enterprise Fund: \$1,330,000 shall be appropriated from Recreation Enterprise Revenue, \$75,000 shall be appropriated from Recreation Enterprise Retained Earnings, and \$45,938 shall be raised and appropriated;

# ANNUAL TOWN MEETING MINUTES – MARCH 23, 2019

– CONTINUED

Fund 640 Ambulance Enterprise Fund: \$850,000 shall be appropriated from Ambulance Enterprise Revenue, \$50,000 shall be appropriated from Ambulance Enterprise Retained Earnings, and \$526,801 shall be raised and appropriated.

At this time, the Gordon Seavey Appreciation Award was given to Tom Mahanna, and Tom Ellis for their tireless efforts serving the town on the Permanent Town Building Committee. Their vision and knowledge have helped to create many projects including the new Fire Headquarters on Boston Road, the Cameron Senior Center expansion, the Town Hall renovation and the Roudenbush rehabilitation.

## **Article 8: Create a Stormwater Management Enterprise Fund**

It was voted and failed for a lack of majority (198-yes, 246-no) that the Town adopt Mass General Law Chapter 44, Section 53F½, and to create a Stormwater Management Enterprise Fund for the fiscal year commencing on July 1, 2020.

## **Article 9: Nashoba Valley Technical High School MSBA Roof, Window, and Door Replacement**

It was voted unanimously that the Town approve the Three Million, Seven Hundred Four Thousand, Six Hundred and Sixteen Dollars (\$3,704,616) borrowing authorized by the Nashoba Valley Technical High School District, for the purpose of paying costs of the Replacement of Roofs, Windows, and Doors at Nashoba Valley Technical High School, 100 Littleton Road, Westford, MA 01886, including the payment of all costs incidental or related thereto (the “Project”), which proposed repair project would materially extend the useful life of the school and preserve an asset that otherwise is capable of supporting the required educational program, and for which the District may be eligible for a school construction grant from the Massachusetts School Building Authority (“MSBA”), said amount to be expended at the direction of the School Committee; that the Town acknowledges that the MSBA’s grant program is a non-entitlement, discretionary program based on need, as determined by the MSBA, and any Project costs the District incurs in excess of any grant approved by and received from the MSBA shall be the sole responsibility of the District and its member municipalities; provided further that any grant that District may receive from the MSBA for the Project shall not exceed the lesser of (1) fifty-five percent (55%) of eligible, approved project costs, as determined by the MSBA, or (2) the total maximum grant amount determined by the MSBA; and that the amount of borrowing authorized by the District shall be reduced by any grant amount set forth in the Project Funding Agreement that may be executed between the District and the MSBA.

## **Article 10: Appropriate Excess Premium from Town Hall Refunding to Roudenbush Rehabilitation Project**

It was voted unanimously that the Town reauthorize and transfer the sum of \$10,553.73 (TEN THOUSAND FIVE HUNDRED FIFTY-THREE DOLLARS AND SEVENTY-THREE CENTS) from the following excess premium accounts:

# ANNUAL TOWN MEETING MINUTES – MARCH 23, 2019

– CONTINUED

<i>PROJECT</i>	<i>AMOUNT</i>	<i>TOWN MEETING VOTE</i>
Town Hall Refunding, General Fund Share	\$6,015.62	Article 17, May 9, 2009 ATM
Town Hall Refunding, Community Preservation Share	\$4,538.11	Article 17, May 9, 2009 ATM

To pay costs for the Roudenbush Rehabilitation, Preservation, and Accessibility Improvements project authorized at the March 25, 2017 Annual Town Meeting.

### **Article 11: 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

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

It was voted unanimously under the Consent Agenda that the Town transfer the sum of \$18,586 (EIGHTEEN THOUSAND FIVE HUNDRED EIGHTY-SIX DOLLARS) from the Water Enterprise Other Post Employment Stabilization Fund to the Water Enterprise Expenses to pay for the FY20 retiree benefits.

### **Article 13: Adopt the Provisions of Chapter 159 of the Acts of 2000 to Set the Minimum Personal Property Assessment at \$10,000**

It was voted and passed by the majority that the Town adopt a Small Personal Property Exemption under MGL Chapter 59 Section 5 Clause 54 thereby setting a minimum Personal Property assessment of \$10,000 for taxation purposes beginning FY 2020 as of the assessment date of January 1, 2019. Amending and revising the exemption adopted at the Special Town Meeting October 2006 setting said exemption at \$2,000.

{All Personal Property accounts with an assessment of \$10,000 and over will be taxed and all accounts with assessments of less than \$10,000 shall not be taxed. This does not excuse filing a Form of List with the Assessor’s Office. Currently, based on FY 2019 data, this would affect 578 existing accounts with a cumulative FY 2019 assessed value of \$2,939,873. Based on the FY 2019 tax rate of \$16.56 the amount of revenue redistribution equals \$48,684 in taxes.}

### **Article 14: 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**

It was voted unanimously to dismiss this article. (Reauthorization vote not required by state legislature).

### **Article 15: Authorize the Board of Selectmen to Accept Easement**

It was voted unanimously under the Consent Agenda that the Town authorize the Board of Selectmen, during Fiscal Year 2020, to accept any and all easements for sidewalk, drainage, or other utility purposes, as they may deem in the Town’s best interests.

## ANNUAL TOWN MEETING MINUTES – MARCH 23, 2019

– CONTINUED

### **Article 16: Authorize the Board of Selectmen to Amend the Agricultural Preservation Restriction at 66-68 Boston Road to Allow the Construction of a Restaurant**

Robert Carter of 8 Nutting Road made a motion, that was seconded, to dismiss this article.

It was voted by the majority that the town dismiss the vote authorizing 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, as follows:

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 13,696 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 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.

And further dismiss authorizing 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.

William Harman of 7A Old Colony Drive proposed the following resolution:

*That the Town Meeting recommends to the Board of Selectmen that any change to the farmland Agricultural Preservation Restriction on Boston Road or any other Agricultural Preservation Restriction or Conservation Restriction in Westford be addressed using the process in Article 97 of the Massachusetts Constitution.*

After discussion, the resolution passed by the majority of voters.

### **Article 17: Require the Town to Publicly Bid the Development Rights of 66-68 Boston Road in Accordance with MGL Chapter 184, Section 32 and MGL Chapter 30B, Section 16**

Petitioner William Taffel of 90 Cold Spring Road made a motion that was seconded, asking that this article be dismissed.

It was voted by majority to dismiss Article 17. The article states that if the town should decide to sell, give away, or transfer by any other means the Development Rights it owns on the property at 66-68 Boston Road, Westford, MA and/or to sell, give away, transfer by any means, release, amend or modify any of the three Agricultural Preservation

## ANNUAL TOWN MEETING MINUTES – MARCH 23, 2019

– CONTINUED

Restrictions it owns on the same property, that the town be required to follow the procedures specified in MGL 184 Section 32 and MGL Chapter 30B Section 16 in order to ensure that the town receive the market value of these interests and to provide the maximum possible financial benefit to the town.

### **Article 18: Establish a Policy to Limit the Use of Artificial Lights at Recreational Spaces from Dusk to 10PM**

The original motion reads as follows:

That the Town vote to establish a policy to limit the use of artificial lights from dusk to 10 pm at all town owned locations where they are used to illuminate outdoor recreation spaces for organized groups sports and related activities, with the exception of Westford Academy.

Petitioner Kacy Caviston proposed an amendment to his motion which added the words “unless authorized by the Board of Selectmen for special events” to be added to the end. The selectmen voted 3 in favor, 2 opposed to recommending the article. A motion was made and seconded to dismiss the article. The motion to dismiss the article passed with a hand count of 238 – yes, 228-no. There was some confusion amongst the voters as to the phrasing of the dismissal and whether the amendment was being dismissed or the entire article. A motion was made to reconsider the question of dismissing Article 18 as presented.

It was voted by a hand count of 206-yes votes and 237-no votes that the Town dismiss Article 18.

Town Manager Ross offered a non-binding resolution to bring electronic voting to the next Town Meeting with provision for anonymity.

The resolution was seconded and passed by the majority.

### **Article 19: Amend Section 58 of the Town Bylaws to Establish New Requirements and Limitations for the Possession and Consumption of Alcohol on any Public Property**

It was voted and failed for lack of a majority that the Town amend the Bylaws of the Town of Westford by adopting the following changes to Section 58 as shown below, with additions appearing as underlined text and deletions indicated by the placement of a line through the affected word(s) or act in relation thereto:

§ 58.3 Possession on private and public property.

No person shall bring any alcoholic beverage onto any private property or onto any public property, or possess or consume any alcoholic beverage in or upon any public property or private property without the permission of the owner or person lawfully in charge or control of such private or public property. Furthermore, no person shall bring any alcoholic beverage onto any municipal athletic field that is managed and maintained by the Parks and Recreation Department or its associated parking lot or possess or consume any alcoholic beverage in or upon any municipal athletic field managed and maintained by the Parks and Recreation Department or its associated parking lot.

## ANNUAL TOWN MEETING MINUTES – MARCH 23, 2019

– CONTINUED

### **Article 20: Amend Chapter 1 of the Town Bylaws: Penalties for Violating Bylaws and Regulations**

A motion was made and seconded to allow Attorney Michael O'Neil to speak to the Town Meeting about Article 20. The motion failed for lack of a majority.

It was voted and failed for lack of a majority that the Town amend the General Bylaws of the Town Westford by adding a second sentence to Sec 1.1 which shall read: *“Any legal agreement or preservation restriction involving the Town where penalties for violations are not otherwise stipulated therein, shall be enforced in the method provided in Section 21D of Chapter 40 of the General Laws.”* and further adding the new subparagraph C to Article I, Section 1.2 to Section 1.2.C, as follows: *“The Town Manager and the Board of Selectmen shall instruct Town Counsel to take such legal action as may be necessary to restrain such violations, and enforce the regulations and bylaws hereunder, and the Town Counsel shall forthwith comply with such instructions.”*

Chapter 1: Penalties for Violating Bylaws and Regulations

#### Sec. 1.1 Violations

Any bylaw of the Town of Westford, or rule or regulation of its boards, commissions, and committees, shall be enforced, when observed or reported, in the method provided in Section 21D of Chapter 40 of the General Laws.

#### Sec 1.2 Enforcement

- A. “Enforcing person” shall mean the Board of Selectmen or any Police Officer of the Town of Westford, with respect to any offense;
- B. The Town Manager and the Board of Selectmen shall instruct Town Counsel to take such legal action as may be necessary to restrain a violation of this by-law, and enforce regulations and the bylaws hereunder, and the Town Counsel shall forthwith comply with such instructions.

#### Sec. 1.3. Penalties

When enforced through this noncriminal disposition procedure, the penalty for violation of any Town bylaw, rule, or regulation, unless otherwise specified therein, shall be as follows: That the Town approve the following amendments to our Town Bylaws:

- A. First offense: \$100 Second offense: \$200 Third offense: \$300 Fourth and subsequent offenses: \$300
- B. Each day upon which a violation exists shall be deemed to be a separate offense

### **Article 21: Add Delinquent Fire Box Alarm Fees to Tax Bills**

It was voted unanimously under the Consent Agenda that the Town establish a municipal charges lien pursuant to General Laws Chapter 40, Section 58 for unpaid fire alarm box fees assessed by the Town pursuant to Chapter 94 of the Town of Westford General Bylaws.

### **Article 22: Petition the General Court to Increase the Board of Cemetery Commissioners from Three to Five Members**

It was voted unanimously that the Town authorize the Board of Selectmen to petition the General Court for special legislation to increase the size of the Cemetery Commission from 3 to 5 members as follows; provided, however, that the General Court may make

# ANNUAL TOWN MEETING MINUTES – MARCH 23, 2019

– CONTINUED

clerical or editorial changes of form only to the bill, unless the Board of Selectmen approve amendments to the bill before enactment by the General Court, and authorizing the Board of Selectmen to approve amendments which shall be within the scope of the general public objectives of the petition:

AN ACT RELATIVE TO THE WESTFORD HOME RULE CHARTER ACT.

*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.** Section 9 of Chapter 480 of the acts of 1989, as amended, is hereby amended by deleting the words “the cemetery commission” and inserting in place thereof the following words: - a cemetery commission of five members.

**SECTION 2.** Upon the effective date of this act, the town manager shall appoint one new cemetery commissioner for a term of three years and one new cemetery commissioner for a term of two years.

**SECTION 3.** This act shall take effect upon its passage.

## **Article 23: Accept Shannon Circle as a Public Way**

It was voted unanimously that the Town accept Shannon Circle as a Town public way pursuant to Massachusetts General Laws Chapter 82, as laid out by the Board of Selectmen, and further to authorize the Board of Selectmen to acquire by purchase, gift, eminent domain, as easement in said way for all purposes for which public ways are used and maintained.

## **Article 24: Rename the Stony Brook School in Recognition of Everett “Bill” Olsen, Jr.**

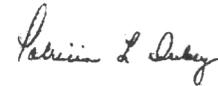
It was voted by a hand count 118-yes, 115-no, to dismiss Article 24.

## **Article 25: Rename the Millennium Building and any Subsequent School Administration Building the “Everett V. Olsen, Jr. Building”.**

Petitioner Kristi Bates moved that Article 25 be dismissed. The motion was seconded and carried unanimously.

Having no further business to discuss, the 290<sup>th</sup> Annual Town Meeting adjourned at 5:34 pm.

A True Copy Attest



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Patricia L. Dubey, Town Clerk

## BOARD OF SELECTMEN



**Elizabeth Almeida**  
*Chair*

**G. Thomas Clay**  
*Vice-Chair*

**Mark Kost**  
*Clerk*

**J. Scott Hazelton**  
**Andrea Peraner-Sweet**

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:

- Developed and approved a FY 2020 budget policy directive for the Board and Town Manager to guide the Town's FY 2020 budget discussions and decisions.
- Formed a Town and School Safety Task Force to evaluate our facilities and procedures related to providing our staff, students and visitors a safe environment, and evaluate our community's mental health/wellness with recommendations for improvements.
- Spent many meetings discussing the Environmental Protection Agency's new Stormwater Permit requirements, including funding sources, and whether or not to create a Stormwater Enterprise Fund. Ultimately the Enterprise Fund was not supported by Town Meeting. The Selectmen continued discussions of fee versus taxation at our subsequent meetings.
- Purchased 63 Main Street via auction with Town Meeting approval. The Board formed a 63 Main Street Task Force to strategize on future uses of the property.
- Continued our town's commitment to energy efficiency including being awarded our fifth Green Communities grant in the amount of \$250,000 to be used to partially fund the town's new streetlight LED-conversion project.
- Supported the hiring of one additional police officer and two firefighter/paramedics.
- Supported the Town Manager's recommendation to hire a Facilities Director as recommended by the Public Works Initiative Committee and other boards, placing all town and school buildings under one department head.
- Continued the oversight of the rehabilitation of the Roudenbush building, which opened in January 2019, under budget and on schedule. Supported the move of the Parks, Grounds, and Recreation departments into the Roudenbush building. This allows us to use Roudenbush for town department needs, something many residents and Selectmen have supported through the years, and saving valuable town resources. It also supports us working with The Roudenbush Community Center Inc. to coordinate programming and eliminate any duplication. Held an open house and ribbon cutting to celebrate the completion of the project.
- Continued the oversight of the construction of Fletcher Fire Station 1 on Boston Road which opened in October 2018, under budget and on schedule. Participated in a town-wide ribbon cutting ceremony to celebrate the completion of this project.
- Assisted our Permanent Town Building Committee with the design of a proposed new Town Center building. This building will provide office space for our Technology, Facilities, and Veteran's Agent departments, and will offer a desperately-needed 100-person meeting room for our town.
- Supported and assisted with our Town's ninth Annual Strategic Planning Retreat

## BOARD OF SELECTMEN – CONTINUED

attended by 352 residents (the highest number of attendees yet!), even with rainy weather and cold temperatures. This year's topics of discussion were an overview of the work of the Town and School Safety Task Force and stormwater management requirements and funding options.

- Supported the efforts of the Senior Low Income Disabled Tax Relief Committee (SLIDTR) and recommended a program that was approved at our Fall 2018 Special Town Meeting and then sent to the State Legislature for approval.
- Appointed a FY 2019 Tax Classification Research Group that recommended our town retain a single tax classification, discontinued the Small Commercial Exemption, and raised the minimum for personal property tax to \$10,000. The board approved all of these recommendations.
- The board spent many meetings discussing the lighting and alcohol policies for the Veterans of Foreign Wars baseball and softball fields. Ultimately these decisions were brought to Town Meeting for deliberation and final decision.
- Investigated whether our town had any interest in purchasing the Franco American Club property at 55 West Prescott Street, but determined it did not fit the town's needs.
- Assisted Engineering Department and residents with design of new traffic signals at intersections at Route 40 and Dunstable Road and Route 40 and Oak Hill Road.
- Assisted the Town with acquiring new conservation land at 46 Lowell Road and establishing a Conservation Restriction on the Salt Box Farm property off Hildreth Street.
- Assisted the Permanent Town Building Committee with beginning the process of searching for a new site for a new School Administration Building.
- With sincere thanks to our Town Manager and Town Finance Team, Westford was able to retain our AAA rating from Standard and Poor's.
- Increased the monitoring of air, water, and noise during the construction of the asphalt plant located at 540 Groton Road.
- Directed the Town Manager to bring back the Farmers Market under the town's management.
- Attempted to sell 12 North Main Street and 35 Town Farm properties; however, due to circumstances beyond our control, were unable to complete the sales. The board formed a new 35 Town Farm Road Task Force to assist with identifying the future use of the building and/or to provide marketing assistance to sell the property.
- Approved a new town-wide trash and recycling policy to assure consistency across our town.
- Began tracking school enrollment figures monthly as construction of 480 apartments and several new housing developments are underway.

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 2019 was a very productive year in Westford. Our New Growth was certified at \$740,243, an increase over \$408,857 in FY2018. We received a slight increase in State Aid of \$185,655 totaling \$21,433,600. We collected \$3,853,028 in Motor Vehicle Excise. Our Local Options Excise was \$1,269,745, and we collected \$1,429,462 in licenses and permits. Our Community Preservation Act state contribution increased by \$57,693 over last year totaling \$381,872. We ended the year with cash reserves of \$9,172,597, or 8.54% of our budget.

During FY2019, we developed the FY2020 budget in accordance with the Board of Selectmen's FY2020 Budget Policy Direction, with a balanced budget proposed, where revenues matched operating expenses. Our FY2020 operating budget was \$117,945,274, which included an override passed in FY2018 to support raising teachers' salaries to market basket levels. The cost of the override was \$1,600,000 to be spread over three years as follows: FY2018: \$540,000, FY2019: \$530,000, and FY2020: \$530,000.

Health insurance accounted for 9.2% of our budget and was funded at \$10,536,345 in FY2019. We bid health insurance and negotiated with all town and school unions to switch health insurance from Fallon Healthplan to Blue Cross Blue Shield. The average plan for Blue Cross Blue Shield increased by 0.60% on November 1, 2018. We funded Other Post Employment Benefits (OPEB) in the amount of \$1,222,443 for a total fund balance of \$7,007,495, which is an estimated 9.5% of our unfunded liability. The Board of Selectmen formally adopted an OPEB funding policy, which funds the normal health insurance costs accrued each year for all employees hired after January 1, 2012. We are currently in the top 25% of Massachusetts communities for funding our OPEB liability.

We funded capital at \$4,494,428 with a balance in our Capital Stabilization Fund of \$442,342. We maintained our AAA bond rating from Standard and Poor's, and achieved a SP1+ short-term bond rating, which is the highest bond rating they offer!

### **Other financial accomplishments included:**

- Funded two additional Firefighter/Paramedics and one additional Police Officer to support public safety needs.
- Received a successful audit from Melanson Health for FY2018 with no management letter for the seventh consecutive year.
- Restarted the town's Safety Committee working with the town's insurance company, MIIA, to take advantage of an annual 1% premium discount for conducting quarterly Safety Committee meetings. The schools have agreed to start participating in September 2019
- Utilized our Pavement Management System to make recommendations on road improvement projects for fiscal years 2019 and 2020. Received Town Meeting approval

**Jodi Ross**  
*Town Manager*

**Eric Heideman**  
*Assistant Town Manager*

**Samantha Gray**  
*Project/Procurement Specialist*



## TOWN MANAGER—CONTINUED

for an additional \$500,000 of road maintenance beyond our \$890,910 of M.G.L. Ch. 90 funds.

- Assisted with securing state funding for the following Transportation Improvement Program (TIP) Projects:
  - Oak Hill Road Intersection: 2018 award date; \$2.5 million
  - Dunstable Road Intersection: 2019 award date; \$3.2 million
  - Beaver Brook Bridge Repair: 2022 award date; \$1.6 million (MassDOT Project Review Committee approved funding)
  - Boston Road Reconstruction: award date TBD; \$6.0 million
- Completed successful health and dental insurance coverage transfer from Fallon Health and Metlife to Blue Cross Blue Shield, involving approximately 680 active employees and over 500 retirees, saving our town \$564,791 from our estimated budget for health insurance, and \$87,000 for dental.
- Released requests for proposals for recycling collection, transportation, disposal services and awarded a new five-year contract to Waste Management, saving the town approximately \$514,000 in proposed contractual increases over the life of the contract.
- Through net metering we saved approximately \$400,000 in FY 2019.
- Applied for and received numerous grants across town departments, including:
  - Green Communities Grant, Metropolitan Area Planning Council LED Rapid Retrofit Grant, National Grid utility incentives of \$409,890 for the LED Streetlight Project
  - Forge Beach Improvements State Grant of \$100,000
  - Department of Environmental Protection Stormwater Management Consultant Grant of \$99,982
  - 9-1-1 Grant of \$73,203
  - MIIA risk management activities grant of \$45,228 to offset our general insurance premiums
  - Executive Office of Elder Affairs Grant of \$40,034 for programs and activities
  - Public Health Emergency Grant of \$24,750 to fund Medical Reserve Corps Coordinator position
  - Department of Justice and Emergency Preparedness Grant of \$18,000 for bullet-proof vests
  - Traffic Safety Grant of \$11,000
  - Pedestrian Safety Grant of \$8,000 for bicycle and pedestrian safety
  - Mass Cultural Council Grant of \$5,700
  - FDA Grant of \$5,200 for our food inspection program
  - Emergency Management Agency Grant of \$4,650
  - Greater Lowell Community Foundation Grant of \$4,000 for Uber Transportation Pilot Program
  - Traffic Enforcement and Equipment Grant of \$2,225
  - Tobacco Awareness/Quit Smoking Grant of \$1,470

## TOWN MANAGER—CONTINUED

### **Other significant accomplishments and/or projects included:**

- Established a head-injury protocol policy for all town employees to better protect our employees and our community.
- Maintained police accreditation standards for FY 2019, which reduces civil liability against our town and instills best practices for rules, regulations, policies, and procedures.
- Organized our ninth annual Strategic Planning Retreat to share information in an informal setting seeking community input on the Town and School Safety Task Force’s initiatives and on Stormwater Management.
- Researched, planned, coordinated and implemented our 2019 Westford Farmers Market, now run by the Town Manager’s office. Included Westford Academy student volunteers and town staff. Instituted new events, including WA Orchestra, Westford Academy Theater Arts productions, fitness opportunities, town committees and organizations, and other community initiatives.
- Assisted Westford Community Garden with installation of new irrigation system.
- Supported Healthy Westford Community with hosting several trail walks, Earth Day cleanup project, and other events.
- Organized “Trick or Treating at Town Hall” for Westford children and preschools.
- Developed requests for proposals with the Town and School Safety Task Force for a Town and School Facilities and Procedures Security Risk Assessment and a School/Community Mental Health Needs Assessment. Established a timeline for implementation of Guidepost and other recommendations for facility and procedural security improvements.
- Worked with the Permanent Town Building Committee, Fire Department, town officials, town staff, and residents to oversee the design and construction of the new Fire Station on Boston Road, which was completed in October 2018, under budget and on schedule. It is now being used as a model for other towns researching building a new station.
- Worked with Permanent Town Building Committee and architect to design a new Town Center Building to fulfill town department needs and allow for a larger (100-person) meeting room to encourage expanded participation in our public meetings. The final design and construction documents are being completed to bring a construction funding request to the 2020 Annual Town Meeting, and a ballot vote. If the warrant article and ballot question are approved, construction will begin in the summer of 2020.
- Coordinated the successful acquisition of the 63 Main Street property, including negotiating an offer that was accepted, then a purchase and sales agreement with the owner. Prepared funding request for 2018 Special Town Meeting, which was approved. Hired architect to assess and design securing the building and roof, conducted environmental testing at the site, organized the installation of a temporary roofing system, coordinated landscape improvements, installed temporary electric service, hired vendor to remove and dispose of items remaining in the home, cleaned the house and yard, removed trees, conducted survey of the parcel, and prepared three conceptual layouts for a proposed parking lot expansion for the Town Hall. Assisted 63 Main Street Task Force with public outreach efforts to advertise their future use survey.

## TOWN MANAGER—CONTINUED

- Assisted 12 North Main Task Force with the release of request for proposals for the disposition of the mill property. Led the RFP review process and began negotiations towards a purchase and sale agreement with Chris Yule, which unfortunately did not come to fruition. A third RFP is currently released with a due date of August 14, 2019.
- Continued working with Christopher Yule to purchase the 35 Town Farm Road property. Yule proposed expansion and renovations on site into a 20-bedroom apartment building. Board of Selectmen voted to cancel the purchase and sale agreement due to the plan's impact on Fire Department operations and significant variation from the original proposal that was approved by the Board of Selectmen.
- Assisted the Council on Aging Director to coordinate meeting with the 35 Town Farm Road Task Force to express the COA's interest in obtaining the property for the relocation of the Westford Food Pantry and for low-income housing for age-qualified and disabled individuals living at or below 50% of the Area Median Income based on the U.S Department of Housing and Urban Development.
- Hired a Facilities Director to oversee town and school facilities maintenance operations. Facilities Director has been tasked with familiarizing himself with our municipal/school buildings, maintenance personnel, handling current maintenance issues, and beginning to prepare FY2021 facility operating and capital budgets. Facilities Director has been assigned to implement recommendations provided in the Guidepost report related to the Town and School Facilities and Procedure Security Risk Assessment.
- Formed a cybersecurity working group comprised of town and school employees to review current threats, training opportunities, and to discuss recommendations for improving our internet-based security.
- Assisted with task force to review solid waste and recycling services provided to our community to identify and correct inconsistencies. Recommended policy was presented to the Selectmen and approved in March 2019. Worked with impacted multi-family properties to find alternative waste and recycling disposal options.
- Continued a unified approach of planning our town infrastructure projects: Water Superintendent, Highway Superintendent, Town Engineer, and Town Manager's staff meet to discuss and coordinate infrastructure projects, such as the Nabnasset Infrastructure Improvement Project on Oak Hill Road. Developed a five-year plan that created efficiencies in design and focused on reducing the impacts of construction projects on our neighborhoods.
- Negotiated lease amendment with The Roudenbush Community Center, Inc. to allow the Parks and Recreation Department to occupy the third floor of the newly renovated Roudenbush Building. This change in the department's location provides our residents with an Americans with Disabilities Act-compliant location to visit and reduces the cost of the town's lease.
- Reviewed registration software being utilized by the Recreation Department for the after-school program and made alterations to phase out inefficient registration programs.
- Replaced our reverse 9-1-1 system provider with new supplier. New system will go live on July 1, 2019, also reducing our town's expenses related to this service.
- Implemented new liquid de-icing program for our town's roadways, which improves driver safety and reduces the amount of rock salt needed.

## TOWN MANAGER—CONTINUED

- Implemented acceptance of credit card payments at Senior Center. Reduced mailings of newsletters through electronic subscriptions. Partnered with neighboring towns to coordinate senior trips to increase offerings and reduce costs.
- Established a memorandum of understanding between the town and the Franco American Club to provide overflow parking for patrons of the Senior Center during events and inclement weather.
- Conducted research into the implementation of electronic voting for Town Meetings, with plan to introduce at October 28, 2019 Special Town Meeting.
- Worked with Pedestrian Safety Committee to design pedestrian safety improvements on the Boston Road and Nabnasset Infrastructure Projects, including holding multiple meetings with residents, businesses, and other stakeholders to include sidewalks and crosswalks in both projects. Installed new pedestrian accommodations at the intersection of Oak Hill Road and Groton Road, including sidewalks and a pedestrian activated signal system.
- Assisted the Senior Low Income Disabled Tax Relief Committee to prepare means-tested senior citizen property tax article for the 2018 Special Town Meeting, which was approved and sent to the state for approval, House Bill No. 4998.
- Participated with CrossTown Connect transportation collaborative on reducing traffic congestion and air pollution while increasing mobility and commuting options. Worked to address local businesses' transportation needs for their employees commuting into Westford.
- Promoted Mark Chambers as our Deputy Police Chief. Reinstated the Police Detective Sergeant position.
- Purchased Occupational Safety and Health Administration Compliant Fit Testing Equipment to ensure compliance with OSHA regulations.
- Achieved a Subsidized Housing Inventory (SHI) in excess of 13.75% giving us safe harbor from Comprehensive Permits (Ch. 40B).
- Created Stormwater Management Steering Group, which developed a three-year operational/capital projected budget and prepared various stormwater management funding options for the Board of Selectmen to consider. Coordinated efforts of town's consultants to offer recommendations and answers to questions from the public/boards. Continued to promote public education for stormwater, including interviews on WestfordCAT, presentation at Westford Business Association meeting, several resident and business meetings, and as a main topic at our 2019 Strategic Planning Retreat. We applied for FY2019 Efficiency and Regionalization Grant in the amount of \$73,100 to seek funding to upgrade the town's software for billing stormwater customers.
- Assisting with the coordination of the new Chapter 40B large apartment projects and reviewing their impacts on our town and school departments.
- Continued working with the property owner of 66-68 Boston to ensure compliance with the Agricultural Preservation Restrictions. Held numerous meetings with the property owner to determine proposed future use of the parcels given the Town Meeting votes to not allow a restaurant to be constructed on the property.
- Substantially completed LED Streetlight Retrofit Project, which was partially funded by two state grants and utility incentives totaling approximately \$410,000. The estimated total construction for this project is \$500,000. We project the payback period for this project to be less than two years.

## TOWN MANAGER—CONTINUED

- Worked with the Permanent Town Building Committee and town staff to oversee Mills Whitaker Architects and the construction companies to complete the rehabilitation of the Roudenbush building. Project was completed in December 2018, under budget and on schedule.
- Began construction on the Groton Road/Dunstable Road Intersection Improvement Project, which includes water main extension, sidewalks with pedestrian accommodations, traffic signal, drainage, and road reconstruction.
- Entered into contract with design firm to provide full engineering design services for the Boston Road Reconstruction Project. Progressed to 25% design.

After 11 years as your Town Manager, I remain committed to providing Westford residents with the highest level of service possible. I continue to examine every departmental expense for possible cost savings, and I prepare 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. We strive to keep our residents informed. For over 10 years we have prepared and distributed monthly Town Manager's newsletters (we created our 100<sup>th</sup> edition this year!). This newsletter shares town-wide news, events, announcements and includes pictures from many departments and committees. We strive to publicize all informative documents in our document management system. We also manage multiple Facebook and Twitter accounts.

We are fortunate to have fantastic, multi-talented, dedicated residents who freely share their 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 board and committee members, 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 COMMITTEE

### Goal

The Affordable Housing Committee advocates for the preservation and development of diversified housing opportunities for families and individuals whose income is less than the median income for the greater Lowell area. The Committee’s goal is to keep this housing within community standards and dispersed throughout the town. The committee strives to meet the State’s mandate that 10% of the housing stock be permanently affordable to residents earning 80% or less of the area median income for the Westford region (this is the Chapter 40B law). In FY 2019 Westford exceeded the state mandated 10% goal. While technically Westford does not have to allow Chapter 40B developments, this Committee will continue to encourage all developers to include affordable housing in their plans

**Joan Croteau**  
**Rob Downing**  
*Co-Chairs*

**Edie Fruscione**  
**Maureen George**  
**Scott Hazelton**  
**Karen Hudson**  
**Drew Vernalia**  
**Alden Wood**

### Definition of Affordable Housing

Housing affordability is based on median household incomes in the region. The median incomes are determined by the US Department of Housing and Urban Development (HUD), are re-issued annually, and are adjusted for the number of residents living in a home. Current median incomes in Westford region are:

Median Income	Household Size	80% of Median	50% of Median	30% of Median
\$107,600	Four People	\$75,500	\$53,800	\$32,300
	Two People	\$60,400	\$43,050	\$25,850
	One Person	\$52,850	\$37,700	\$22,650

### Affordable Housing Committee Membership

Within this fiscal year, there was a small change in membership. With the departure of Paul Teixeira as the Director of Affordable Housing at the end of FY 2018, Ms. Chris Pude, previous Director, stepped down from the Committee and was appointed Interim Director. With the appointment of a new Director, committee members asked Ms. Pude to rejoin but she decided to not return at this time. Ms. Pude’s contributions will be sadly missed. After her resignation, there were some interested parties during the year via Citizen’s Activity Forms, but the interest waned. Interested individuals are always encouraged to apply via the Town’s website.

Ms Pude remained as Director and recorder for several months. Ms. Lisa Larrabee was appointed Westford Housing Director in December 2018. As there were fewer monthly meetings during the summer months, Ms. Pude was gracious to overlap with Ms. Larrabee for a few months.

### Strategic Planning Retreat 2019

A few members of the AHC attended the 2019 Strategic Planning Retreat.

### Ongoing Projects

#### Littleton Landing – Corner of Littleton and Tadmuck Roads

This project was unable to move forward with the original developer and the land was sold at public auction. It was purchased and the current developer will construct a low-

## **AFFORDABLE HOUSING COMMITTEE** – CONTINUED

income senior-housing facility. It will be limited to low-income elderly with need for minor assistance but able to live independently. It will be managed by the Chelmsford Housing Authority with a full-time manager on site.

### **12 North Main Street**

A public request for proposal was advertised by the Town. A proposal was received and subsequently withdrawn. Use of the property at this point remains to be seen.

### **Sugar Maple Lane**

The 40B townhouse-type subdivision between Powers Road and Route 110 was under construction from the fall through the end of the fiscal year with occupancy imminent. A lottery will be conducted for the affordable units.

### **Tech Park West**

A multifamily rental apartment complex adjacent to Tech Park West called Westford West continued with construction during this fiscal year. This project by Princeton Properties will include two- and three-bedroom apartment-style homes. The percentage of affordable units allowed all 228 units to be counted on the Subsidized Housing Inventory and was instrumental in Westford reaching its over 10% goal.

### **Alder Point**

This small eight-unit townhouse project, which would add one unit to the Subsidized Housing Inventory, saw some site work toward the end of the fiscal year.

### **Juniper Hill Road**

Eighteen single-family homes, which include two Habitat for Humanity homes, continued to show significant progress this fiscal year. The second Habitat home reached completion during the fiscal year and was occupied. Juniper Hill Road added the two Habitat for Humanity Homes to the Subsidized Housing Inventory.

### **Robbins Road**

There was little activity on this project this fiscal year.

### **Nutting Road/Dunstable Road**

In FY 2018 there was discussion concerning a potential subdivision that would include affordable/Habitat for Humanity units. The land-use actions required did not occur and it appears there will be no development at this time.

### **21 and 23 Carlisle Road**

This property will be a 55+ development with age 62+ supportive housing. There will be 17 market-rate units and seven supportive-housing units, which represent 29% of total units. Though a variance was approved by the Zoning Board in February 2019, there has been no additional progress.

### **Land Use Development**

Ms. Hudson continued to explore information from the Town of Weymouth in which they had proven to DHCD that more than 1% of their land area was dedicated to affordable housing and therefore obtained a lifetime waiver from Chapter 40B projects. Ms. Hudson continued to work with Chris Coutu, the town's GIS Coordinator, to identify land that is dedicated to affordable housing and reported status monthly. Given that the Town has exceeded its 10% affordable requirement, the Committee decided to keep this plan identifying land that is dedicated to affordable housing but take no further action at this time.

## **AFFORDABLE HOUSING COMMITTEE** – CONTINUED

### **Community Outreach**

Ms. Fruscione had previously reached out to the Town of Concord which has put in place a “tear-down” policy. This policy limits the type of construction on lots where smaller potentially affordable homes were located and torn down. Ms. Croteau approached Jeff Morrisette and at this time there is no indication of a similar policy in the future for Westford.

### **Meetings**

The Affordable Housing Committee meets immediately after the Affordable Housing Trust meeting which allows ease of information transfer between the committees. The AHC meets the first Wednesday of each month at 7:30pm in the Westford Housing Community Room at 65 Tadmuck Road.

## AFFORDABLE HOUSING TRUST FUND

The Affordable Housing Trust Fund (AHTF) is a funding source for the creation and preservation of community and 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.

The AHTF would like to welcome Lisa Larrabee as the Westford Housing Authority's new Executive Director. Lisa is also the Executive Director at the Groton and Littleton Housing Authorities. With her new role in Westford, Lisa is now a full-time Housing Authority director, devoting her efforts to these three towns' relatively small Housing Authorities. This is also a return for Lisa, who worked for the Westford Housing Authority for six years prior to assuming her leadership positions in Groton and Littleton.

The AHTF is funded through Town Meeting appropriations of Community Preservation Act funds, mitigation payments from developers, and private donations. Members meet regularly in open session as prescribed by law. The AHTF also meets on an as-needed basis to accommodate time-sensitive projects. Lisa Larrabee, as Westford's Housing Executive Director, is an integral part of the AHTF's administrative process.

A primary concern of the AHTF is achieving and maintaining the town's compliance with Massachusetts' Comprehensive Permit law (known as "40B"). The Trust is pleased to report that with the permitting of two new apartment complexes, Westford is now in compliance with the Comprehensive Permit law with 13.77% of our housing stock counted as subsidized. While the Trust provided no financial support to these apartments, we are pleased that the town, for the time being, is able to better control residential development.

It should be noted that when the decennial census is completed in 2020, our Subsidized Housing Inventory (SHI) percentage will likely go down because while the number of subsidized homes is updated regularly, the number of total homes is only updated with the 10-year census count. While we expect to stay above the 10% level needed to maintain the safe harbor provisions to control 40B developments, the AHTF will monitor this number and continue to advocate for smart increases in the town's subsidized-housing stock.

The AHTF made no new investments in FY 2019. However, we are pleased to say that the renovation of the Sargent School Apartments is complete, greatly improving the quality of life for residents there. The renovations included historic preservation, new windows and doors, which reduced heating and cooling costs, new siding, and Americans with Disability Act compatibility. Funding was also provided through Community Preservation funds.

We are pleased to say that Habitat for Humanity completed the second of two homes off of Graniteville Road, one of which provided a home for a long-time Westford family. These homes were in part financed with \$175,000 from Community Preservation funds voted by Town Meeting in 2017.

We expect our activity to increase in FY 2020 as the AHTF considers at least two new projects.

**Rob Downing**  
*Chair*

**Joseph Diamond**  
**Edith Fruscione**  
**Robert Waskiewicz**  
*Trustees*

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

## ANIMAL CONTROL DEPARTMENT

The Westford Animal Control Department provides animal-related services to the Westford community. Our Animal Control officers are responsible for enforcing the Town's General Bylaw, Chapter 84, as well as Massachusetts General Laws, Ch. 140, §136A-176. Our officers respond to a variety of citizen requests for assistance, including animal bite incidents, noise complaints, injured or deceased animals, public encounters with wildlife, and other resident needs.

**Eric Heideman**  
*Assistant Town Manager*

Our Animal Control officers also complete the Massachusetts Department of Agriculture "barn book," which is a confidential listing of all privately-owned chickens, horses, goats, pigs, donkeys, llamas, or any other non-domestic animal kept within Westford. The list is then submitted to the Department of Agriculture for proper tracking of animals. Our staff also works collaboratively with the Fire and Police Departments to assist with calls involving animals, such as motor vehicle accidents, fires, arrests, etc.

During FY 2019, our Animal Control officers processed a total of 389 logged calls for service. We also developed and implemented a new informational handout for animal-bite victims to notify them of their legal rights and options.

### **Staff Directory**

Kirsten Hirschler, Animal Control Officer/Animal Inspector  
Dan Hurd, Animal Control Officer/Animal Inspector  
John Greenhalge, Animal Control Officer

## BOARD OF ASSESSORS

The Assessors' office completed its interim revaluation for the FY 2019 certification (July 1, 2018-June 30, 2019), based on a valuation date of January 1, 2018. Approximately 1200 parcels were reviewed and/or visited and a thorough analysis of sales occurring in calendar year 2017 was done. The assessors' office also analyzed all land sales, land residuals, and tear downs. Market values have increased in all neighborhoods. Market data reflects a very desirable seller's market. New growth for FY 2019 was \$45,746,700. This is an increase of approximately 84% from FY 2018. This was due to building permits, completion of all major construction picked up in the past couple fiscal years, and a further review of approximately one-third of Personal Property accounts. The areas of growth were from the following:

**Jean-Paul Plouffe**  
*Principal Assessor*

**Christopher Ruel**  
*Assistant Assessor*

**Titus Palmer**  
*Chair*

**Michael Coravos**  
**Diane Holmes**

- Random construction of single-family homes.
- Raze and rebuilds as well as additions and extensive renovations of existing homes.

	<b>FY 2018</b>	<b>FY 2019</b>	<b>% change</b>
Total taxable assessments	\$4,635,965,811	\$4,727,013,661	+ 1.96%
Tax levy	\$75,012,674	\$78,281,803	+ 4.36%
Residential tax rate	\$16.18	\$16.56	+ 2.35%
Average single family residence assessed value	\$520,393	\$532,640	+ 2.35%
Average single family tax	\$8,419.96	\$8,820.52	+ 4.76%

The Board of Selectmen voted not to adopt a Small Commercial Exemption for FY 2019, therefore keeping a single tax rate applied to all Real Estate and Personal Property classes. 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 2019. The Assessors' office continues to update property data to achieve a higher level of accuracy. This is a constant ongoing 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 2019 saw a decrease in the number of applications for abatements of real and personal property from FY 2018. Abatements are typically applied for when property values have been adjusted for FY 2019 because of the interim certification and revaluation. Westford is a very desirable community as reflected in market activity and sale prices.

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 for meeting all the demands and

## **BOARD OF ASSESSORS** – CONTINUED

challenges with competence and dedication to the town. The Ssessors' 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 2019 the Board of Assessors granted 165 statutory exemptions for property taxes in the total amount of \$269,733.84 (veterans, elderly over 70, blind, Clause 41C). This reflects the increase in exemption benefits to Clause 41C, which was increased from \$1000 to \$2000. Sixteen applicants were granted a tax deferral under Clause 41A. There were also 163 Community Preservation exemption applications that were granted. Total CPA adjustments granted, including statutory exemptions and abatements, came to \$30,224.04.

### **Abatements**

In FY 2019 there were 55 requests for abatements on real and personal property. Of these, 39 abatements were granted, 15 were denied, and 1 was withdrawn. There were four FY 2019 appeals filed with the Appellate Tax Board. There was a total of 14 pending appeals from the previous three fiscal years, including FY 2019. Of these, five were settled, and nine remain to be heard. The Commissioner of Revenue continues to be in litigation with several telecommunications and wireless companies for FY 2003 through 2019. Some of these have been settled and/or withdrawn. However, there are still many appeals pending.

## BRUCE FREEMAN RAIL TRAIL

### **It Has Been a Quiet But Busy Year on the Bruce Freeman Rail Trail (BFRT)**

Phase 2A in Westford has been open for 15 months and the completed “missing link” of a half-mile of trail in Westford and Carlisle has allowed BFRT users to go over 10 miles each way from CrossPoint in Lowell to near Teamworks Indoor Sports in Acton. The trail is used year round and the parking lot in North Acton allows people to park at about the halfway point. The Friends of the BFRT fund portable toilets for seven months at this location as well as in BFRT parking areas in Chelmsford and Acton.

**Jim Duane**

*Director  
Parks and Recreation  
Department*

**Elizabeth Almeida**

*Liaison, Board of Selectmen*

**Chris Barrett**

**Emily Teller**

*Westford Board Members,  
Friends of the Bruce Freeman  
Rail Trail, Inc.*

### **Updates about Further Southward Progress**

The long-awaited MassDOT ribbon cutting for Phase 2C in West Concord is scheduled for the fall of 2019. This will add three miles to the BFRT; however, this segment is not *yet* contiguous, as the construction of a 0.8 mile section that includes another “flyover” bridge (similar to the one on the BFRT in Acton) over Route 2 will not be completed until 2021 at the earliest. This segment is Phase 2B. The funding for this is confirmed and the MassDOT process requesting bids for construction will go out in the fall of 2019. A very good map of these two segments is on this site:

[concordma.gov/980/Bruce-Freeman-Rail-Trail-Committee](http://concordma.gov/980/Bruce-Freeman-Rail-Trail-Committee)

Over nine miles more will be constructed in the future and the BFRT will eventually be over 26 miles in length – the longest rail trail in eastern Massachusetts. Phase 2D (4.3 miles in Sudbury) and Phase 3 (4.8 miles in Framingham) await the purchase of the Right of Way that is currently owned by the railroad company CSX. Funding for the construction of Phase 2D is included in the Transportation Improvement Program (TIP) and is slated to receive over \$9 million in federal and state funds for construction in 2022.

### **Work is Ongoing to Extend BFRT Trail Access through Lowell**

The City of Lowell staff is very enthusiastic and working hard to expand the northward construction of the BFRT on the railroad Right of Way and on the streets of Lowell to the Concord River Greenway. News about easements and construction will be forthcoming hopefully next year.

### **Appreciation for Westford Town Support**

The BFRT is used by many groups for recreational and fundraising events. In May, the India Association of Massachusetts sponsored a walk/run to benefit the Massachusetts Coalition for Homelessness. In late June, the Chelmsford-Westford Pan Mass Challenge (PMC) Kids Ride happened. The Live for Liv Ride on the BFRT was staged at the 4H grounds in Westford in July. This ride is an annual fundraiser for domestic violence work that the Live for Liv Foundation supports in memory of Westford Academy student Olivia Marchand.

### **Thank You to Many**

As always, many volunteers and Westford’s Highway, Parks and Recreation crews keep the trail clear of all kinds of debris. The trail does not get plowed to enable cross-country skiing when there is sufficient snow. Jodi Ross, Town Manager, and her staff, including

## **BRUCE FREEMAN RAIL TRAIL** – CONTINUED

Parks and Recreation Director Jim Duane and Highway Superintendent Chip Barrett and their respective teams are also essential to the continued success of the BFRT all along its “run” in Westford.

### **Events Must Be Registered**

Organizations planning an organized event on the BFRT need to register it on the BFRT website with at least 60 days advance notice. This form is used by the towns to ensure event organizers have adequately planned for the event, to reduce the chance that multiple large events will be held on the same section of trail on the same day, and to provide a consistent set of questions and guidance for all municipalities impacted by the event. To register an event, go to: [brucefreemanrailtrail.org/bruce-freeman-rail-trail-event-registration](http://brucefreemanrailtrail.org/bruce-freeman-rail-trail-event-registration).

### **Would You Like to Know More?**

The Friends of the Bruce Freeman Rail Trail, Inc. maintains a website that has maps with parking and bathroom information for the Bruce Freeman Rail Trail, as well as construction updates for Phases 2B, 2C (West Concord), and Sudbury. 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: [brucefreemanrailtrail.org](http://brucefreemanrailtrail.org).

The FBFRT is also on social media:  
[facebook.com/BruceFreemanRailTrail](https://facebook.com/BruceFreemanRailTrail)  
[twitter.com/FriendsofBFRT](https://twitter.com/FriendsofBFRT)

## 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; and to assist – to the best of our ability – all customers with the permitting process and any questions, concerns or complaints they may have.

**Matthew Hakala**  
*Building Commissioner*

Some of the projects that the department was involved with for FY 2019 were:

- New Fire Station was completed and opened in December
- Sugar Maple Lane (40B townhouse complex off Powers Road) was started
- Hanover at Westford started to build 180 units at 2 Robbins Road
- Hanover at Westford also continued to construct the 240 units at 312 Littleton Road
- Alder Point (40B townhouse complex off Groton Road) was started
- Roudenbush Community Center renovations were completed

Permit Type	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Certificate of Inspection	60	62	67	65	67
Commercial	107	96	83	92	87
Curb Cut/Driveway	38	45	54	46	52
Demolition	14	15	8	16	8
Electrical	775	852	719	742	869
Gas	460	523	499	548	649
Plumbing	418	440	406	407	505
Residential	808	1014	777	762	940
Sheet Metal Mechanical	81	83	57	70	94
Sign	23	21	25	27	23
Tent	50	28	34	33	30
Trench	94	92	67	67	39
Wood Stove	19	17	9	17	11
<b>Total</b>	<b>2947</b>	<b>3288</b>	<b>2805</b>	<b>2892</b>	<b>3374</b>

Last fiscal year the Building Department took in fees totaling approximately \$1,114,286, which is greater than the previous year. The total permit numbers were up significantly from the previous year.

The Building Department website continues to be constantly updated with new information. There have been changes to the Building Code including a new edition of the Building Code and solar provisions for new construction, so please visit the site and see what's new: [westfordma.gov/168/Building-Department](http://westfordma.gov/168/Building-Department)

## **BUILDING DEPARTMENT** – CONTINUED

### **Building Department Staff**

Tina Landry  
*Records Supervisor II*

Dennis Kane Jr.  
*Electrical Inspector*

Gary Belinsky  
Jeff Valcourt  
*Alternate Electrical Inspectors*

Arthur Smith  
*Plumbing/Gas Inspector*

Michael Muise, Scott Taft  
*Alternate Plumbing & Gas Inspectors*

Chester Cook  
*Assistant Building Inspector/Gas & Bylaw Enforcement Inspector*

Henry Fontaine  
*Assistant Building Commissioner*

Nancy Lima, Joan Roy  
*Senior Workers*

## BYLAW REVIEW COMMITTEE

### **Outreach**

The committee's webpage contains general information about the committee and links to the guidelines for proposing Westford bylaw amendments and to Town Meeting timelines:

[westfordma.gov/415/General-Bylaw-Review-Committee](http://westfordma.gov/415/General-Bylaw-Review-Committee).

Anyone seeking formatting advice for proposed general bylaws is encouraged to attend our meetings and/or visit our webpage, where there is a link to the Guidelines for Submitting General Bylaw Amendments.

Many of our meetings were attended by residents with concerns about and ideas for bylaws. Committee members were happy to help residents navigate the process of drafting and formatting proposed bylaws.

### **Contact**

The committee can also be contacted through the Town Clerk's office, 978-692-5515, [westfordma.gov/255/Town-Clerk](http://westfordma.gov/255/Town-Clerk)

**David Chandler**  
*Chair*

**Jean Croteau**  
**Joan Croteau**  
**Patty Dubey**  
*Town Clerk*

## CAPITAL PLANNING COMMITTEE

The Capital Planning Committee was formed in December 2008 by the Town Manager and has spent the past 10 years reviewing and prioritizing capital needs throughout the town. This committee's purpose is to provide an objective and consistent forum where 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 2019, the Committee heard from each department and prioritized the requested projects. This resulted in the recommendation to allocate \$1,939,128.40 from free cash, \$202,845.60 in excess premiums, and \$700,000 from the capital stabilization fund. The committee also recommended that \$350,451.84 be appropriated from Water Enterprise retained earnings, \$224,548.16 be appropriated from remaining balances of completed water enterprise capital project balances and water excess premiums, and \$27,254 from ambulance retained earnings to fund various capital needs.

In addition, Town Meeting authorized the borrowing of \$500,000 for roadway repairs and \$1,200,000 for the Town Farm Road water tank rehabilitation project. The debt payment for the water tank rehabilitation project will be funded by the Water Enterprise. Lastly, \$40,000 was transferred into the capital stabilization fund to replenish the \$325,000 appropriated at the July 10, 2017 Special Town Meeting for supplemental funding for the joint dispatch center, and an additional \$240,000 was appropriated into the capital stabilization fund to replenish the \$700,000 appropriated at the October 15, 2018 Special Town Meeting for the purchase of 63 Main Street. In total, \$5,414,228 worth of capital equipment and projects were approved in FY 2019, which were authorized at the October 15, 2019 Special Town Meeting and the March 23, 2019 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

**Mark Kost**  
*Chair, Board of Selectmen*

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

**Chris Barrett**  
*Parks and Recreation Committee  
& Pedestrian Safety Committee*

**Megan Eckroth**  
*School Committee*

**Heather FitzPatrick**  
*Finance Committee*

**Paul Haajar**  
*At-Large Member*

**Tom Mahanna**  
*Permanent Town Building  
Committee*

**Bill Olsen**  
*Superintendent of Schools*

**Kathy Auth**  
*School Business Manager  
(Alternate)*

**Liewei Bao**  
*Finance Committee  
(Alternate)*

**CAPITAL PLANNING COMMITTEE – CONTINUED**

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.

**October 15, 2018 Special Town Meeting Capital Appropriations**

**ARTICLE 4: Approve Fiscal Year 2019 Capital Appropriations**

**Motion:** (Majority Vote Required)

It was voted unanimously that the Town appropriate from Free Cash the sum of \$217,800 (TWO HUNDRED SEVENTEEN THOUSAND EIGHT HUNDRED DOLLARS) to provide for the following capital requests and costs incidental and related thereto:

<i>DEPARTMENT</i>	<i>AMOUNT</i>	<i>PURPOSE</i>
Water Enterprise	\$217,800	Vinebrook Estates Street Paving and any other related costs

**ARTICLE 6: Acquisition of 63 Main Street**

**Motion:** (Majority Vote Required)

It was voted by a counted majority, 213 – yes, 58 – no, that the Town authorize the Board of Selectmen to acquire, by gift, purchase, eminent domain, or otherwise, on such terms and conditions as the Board shall deem appropriate, for general municipal purposes, a parcel of land located at 63 Main Street, being Tax Map 54, Parcel 43, and described in a deed recorded with the Middlesex North Registry of Deeds in Book 10206, Page 141, and to execute any and all documents and instruments necessary or convenient in relation thereto; and, further, to transfer the sum of \$700,000 (SEVEN HUNDRED THOUSAND DOLLARS) from the capital stabilization fund to acquire said parcel, including costs associated with environmental testing, repairs to existing structures and all costs incidental and related thereto.

**March 23, 2019 Annual Town Meeting Capital Appropriations**

**ARTICLE 3: Approve Capital Appropriations**

**First Motion:** (Majority Vote Required)

It was voted unanimously that the Town appropriate from Free Cash the sum of \$1,714,174 (ONE MILLION SEVEN HUNDRED FOURTEEN THOUSAND ONE HUNDRED SEVENTY FOUR DOLLARS) to provide for the following capital requests and costs incidental and related thereto:

<i>DEPARTMENT</i>	<i>AMOUNT</i>	<i>PURPOSE</i>
Technology	\$30,000	Town computer replacements
Technology	\$356,931	School computer replacements
Technology	\$65,000	Server & storage replacements
Technology	\$50,000	Network upgrades
Public Buildings	\$200,000	General building repairs & maintenance

**CAPITAL PLANNING COMMITTEE – CONTINUED**

<i>DEPARTMENT</i>	<i>AMOUNT</i>	<i>PURPOSE</i>
Public Safety Communications	\$65,000	Upgrades to the public safety intercom system, including costs incidental and related thereto
Fire Department	\$62,315	Fire Chief's car, purchase and equip
Schools	\$7,782	Westford Academy Trustee Field Phase 2 Design, including costs incidental and related thereto
Schools	\$45,000	Compressor replacement for Westford Academy, including costs incidental and
Schools	\$200,000	Town and School Safety Task Force Recommendations
Engineering	\$100,000	Plain Road, Oak Hill Road, and Moore Road right of way assessments, including costs
Engineering	\$80,000	Stormwater Permit Compliance
Highway	\$246,000	Heavy six-wheel plow, purchase and equip
Highway	\$74,146	One-ton truck, purchase and equip
Highway	\$102,000	Tree and brush reduction unit (chipper)

*And further*

That the Town appropriate from Free Cash the sum of \$7,154.40 (SEVEN THOUSAND ONE HUNDRED FIFTY FOUR DOLLARS AND FORTY CENTS) and reauthorize and transfer the sum of \$202,845.60 (TWO HUNDRED TWO THOUSAND EIGHT HUNDRED FORTY FIVE DOLLARS AND SIXTY CENTS) from the following excess premium accounts

<i>DEPARTMENT</i>	<i>AMOUNT</i>	<i>PURPOSE</i>
Plain Road Sidewalk	\$42,314.89	Article 7, April 2, 2016 ATM
Main Street Reconstruction	\$157,005.67	Article 7, April 2, 2016 ATM
Roadway Repairs Bond Anticipation Note	\$3,525.04	Article 8, March 24, 2018 ATM

To provide for the following capital requests:

<i>DEPARTMENT</i>	<i>AMOUNT</i>	<i>PURPOSE</i>
Engineering	\$210,000	Complete Streets construction for the Abbot School and Acton Road, including costs incidental and related thereto

**CAPITAL PLANNING COMMITTEE – CONTINUED**

*And further*

That the Town appropriate from Water Enterprise Retained Earnings the sum of \$75,000 (SEVENTY FIVE THOUSAND DOLLARS) to provide for the following capital requests and costs incidental and related thereto:

<b>DEPARTMENT</b>	<b>AMOUNT</b>	<b>TOWN MEETING VOTE</b>
Water Enterprise	\$40,000	Uninterrupted Power Supply (UPS), including costs incidental and related thereto
Water Enterprise	\$35,000	Vehicle, purchase and equip

*And further*

That the Town appropriate from Water Enterprise Retained Earnings the sum of \$275,451.84 (TWO HUNDRED SEVENTY FIVE THOUSAND FOUR HUNDRED FIFTY ONE DOLLARS AND EIGHTY FOUR CENTS) and reauthorize and transfer the sum of \$221,081.08 (TWO HUNDRED TWENTY ONE THOUSAND EIGHTY ONE DOLLARS AND EIGHT CENTS) from the following capital accounts:

<b>PROJECT</b>	<b>AMOUNT</b>	<b>PURPOSE</b>
Water Distribution System Improvements – River Street, Graniteville Road, West Street, and Bridge Street	\$163,145.56	Article 7, October 14, 2011 STM
Water Distribution Improvements – Nixon Road to Saint Mary’s Drive	\$55,576.24	Article 21, March 22, 2012 ATM
Water Distribution Improvements – Graniteville Road from Main Street to Patriot Lane	\$1,806.42	Article 9, March 22, 2014 ATM
Water Distribution Improvements – Pleasant Street from Abbot Street to Pine Street	\$552.86	Article 9, March 22, 2014 ATM

And that the Town reauthorize and transfer the sum of \$3,467.08 (THREE THOUSAND FOUR HUNDRED SIXTY SEVEN DOLLARS AND EIGHT CENTS) from the following excess premium account:

<b>DEPARTMENT</b>	<b>AMOUNT</b>	<b>PURPOSE</b>
Perchlorate Remediation	\$3,467.08	Article 1, July 30, 2009 STM

To provide for the following capital requests:

<b>DEPARTMENT</b>	<b>AMOUNT</b>	<b>PURPOSE</b>
Water Enterprise	\$500,000	Emerson and Jonas Roads water main replacement, including costs incidental and related thereto

**CAPITAL PLANNING COMMITTEE – CONTINUED**

*And further*

That the Town appropriate from Ambulance Enterprise Retained Earnings the sum of \$27,254 (TWENTY SEVEN THOUSAND TWO HUNDRED FIFTY FOUR DOLLARS) to provide for the following capital request and costs incidental and related thereto:

<i>DEPARTMENT</i>	<i>AMOUNT</i>	<i>PURPOSE</i>
Ambulance Enterprise	\$27,254	Ambulance cots, including costs incidental and related thereto

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

It was voted unanimously That the Town appropriate the sum of \$500,000 (FIVE HUNDRED THOUSAND DOLLARS) for the purpose of repairing roadways, 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.

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

It was voted unanimously that the Town appropriate the sum of \$1,200,000 (ONE MILLION TWO HUNDRED THOUSAND DOLLARS) for the rehabilitation of the Town Farm Road 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.

**Fourth Motion:** *(Majority Vote Required)*

It was voted unanimously that the Town appropriate from Free Cash the sum of \$270,000 (TWO HUNDRED SEVENTY THOUSAND DOLLARS) and transfer said amount to the Capital Stabilization Fund.

## CEMETERY COMMISSION

The Westford Board of Cemetery Commissioners is appointed by the Town Manager to three-year terms. The commission is responsible for the superintendence and management of all public burial grounds within the Town of Westford, with powers and duties as listed under M.G.L. Ch. 114, §23. Commission meetings are typically held monthly on the second Tuesday of the month.

**Paul V. Larkham**  
*Chair*

**Mary D. Lyman**  
**William “Bill” Rogers**

**Paul F. Murray**  
*Alternate*

The Cemetery Department operates out of the administrative office and maintenance garage located within the Pine Grove Cemetery, 68 Forge Village Road. Working closely with the Commission, department staff is responsible for the day-to-day operations, including 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 department maintains approximately 30 acres of cemetery land and associated infrastructure, including Fairview, Hillside, Pine Grove, Westlawn, and Wright cemeteries, as well as Old Pioneer Burying Ground in Parker Village. Several of these properties are listed on the National Register of Historic Places (as individual sites).

Pine Grove Cemetery, located in Forge Village, is the most recently developed property and accounts for the majority of lot sales and interment activity. Future cemetery expansion is anticipated to take place utilizing 11 acres of undeveloped land at Pine Grove and five acres of undeveloped land at Wright Cemetery.

FY 2019 has been a busy year. The Commission and staff have worked hard to mitigate liability exposure for the town through stricter policies related to required paperwork and collection of fees. This has required staff to maintain a close working relationship with local funeral homes and monument companies to ensure smooth implementation of new Interment Orders and updated Monument Permit Applications.

Working closely with the new Cemetery Director, the cemetery staff has done a phenomenal job of keeping the overall operations running very smoothly this year. The staff has worked diligently to collect outstanding account balances, handled an active burial schedule at Fairview and Pine Grove, successfully managed required grounds and infrastructure maintenance at all cemeteries, and tackled special projects as needed. Operations this year included conducting interments at Hillside, Westlawn, and Wright cemeteries, which are rare.

In addition to the above, several important projects are moving forward, including:

### **Cemetery Rules and Regulation Update**

The Commission spent significant time this year updating cemetery rules and regulations, which have not been updated since 1997. We are presenting these updates to the October 2019 Special Town Meeting for approval

### **Pine Grove Improvement and Expansion**

The Commission remains focused on improvements and expansion of Pine Grove Cemetery. Early this year, the Commission engaged in discussions with professional engineers and the Water Department Superintendent to explore the development of an irrigation well at Pine Grove. After receiving a formal design proposal with anticipated costs, in addition to learning there are several remaining unknown project variables, the

**CEMETERY COMMISSION** – CONTINUED

Commission has redirected staff and financial resources towards development of a new burial section at this location. Based on sale of lots data for the last several years, we anticipate current grave inventory will last approximately 24 months. As a result, creation of additional grave inventory is a major priority. Bear Hill Landscaping of Westford was hired to stabilize a recently cleared section of approximately one acre. Work included removal of existing organic stockpiles, spreading and grading loam, and seeding the area for lawn establishment. This work was completed in late spring and the area is much improved.

We also retained the services of landscape design firm BSC and designer David Crispin to lead the design process for this new section. The initial design service scope is development of multiple conceptual plans to be shared with the neighbors, general public, and town leadership. Pending the outcome of this public input process, the Commission will seek project funding to accomplish final design and construction of the preferred conceptual plan. The Commission has toured the grounds with abutting residents to understand concerns and will continue to keep the neighbors informed as the design progresses. We are committed to staying true to the original Master Plan, respecting the privacy of our neighbors, and keeping these sacred grounds a peaceful and welcoming area for all visitors.

**Green Burials**

Green Burials are an ecologically-friendly burial option in which the deceased are shrouded in bio-degradable materials and interred without embalming. We appointed a seven-member Green Burial Subcommittee to develop rules and regulations for Green Burials in Westford cemeteries. This subcommittee worked concurrently with the Commission and staff to develop and incorporate these guidelines into the updated rules and regulations. Pending Special Town Meeting approval this fall, we will continue working on a location and operational plan to implement Green Burials, carefully considering all logistical issues.

**Cemetery Software**

We have been working closely with Westford’s IT Department to identify, test, and implement a new GIS enabled cemetery software program. The goal of this upgrade is more efficient and effective execution of day-to-day office tasks, creation of a searchable burial database, facilitation of record keeping, and assistance with field operations related to grave location and inventory. Staff attended a Massachusetts Cemetery Association meeting to learn about current industry options. We hope to implement new software in FY 2020.

**Cemetery Commission Expansion**

With all that we are working to accomplish, the Commission is currently going through the process of expanding from three to five members. With the expansion, we hope to continue doing great work for Westford.

Finally, for FY 2019:

<i>Sale of burial lots</i>	37
Single graves	21
2-grave lot	12
3-grave lot	2
4-grave lot	1
Urn garden lot	1

<i>Burials/Openings</i>	47
Full burials	37
Urn burials	10
<i>Monument Permits</i>	30

## **CEMETERY COMMISSION** – CONTINUED

### **Cemetery Staff**

**Director:** James Duane (November 2018)

**Cemetery Supervisor:** Richard Nawoichik

**Senior Administrative Assistant:** Heather Monahan

**Administrative Office:** 68 Forge Village Road

**Website:** [westfordma.gov/1055/Cemetery-Department](http://westfordma.gov/1055/Cemetery-Department)

## COMMISSION ON DISABILITY

The mission of the Commission on Disability (COD) is defined by Massachusetts General Laws, Chapter 40, Section 8J. Its duties include advising and assisting town officials in ensuring compliance with laws and regulations that affect people with disabilities, as well as providing guidance to individuals, public agencies, businesses, and organizations in all matters pertaining to disability. The COD, when called for, works with other town commissions, boards and committees to address these issues.

### Membership

The COD established the category of Associate Membership in FY 2018, and in FY 2019 filled the two positions created. Sandra Martinez was appointed as our first Associate in July 2018, but due to other commitments resigned in April 2019. Evan Pennella, appointed by the Commission in October 2018, remains a vibrant presence and valuable resource because of his prior experience as Senior Access Planner with a firm specializing in various civil rights laws – such as the Americans with Disabilities Act (ADA) – pertaining to persons with disabilities.

**Katherine L. Phaneuf**  
*Chair*

**Raymond K. Clark**  
*Vice-Chair*

**Marguerite F. Sabatino**  
*Secretary*

**Joyce L. Benoit**  
**Scott Hazelton**

**Patricia C. Reppucci**  
**Wayne L. Wagner**

**Evan Pennella**  
*Associate Member*

### Activities and Accomplishments

- Began working with Westford's League of Women Voters to improve accessibility for voters with various types of disabilities. In coordination with the League and Westford's Town Clerk, all polling places in Westford were assessed on May 7, 2019 during the Annual Town Election.
- Worked with the Pedestrian Safety Committee (PSC) to advocate for snow removal from town sidewalks, especially on routes to schools and at Town Center, the location of many town services, programs, and activities.
- Reviewed and made comments on the final draft of the town's Open Space & Recreation Plan for 2018-2025, prepared by the Northern Middlesex Council of Governments (NMCOG) for the town's Conservation Commission, as requested by that Commission's Conservation/Resource Planner.
- Welcomed the new Director of the Parks and Recreation Department, who spoke about plans to improve accessibility at Forge Pond Beach and addressed questions from the COD about accessibility at other sites.
- Worked with the Healthy Westford Committee to assess the accessibility of trails, such as the Nabnasset Trail, and review ideas to make Westford's Farmers Market more accessible for persons with disabilities.
- Welcomed a resident to talk about making accessibility improvements for persons with disabilities visiting the Grassy Pond nature site.
- Met with the Executive Director of Roudenbush Community Center, who reviewed plans to renovate the Center's playgrounds over the next couple of years and described accessibility improvements included in those plans.
- Continued to monitor accessibility issues related to various local businesses, making recommendations as appropriate. These activities sometimes involved coordination with the Building Commissioner, who is also the town's ADA Coordinator. Considered the aspects of accessibility and safety related to repaving of roads at Town Center and the ongoing Boston Road Reconstruction Project, communicating

## COMMISSION ON DISABILITY – CONTINUED

with the Town Engineer, Highway Department and interested residents about these issues.

- The Handicap/Disability Parking Fine Account was established in July 2018 at the direction of Town Counsel, acting on the recommendation of the COD. Monies received from those ticketed for illegally parking in “Handicapped Parking” (HP) spaces in Westford is deposited into this account and the funds are to be used solely for the benefit of persons with disabilities.
- Began research into the feasibility of setting up a Parking Patrol to assist police in identifying instances of illegal parking in HP spaces, developed an accessibility checklist tool for public parking lots in town, and started work on creating a list of public lots to review with the tool.
- Reviewed current accessibility of the Town Common bandstand with respect to ADA and Massachusetts Architectural Access Board (MAAB) requirements, as well as additional considerations related to the safety and accessibility of the lift provided for access to the bandstand.
- Participated in a meeting of interested parties assembled by Acton’s Commission on Disabilities to consider developing a regional adaptive cycle program that would make it easier for persons with mobility impairments to enjoy the Bruce Freeman Rail Trail, a portion of which runs through Westford.
- Met with a representative of the Senior Low Income Disabled Tax Relief (SLIDTR) Committee, who reported on their accomplishments and noted that they were to be disbanded at the end of the fiscal year, having completed their work. The COD was asked to take on the task of applying for a renewal of a program providing property tax relief for senior/disabled persons, which needs to be done every three years.

### **Contact Information**

E-Mail: [disability@westfordma.gov](mailto:disability@westfordma.gov)

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

## 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 2019 Community Preservation Funds:  
\$2,370,520**

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 whose surcharges are lower may not be eligible for. Westford received a 19.2% state match of \$381,872 on November 27, 2018. This amount was more than the state match from the prior year, which was a total of \$324,179. However this amount can vary significantly from year to year depending on state funding availability.

In FY 2019, Westford locally raised \$1,988,648 in Community Preservation funds.

Westford made its final bond payment of \$730,000 in March 2019 for the purchase of East Boston Camps. In addition, the Town Hall Renovation debt was refunded in 2019, due to favorable interest rates. There is approximately \$546,000 of principal remaining that runs until FY 2030. The \$4,777,000 purchase of the Adams property at 46 Lowell Rd (Open Space) was funded through a combination of undesignated fund balance (\$477,000) and a bond (\$4,293,000) that runs until FY 2039. The Roudenbush Building renovation will be bonded in early FY 2020.

3% Community Preservation property tax surcharge	\$1,853,921
Investment income	\$130,041
Interest on late tax payments	\$4,686
Local FY 2019 Community Preservation total	<b>\$1,988,648</b>
State Match (received 11/27/18)	\$381,872
<b>TOTAL FY 2019 Community Preservation Funds</b>	<b>\$2,370,520</b>

**On March 23, 2019, the Community Preservation Committee (CPC) recommended the following projects at the Annual Town Meeting.**

- \$223,067 to the Community Housing Reserve Fund Balance  
This allocation more than covers the required 10% for Community Housing
- \$147,563 to Historic Resources Reserve Fund Balance  
This allocation more than covers the required 10% for Historic Resources
- \$60,000 from undesignated fund balance for the installation of two irrigation wells at Hill Orchard and any other related costs

**Kathleen Healy**  
*Chair (At-large)*

**Committee representation**  
**Marilyn Frank**  
*Vice-Chair*  
*Conservation Commission*

**Matt Lewin**  
*Planning Board*

**Robert Stafford**  
*Historic Commission*

**Chris Barrett**  
*Parks and Recreation Commission*

**Diane Holmes**  
*Housing Authority*

**At-large members**  
**Robert Jefferies**  
**Christine MacMillan**  
**Bob Price**

## COMMUNITY PRESERVATION COMMITTEE – CONTINUED

- \$130,868 from undesignated fund balance for the engineering and architectural design services for the Westford Academy Trustee Field Phase 2 and any other related costs.
- \$41,450 from undesignated fund balance for basketball court resurfacing at the Captain Stephen Hamilton Court, Greystone Courts, and VFW Courts and any other related costs.
- \$770,000 from undesignated fund balance for Phase 1 of the Forge Pond Beach Improvements and any other related costs.
- \$100,000 from Historic Reserve for the Parish Center for the Arts renovations and any other related costs.
- \$15,000 Community Preservation Committee Administrative Expenses

CPC 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 expense funds are appropriated annually and 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 the 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**  
**Marilyn Frank**  
**Jim Gozzo**  
**Ann Jefferies**  
**Margaret Wheeler**

### **Wetlands Protection Act and Local Non-Zoning Wetlands Bylaw Administration**

FY2019 started with multiple Requests for Determination of Applicability for tree removal stemming from the damaging winds and snow accumulations from spring 2018. The Conservation Commission regularly reviewed projects regarding the construction of single-family homes, additions to existing structures, and replacement of septic systems within the 100-foot wetland buffer zone. Two Emergency Certificates were issued. The first was issued to the Water Department for the installation of replacement water mains along Forrest Road. The other was issued to the Highway Department for the replacement of a culvert that failed under Providence Road. Two enforcement orders were issued for noncompliance with wetlands laws, one requiring restoration. The Commission continued to hold hearings on the operation and maintenance of the Greystone Dam located on the south side of Greystone Pond.

The "110 Corridor" continued to be a significant area of focus for the Commission with numerous applications being filed for redevelopment of properties and new construction. Most notable was the project at 19 Littleton Road (former Tadmuck Auto Parts) that entailed the permitting approval for the removal of metal debris from the property adjacent to the wetlands, stormwater management, and restoration of native vegetation abutting the wetlands.

The Commission and staff routinely consulted with project applicants, residents, and other Town boards and staff.

### **Land Management**

Farmer Dave Dumaresq continues to manage Hill Orchard, located at the corner of Chamberlain Road and Hunt Road. Farmer Dave runs the farm stand, the Pick Your Own apples operation, and offers a Community Supported Agriculture (CSA) program.

The East Boston Camp portion of the Stony Brook Conservation Land was leased to the Marcus Lewis Day Camp during July and August per the second-year of the five-year lease agreement. The Westford Parks and Recreation Department also operates the Destination Exploration summer program on the lower camp at Stony Brook. 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: individual renters for weddings, other private celebrations, Scout weekends, and the Westford fifth-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 approved updated policies, rules, and regulations for the property, in addition to new rates and leasing language relating to weddings and events. The Commission thanks the Parks, Recreation and Cemetery Department, the Highway

## CONSERVATION COMMISSION—CONTINUED

Department, and the School Department for their help in caring for this conservation land.

At the Day Land, located at the intersection of Graniteville and Cold Spring Roads, the Community Garden remains very active with garden plots available for annual and perennial gardening. The Westford Community Beekeepers continued their use of a portion of the fields. The Commission approved a five-year lease to an organic farmer who planted the fields with eggplant, tomatoes, and other vegetables in spring 2019. The Commission approved and signed a Memorandum of Understanding with the Agriculture Commission to formalize the cooperative management of the property.

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, meet once a week to clear paths. Ron Gemma of the Westford Conservation Trust continued to head up the Westford Invasive Species Control Group. 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 whose hard work and dedication help to preserve, protect, and enhance the community's natural resources.

### **Land Acquisition**

The Conservation Commission with the assistance of the Westford Land Preservation Foundation approved the Conservation Restriction (CR) for Salt Box Farm off Hildreth Street. This CR is jointly held with the Sudbury Valley Trustees. The Commission also accepted an Open Space Deed for two acres of forested land and wetlands behind Nicole's Way to preserve the natural space of Westford.

After one year of negotiations, the Town closed on the acquisition of the Adams Land, 47 acres on Lowell Road, in April 2019. The initial preparation for the CR was performed by Tyler Maren to document the existing conditions throughout the property.

### **Staff and the Commission**

Conservation/Resource Planner Carol Gumbart, Assistant Planner Rebecca Cheney (through April 2019), Assistant Planner Matthew Salem (beginning June 24, 2019), Permitting Program Assistant Erin Toothaker, Senior Records Archivist Wayne Fernald, and Intern Tyler Maren, under the direction of Jeffery Morrissette, the Director of Land Use Management, are the staff to the Conservation Commission.

In her capacity as Conservation/Resource Planner, Carol Gumbart also serves as the co-chair for the Healthy Lakes and Ponds Committee and represents the Department of Land Use Management on the Healthy Westford Committee.

Commission members also participated on other town committees. 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-

## CONSERVATION COMMISSION – CONTINUED

chair. She is also an Election Officer (Warden). Bob Boonstra is vice-chair 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 webpage, [westfordma.gov/296/Conservation-Commission](http://westfordma.gov/296/Conservation-Commission).

### Conservation Commission Statistics

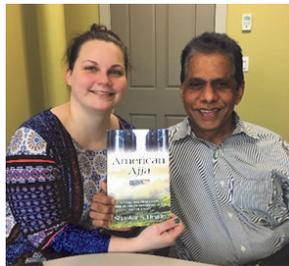
Year	Requests for Determination of Applicability	Abbreviated Notices of Resource Area Delineation	Notices of Intent	Emergency Certificates	Violations/ Enforcement Orders
FY 2016	41	0	31	10	2
FY 2017	36	2	33	5	4
FY 2018	27	4	23	2	2
FY 2019	28	1	20	2	2

## COUNCIL ON AGING

The Cameron Senior Center is a community focal point where one will find active adults age 55 and over participating in a myriad of activities ranging from exercise classes, cultural/art programs, wellness programs and services, and social events. This year, the Cameron membership increased by 104 adults age 55 and upward. This growth can be contributed to the new class/program offerings and the town's increasing older adult population.



*Judy Davis receiving archery instruction from Michelle Collette, Westford Recreation Assistant Director at Cameron End of Summer Party at East Boston Camps.*



*Shankar Hegde, author and Westford resident, with Katie Russell, COA Program Coordinator, prepare for his presentation at the Cameron featuring his newly published book, "American Aja."*



*Mike Priest, Cameron Upbeats band member, showcasing his talent at summer BBQ.*

**Nancy Cook**  
*Chair*

**Sandy Collins**  
**Helena Crocker**  
**Patricia Holmes**  
**George Rogers**  
**Terry Stader**  
**Robert Tierney**  
**Katherine Wilson**

### **New Program Offerings in FY 2019**

- Tuesday Yoga/Pilates
- Additional Chair Movement class
- Aging Mastery, a 10-week evidence-based program made possible through the Massachusetts. Council on Aging
- International trip led by Collette Travels
- Acorn to Oaks: a reading partnership with Roudenbush Frost School
- Hamburger and Hot Dog Nights held on second and fourth Thursdays
- Two additional Whole Foods distribution days run by center volunteers
- Westford Walkers led by Elana Schreiber
- Evening Dinner Out social
- Piano lessons with WA student Shaunna Lu
- Bridge on Thursday afternoon led by Nancy Roberts and Matt Forrester

## COUNCIL ON AGING—CONTINUED

### New Initiatives

Our Council on Aging (COA) Board, staff, and Cameron volunteers worked on new initiatives to enhance the quality of life among our older adult population, including the following.

*Expanding housing options for older adults and increasing low-income housing for residents.* These efforts included advocating and attending many various town committee meetings as well as supporting the low-income and/or supportive housing projects at 21 and 23 Carlisle Road, the Helena Crocker Residences at 60 Littleton Road, and 35 Town Farm Road.



*Alison Christopher, Town Social Worker, helps roll out “Let’s Make Westford Dementia Friendly” at health fair.*

*Making Westford Dementia Friendly* was co-led by Alison Christopher, Town Social Worker, Senior Helpers of Westford, and Bridges by EPOCH. We hosted a Dementia Friends Training for the community and many of the Dementia Friendly Westford members were trained to present to others. We also worked throughout the year on a Dementia Friendly Westford website with the help of a Nashoba Tech student in the computer lab. The website is now live for the public to learn about local dementia support resources, educational opportunities, and activities in Westford for people with dementia and their care partners: [dementiafriendlywestfordma.org](http://dementiafriendlywestfordma.org).

We have had excellent support from the Westford Health Department/Medical Reserve Corps, Westford Police Department, Fletcher Library, several care partners from the community, and other local businesses. The next goal is to enlist the support of more of the business and

religious sectors in town by offering Dementia Friends Trainings. For more information contact Alison Christopher, Town Social Worker, at 978-399-2325.

*Key Safe Program* comes to Westford through a partnership with the Fire Department, Cummings Foundation, and Westford Ace Hardware. For those residents who live alone or have a chronic medical condition and/or history calling 911 and cannot make it to the door, the Fire Department will install a lock box at requested homes (no income requirements). The emergency responders have a code (resident’s choosing) to retrieve a key and open the door if it is locked, preventing the need to damage a home during an emergency procedure or



*Artist friends enjoying the Cameron Holiday Party at the Westford Regency. From left, back row: (unknown), Sue Lindmark, Terry Cryan, Hildred Harhen. Front row: Joseph Lapiana, Carol Korsack, Ann Cullerton.*

## COUNCIL ON AGING—CONTINUED

wellness check. The cost of a Key Safe is \$33.99 and our COA social service team offers subsidized Key Safes for those with financial limitations. A special thanks to Annette Cerullo, COA Outreach Coordinator, and Lieutenant Darren Lanier for implementing this critical safety program.

The COA Board continues to follow the important work that the Senior Low Income and Disabled Tax Relief Committee, the Assessors office, and Selectmen are doing to provide tax relief to low-income older adults and those disabled who struggle to pay their property taxes and afford their most basic needs.

*New Uber Gift Card program and COA Punch Card* provide more affordable and accessible transportation options for adults age 55 and over. A grant from the Greater Lowell Community Foundation provided seed money to provide transportation during evening hours when COA vans are not in operation and on weekends. This program provides Uber gift cards for those who have a transportation hardship. To learn more about after-hours and weekend transportation call Chuck Dutton, COA dispatcher, at 978-399-2322.

The COA Van Punch Card offers relief to riders who have a high ridership by offering a 10-ride punch card that provides the tenth ride free to any location within COA van geographical service area. Punch cards are given to all riders who use the COA vans.

### Social Services

In an effort to continue to provide excellent social services and support to our more vulnerable residents, Cameron's Social Services/Outreach Department had an active year. We provided social work services via phone (3,566 calls), in person (757 visits), and home visits (293) to members of the Westford community on a wide range of issues including:

- health care coordination
- elder care planning
- mental health support and referrals
- advance directives
- individual and family case management and brief counseling
- subsidized housing applications and eviction prevention
- referrals for legal services and advocacy



*Annette Cerullo, Cameron Outreach Coordinator, and Lt. Darren Lanier of the Westford Fire Department brought a new Key Safe Lock Box program to ensure safety and home access in emergency situations.*



*Tongsri Nelson, one of our generous volunteers who ensures our grounds are so attractive for all to enjoy.*

## COUNCIL ON AGING—CONTINUED

- fuel and food assistance applications
- tax relief application assistance
- elder abuse/neglect reporting and collaboration with elder protective services, screening
- intake of families for the Holiday Basket Program

Of those who received assistance, 586 calls, 102 office visits, and 35 home visits were with residents under age 60. We also provided new programming for seniors including a 10-week Aging Mastery Program.

### **Supportive Services Statistics**

*COA Transportation Program* provides a vital service to those aged 60 and over and to disabled residents of Westford Monday through Friday from 8am.-4pm with extended hours from 4-8pm on Tuesday and Thursday evenings.

Round-trip rides provided in 2019: 9,852.

Our Transportation Team includes: Chuck Dutton, Transportation Dispatcher; Eugene Jungbluth, administrative assistant; Robert Benoit, Lisa Cohen, Steve Ducharme, John Duffet, Robert France, Lois Hartley, Edward Jarvis, John Lasna, Al MacGilvray, Sue McMahon, and weekly grocery shopping volunteers Tim Baker, Kevin Duffy, and Doug Morin

*The Property Tax Rebate Program* is coordinated through the Cameron Senior Center under the guidance of Alison Christopher, Town Social Worker, and Pat Reppucci, Cameron volunteer. In FY 2019, 25 Westford residents age 60 and over worked in town departments for 125 hours (based on minimum wage and start date) and in return received a \$1,500 tax credit (minus federal exemptions) to their property tax bill. *Important to note:* The October 2018 Special

Town Meeting adopted the provisions of MGL Ch. 59, §5K that will allow an individual over the age of 60 who is physically unable to participate in the Senior Tax Work Program to appoint an individual to work on their behalf enabling a more inclusive Tax Work Program. Applications are available at the Cameron anytime, however the deadline to turn in applications is April 30.

*SHINE (Serving the Health Insurance needs of Everyone) Counseling* was provided by Fred Baumert of Westford once a month serving 150 clients with Medicare and health insurance information.



*Whole Foods volunteers including, from left, Paul Fassbender, Yvonne Sparks, Mary Sudak, Jessie Barreto, Patti Mason, Fran Kosenko, and Diana Bard donate over six hours a week organizing donation distributions.*

## COUNCIL ON AGING—CONTINUED

*Income tax returns* were done by Hal Schreiber who had a record-breaking year completing 356 federal and 365 state filings. The Cameron and all those who benefit from his wonderful service and vast knowledge of tax codes throughout the year truly appreciate his tremendous volunteer service.

*The Westford Food Pantry* is in the Cameron Senior Center but is overseen by a Board that includes Ken Hyle, president; Lynn Roderick, vice-president; Alison Christopher, secretary; Bernard Peloquin, treasurer; Tim Baker, Tom Brown, Danielle Carter, Jennifer Claro, Susanne Duato, Jim Geraghty, and Karen Heitkamp. To learn more about the Westford Food Pantry and to find the monthly schedule for open hours, please visit [westfordfoodpantry.org](http://westfordfoodpantry.org).

### **Volunteers at the Cameron**

Our center benefits tremendously from more than 150 volunteers who give of their time working as fitness center monitors, running Trudy's Boutique, preparing men and women's breakfast, helping with light home repairs through our Handymen program, assistant grocery shoppers, administrative office support, newsletter volunteers, help with distributing fresh produce and other food distribution programs, contribute to the Friends of the Cameron's Annual Harvest Fair, coordinate the Cameron library and many other important efforts.

Whole Foods donated perishable and non-perishable foods to our center three times a week—Mondays and Wednesdays at 10:45 and Thursdays at 2:00—and sponsored our Volunteer Appreciation Banquet. Also, we would like to thank Muffins on Main and Panera who donate weekly baked goods for all to enjoy at no cost. These food distributions would not be possible without our dedicated and hard-working volunteers who pick up and organize these abundant donations weekly. They include Mary Sudak, Frances Kosenko, Paul Fassbender, Patti Mason, Diana Bard, Katherine Karr, Dennis Smith, Yvonne Sparks, Don Wilt, and John Lasna.

### **Acknowledgements**

Friends of the Cameron helped underwrite our exercise classes in the amount of \$24,000 as well as subsidized many programs and special events such as the Gay 90's, Holiday Luncheon, Sweetheart Luncheon, women's and men's monthly breakfasts, Lunch and Learn, and supplies as well as provided an Emergency Relief Fund to assist with financial hardship situations and much more. Their financial support and volunteer efforts are much appreciated and make many new opportunities possible at the Cameron.

The 2018-19 Friends of the Cameron Board of Directors were Barbara Upperman,



*Friends of the Cameron board members Karen S. Bigelow, left, and Chris Kuntz, right, ready raffle baskets with Patti Mason, center, for Friends Pizzapalooza fundraiser at O'Neil Cinema.*

## COUNCIL ON AGING—CONTINUED

president; Chris Kuntz, secretary; Kevin McGuire, treasurer; Frances Kosenko, assistant treasurer; Gail Austin, Helena Crocker, Paul Fassenbender, Joan Greenwood, Marcel Lacombe, Pat Leathers, Patricia Reppucci, Dick Severyn, and Donald Wilt.

Cummings Foundation provided our fourth allocation of \$20,000 from the grant program 100 for \$100,000. Four years ago, COA and COA staff and then-Assistant Town Manager John Mangiaratti made an application under the umbrella of the Friends of the Cameron to support the addition of nutrition/meal programs, wellness and new program offerings, emergency assistance for emergency hardship cases determined by the COA social service staff, and other supportive center needs. This funding has truly enhanced our Cameron Center offerings and increased membership.

Westford Family FunFest Foundation designated the Cameron Senior Center to receive an annual monetary allocation to support designated programs as well as new initiatives to better enhance the quality of life among older adults.

## CULTURAL COUNCIL

The Westford Cultural Council (WCC) received a total of \$5,700 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, with additional funds discovered in reserves, the WCC awarded \$7,281 in grants. In awarding grants, the council seeks to serve a broad spectrum of Westford's population.

**Anita Tonakarn-Nguyen**  
*Chair*

**Amy Erich**  
**Claire France**  
**Erin Heinhold**  
**Shanti Maheshwari**  
**Seema Pusalkar**  
**Ilene Tatroe**

The council received 23 applications and awarded grants to the following 19 applicants:

<b>Demo-graphic Served</b>	<b>Applicant</b>	<b>Project</b>	<b>Location</b>	<b>Decision</b>
<b>Students</b>	The Massachusetts Educational Theater Guild, Inc.	The Massachusetts High School and Middle School Drama Festival	Westford	\$500
	New Repertory Theatre	Classic Repertory Company	Westford	\$500
	Westford Community Compost	Trommel Screen for Westford Community Composting	Westford	\$500
	Discovery Museum	Free Friday Night Fun	Acton	\$250
<b>Seniors</b>	Westford Chamber Players	WCP Concert at the Cameron	Westford	\$300
	Delvena Theatre Company	Isabella!	Westford	\$400
	Mouli Pal	Golden Age Indian Dance Concert and Activity	Westford	\$300
<b>General Audience</b>	Westford Museum & Historical Society, Inc.	Governor John D. Long Portrait Print	Westford	\$635
	Chinese Family Network	End of Year Family Family Celebration	Westford	\$400
	Jeyanthi Ghatraju	Natya Nostalgia - dance for all	Groton	\$300
	Westford Parks & Recreation Department	2019 Summer Concerts on the Common Series	Westford	\$646
	Westford Chorus, Inc.	The Killer B's Winter Concert	Westford	\$500
	J. V. Fletcher Library	Sharks to Parks	Westford	\$150

## CULTURAL COUNCIL – CONTINUED

Demo-graphic Served	Applicant	Project	Location	Decision
<b>General Audience</b>	Middlesex County 4-H Fair, Inc.	4-H Fair Musicians & Educational Vendors	Westford	\$500
	GVW School	Westford ColorFest	Westford	\$400
	Open Door Theater	Little Mermaid	Acton	\$300
	Indian Hill Music, Inc.	Bach's Lunch Concert Series	Littleton	\$200
	Maitreyee Chakraborty	Yearning and adoration in Tagore's Composition	Acton	\$250
	Nashoba Valley Chorale	Emerging Artist Initiative	Littleton	\$250

For the third year, the Cultural Council hosted a booth at the Westford Strategic Planning Retreat in June 2019 to publicize the grant opportunity, recruit council members and to raise general awareness about the Cultural Council among 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.

### **Accomplishments**

New this year, the WCC created its own social media accounts (Facebook, Instagram, and Twitter) to help publicize grantee events/announcements and for future grant cycle publicizing.

The WCC also held a logo design contest with a \$200 award to a winning high school or college student currently residing in Westford. The winning logo will be used on the WCC website, social media accounts, press releases, and other promotional materials. The winner will be announced in FY 2020.

In an effort to increase diversity and cross-population representation on the WCC, the council initiated an outreach effort to Westford Academy to invite interested students to participate as youth members to the council. As a result, three interested students participated in various capacities, but one student in particular, Peter Crosby, attended council meetings and created and maintained a Google calendar of events for the WCC.

In April 2019, the WCC held its first grantee reception at the J. V. Fletcher Library to celebrate the awarded grantees. Grantees were invited to attend to speak about their programs and to network among one another. This event is already adopted by many councils across the state and will be held annually in Westford going forward.

Also, per new MCC guidance, the WCC administered a community survey (now to be conducted annually) to solicit feedback and determine areas of focus for funding priorities. Between March 1, 2019 and June 30, 2019, the council collected information from residents – and likely other local participants. In that time period, 138 people responded via online (Google Forms) and paper surveys. Based on the survey findings, the WCC funding priorities were developed and are described below.

**CULTURAL COUNCIL** – CONTINUED

*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.*

- *Community-wide gathering: festivals, concerts, plays, etc.,*
- *Arts Education, and/or*
- *Nature, Science and environmental education projects*

These priorities are posted on the MCC website ([mass-culture.org/westford](http://mass-culture.org/westford)).

<b>Grants for Current and Previous Years</b>				
<b>Fiscal Year</b>	<b>Number of Applicants</b>	<b>Number of Grants Approved</b>	<b>MCC Distribution</b>	<b>Grant Total</b>
2019	23	19	\$5,700	\$7,281
2018	29	24	\$4,900	\$4,900
2017	29	19	\$4,900	\$4,900
2016	21	19	\$4,900	\$4,900
2015	23	18	\$4,300	\$4,450
2014	22	16	\$4,250	\$4,123
2013	25	14	\$3,780	\$3,780
2012	27	16	\$3,870	\$4,315
2011	24	14	\$3,785	\$4,000

For more information on the Cultural Council, see our page on the town’s website under Community: [westfordma.gov/627/Cultural-Council](http://westfordma.gov/627/Cultural-Council).

## DOG PARK TASK FORCE

During fiscal year 2019, the Dog Park Task Force met seven times but began the year very slowly. Initially we had to figure out what our role was going to be when the Board of Selectmen tasked the Recreation Department to bring a dog park to Westford. This happened at approximately the same time as a new director was hired for Parks and Recreation, which stalled any progress we hoped to make during the summer months. We also lost several members and had to regroup, and the total count on the committee was reduced to nine. There have been vacancies the entire fiscal year.

We identified three possible new sites with each one having its own issues that will require more time to research and discuss with various town committees. One of our members joined the Parks and Recreation Commission in an effort to promote a dialogue between the two groups and a Business Plan was submitted as a first step.

The highlight of the year has been the creation of a logo for our sister organization, Friends of the Westford Dog Park. From drawings submitted by a visual arts class at Westford Academy, we selected the drawing done by Matt A. as our favorite, but it was not an easy choice. With our design in place we will begin fundraising and attend the Farmers Market in August. We also set up a AmazonSmile account that slowly is adding to our bank account.

**Edith Fruscione**  
*Chair*

**Christine Brooks**  
**Lauren Coffey**  
**Karen Hudson**  
**Nan Lindstrom**  
**Sandy Martinez**  
**Kimberley Rose**  
**Chris Yengel**

## 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.

The Economic Development Committee completed its seventh year of service to the Town of Westford. Tom Barry and Bill Nussbaum, chair and vice-chair since the committee's inception, stepped down from those posts while remaining as active members with a particular focus on town special projects. Effective January 1 2019, Bruce Rosenberg and Joan Bennett assumed the roles of chair and vice-chair.

A significant portion of the EDC focus in FY 2019 involved a collaboration with the Northern Middlesex Council of Governments (NMCOG) that awarded contracts to the Town of Westford under the District Local Technical Assistance (DLTA) XI and XII programs in March 2018 and March 2019. The contracts provided support to EDC projects in the area of Planning for Growth. Specifically two tasks were identified: updating the town's Permitting Handbook and updating economic data from the 2009 Westford Comprehensive Master Plan to develop new goals and strategies for future direction.

A major revision to the Permitting Guide was completed in January 2019 and approved for release/posting in February. The revised Westford Business Permitting Guide reflects significant improvements in describing the application process, including detailed flowcharts, timelines, key contact information, and numerous appendices and checklists. The EDC was also identified as providing an ombudsman role where needed in the pre-application meeting. The Guide is online at [westfordma.gov/DocumentCenter/View/7894/](http://westfordma.gov/DocumentCenter/View/7894/).

The current collaborative work efforts with NMCOG are now focusing on updating Economic Development master planning. NMCOG has now provided revised economic demographic data (e.g. workforce employment, number and types of businesses). The draft report also enumerates key strengths and weaknesses identified during the 2015 Economic Development Self-Assessment Tool (EDSAT) project. The next step to be undertaken is to convene forum(s) with local businesses to inform future economic strategies and goals for the Town of Westford and to guide work plans for the EDC.

**Bruce Rosenberg**  
*Chair*

**Joan Bennett**  
*Vice-Chair*

**Tom Barry**  
**Ron Caterino**  
**Thomas Clay**

*Board of Selectmen liaison*

**Jeff Morrissette**  
**Bill Nussbaum**  
**Jodi Ross**  
**Christina Sacco**

**Dan Bush**  
**Dan Burke**  
**Jessica DeRoy**  
*Alternates*

**Patti Mason**  
*Westford Business Association Liaison*

## ECONOMIC DEVELOPMENT COMMITTEE – CONTINUED

The EDC FY 2019 Work Plan is a combination of work tasks identified during calendar years 2018 and 2019. Three broad areas are enumerated: (1) Planning for Growth, which included addressing tax incentives and impact of changing tax revenue streams as well as the objective to develop new marketing materials; (2) Business Enhancement, which addresses items such as the updated Permitting Guide and collaborations with the local Westford Business Association; and (3) New Business Recruiting, which includes state/regional partnerships, monitoring available office space and developable land, and monitoring other critical economic factors such as transportation, housing and employment. These efforts are ongoing and will continue into subsequent fiscal years.

The Economic Development Committee experienced numerous other highlights and accomplishments in FY 2019 as follows:

- The EDC expanded its interaction and collaboration with the Westford Business Association (WBA). Patti Mason continues to serve as the WBA liaison to the EDC providing updates of WBA initiatives and events. Patti has also provided the EDC with updates to Westford demographics. Bruce Rosenberg regularly attends WBA board meetings as does WBA President Sarah Fletcher at EDC meetings. EDC members attended the annual WBA Business Meeting and various other events. The EDC and WBA have worked jointly to nominate local businesses in the area for distinction with the Greater Lowell Chamber of Commerce; this year Rangoli Grill was recognized as a Community Champion and Brian Alcorn of Alcorn & Owens, PLLC, as Distinguished Young Professional.
- Town Manager Jodi Ross provides monthly updates on critical business issues and undertakings in the town. One such example involved Jodi and Board of Selectmen liaison Tom Clay meeting with Puma executives following announcement of the company's decision to leave Westford to consolidate operations in Somerville. The determining factor centered around a largely millennial-age workforce preferring urban settings, and is a timely issue for the committee.
- Jeff Morrissette, Director of Land Use Management, provides monthly reports on permit applications and status; this affords the EDC an opportunity to monitor progress and improve its outreach to new business.
- Ron Caterino and Tom Clay co-chaired the Westford Tax Classification Research Group. After extensive data collection, interviews, and comparative studies, the committee recommended to the Board of Selectman a single tax rate for residential and commercial property with no small commercial property exemption.
- Tom Barry was named as EDC representative to the 12 North Main Street Task Force replacing former member Eli Demetri, who has retired. Bill Nussbum is now the alternate member for the EDC. The Task Force has issued and revised numerous Request for Proposals over the past several years. As of this writing, the latest RFP has closed with no responses from any potential developer. The committee has scheduled follow-up meetings to discuss potential alternative plans for the site.
- Retail vacancy remains an area of concern and focus for the EDC. Ron Caterino provided an update of such vacancies at the Westford Valley Marketplace, Orchard Square, Cornerstone, and other retail shopping areas. The EDC has been briefed by local retail property management and real estate firms as to the challenge and potential solutions. This issue will remain central to the EDC work plan. Ron Caterino introduced the committee to a free app called Loop Net that catalogs commercial leasing and sales property. Bill Nussbum provided background

## ECONOMIC DEVELOPMENT COMMITTEE – CONTINUED

information on a program developed by Randall Arendt addressing redevelopment design strategies for blighted properties. The EDC endeavors to maintain a current list of available office space and land in response to requests for information from MassDevelopment and MassEcon.

- Joan Bennett and Bruce Rosenberg continued their roles as Town of Westford EDC liaisons to the Middlesex 3 and 495/MetroWest regional partnerships, respectively. The regional economic outlook remains cautiously optimistic. Affordable housing, transportation, skilled-labor shortage are common challenges across the region's communities. Joan Bennett attended Middlesex 3 sessions dealing with robotics, mixed-use development, and flexible zoning. Bruce Rosenberg attended 495/MetroWest sessions focusing on transportation issues/improvements, and Massachusetts EDIP/TIF programs. Tom Barry also attended a 495/MetroWest session on priority development areas. The Middlesex 3 "What's Happening in..." series addressing Westford was hosted this year at Juniper Networks and attended by several EDC members with short intro briefs by both Jodi Ross and Tom Barry.
- Jodi Ross presented an overview of Westford at the annual WBA-sponsored Town Managers' breakfast held in March at Juniper Networks, which drew more than 80 attendees; the brief included numerous highlights of new businesses and growth in the town.
- EDC members Tom Barry, Bill Nussbum, Joan Bennett, Christina Sacco, and Bruce Rosenberg again supported the annual Westford Strategic Planning Retreat held in June at Kimball Farms. This year as in the past the EDC shared a table with the WBA. A special focus this year, organized by Tom Barry, was local public transportation systems available to residents and workers. Scott Zadakis, Transportation Management Association Director, provided an overview of the Crosstown Connect program to all attendees and subsequently answered questions and provided additional info at the EDC table. Tom Barry also provided information and schedules for the Lowell Regional Transit Authority bus routes in Westford.
- During the course of the year, Jodi Ross, Tom Barry, Bill Nussbum and other members of the EDC have attended ribbon-cutting ceremonies to welcome new businesses into the community. Some new companies are Code Wiz, AFL, Wellbeing Fitness, and Westford Barbershop.
- The committee maintains contacts with regional technology innovation/incubator centers. Last year the entire committee was hosted by Tom O'Donnell at the UMass IHUB. This year Bruce Rosenberg attended a briefing/tour at the Northeastern Kostas Research Institute.
- Several personnel changes occurred during FY 2019. Ian Coveny and Craig Dillon resigned from the committee to address other work demands. In the fall of 2018, Dan Bush was appointed a member to the EDC, and has subsequently been assigned as liaison to the 35 Town Farm Road task force. In June 2019, Dan Burke and Jessica DeRoy were appointed to the committee.

For further information on the Economic Development Committee's activities, please see the EDC webpage: [westfordma.gov/512/Economic-Development-Committee](http://westfordma.gov/512/Economic-Development-Committee).

Email can be sent to [edc@westfordma.gov](mailto:edc@westfordma.gov).

## 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.

**Joe Targ**  
**Tim Whitcomb**  
*Co-Directors*

In the beginning of July 2018, we had an extended period of high temperatures, heat indices, and humidity. This continued through the month bringing severe weather and power outages. Mid August brought some severe thunderstorms that gave us power outages across town.

In September, local Emergency Management Directors met in Dracut with National Grid to discuss emergency planning and the “Zone Approach.” We were able to share with them what works and does not work during extended outages

We had an active fall with flooding and strong winds in mid October and the threat of a Nor’easter at the end of October that did not end up affecting our area significantly. There were several winter-weather events that did not affect our area until the end of February and into March when there were some winter-weather and strong-wind events that again affected power services.

Scout Troop 195 requested a presentation on Emergency Preparedness that we presented at their troop meeting.

We received an Emergency Management Performance Grant (EMPG) of \$4,950 from the Massachusetts Emergency Management Agency. This fiscal year, using the EMPG, the Town procured sheltering supplies including pet sheltering equipment. We also assisted the Police Department in obtaining ballistic helmets.

Through the help of the Westford Highway Department and Accounting Department, we received \$92,983.08 for reimbursement for a March 2018 snowstorm.

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 longstanding partnership with the volunteers of the PART (Police Amateur Radio Team of Westford) and the Upper Merrimack Valley Medical Reserve Corps, as well as the continued support and cooperation of all town departments that work with us throughout the year.

## ENERGY COMMITTEE

The Energy Committee is charged to advise and assist the town by researching, identifying, designing, recommending, and implementing programs and equipment to encourage and achieve energy efficiency and conservation, and to work in alignment with the Massachusetts Green Communities Division. The goals of the committee are to reduce energy usage, create self-sufficiency, recommend renewable-energy sources, shrink carbon emissions, and assist with the reduction of energy-related costs among municipal, residential, and businesses throughout the town.

**Peter Berson**  
**Michael Berlinski**  
**Juliette Mount**  
**Eric Piper**  
**Matthew Riegert**  
**Todd Palumbo**  
*Alternate*

During FY 2019, the Energy Committee regrouped around a new chair and updated its charge to reflect its current duties. The number of committee members was reduced in order to more easily achieve a quorum.

The Committee worked on several projects in FY 2019. It connected with the Permanent Town Building Committee on the Town Center Building and other current projects. The Committee exhibited at the Strategic Planning Retreat to provide information on Westford's municipal electricity aggregation program. Along with the Green Communities Division and town employees, including the new Facilities Director, the Committee participated in the Massachusetts Green Communities program review for Westford and began to analyze energy usage data to help identify areas for further savings. The Committee began reviewing project opportunities and grant-funding availability for new electric vehicle (EV) infrastructure in the town.

Website: [westfordma.gov/299/Energy-Committee](http://westfordma.gov/299/Energy-Committee)

## ENGINEERING DEPARTMENT

Stormwater management was a priority for the Engineering Department in 2019, with an emphasis on public education to make residents and businesses aware of the increasing costs associated with discharging rain and melting snow into our rivers, streams, lakes, ponds, and wetlands. The Engineering Department worked closely with the town's stormwater consultants and financial team to prepare stormwater funding options for consideration by the Board of Selectmen. Since 2003, the Engineering Department has had a lead role in managing the U.S. Environmental Protection Agency's Phase II Stormwater program that requires the town to satisfy permit objectives in order to discharge stormwater runoff into our natural resources.

**Paul Starratt, P.E.**  
*Town Engineer*

**Jeremy Downs, P.E.**  
*Assistant Town Engineer*

**Bill Kenison**  
*Inspector/  
Facilities Technician*

Intersection improvements at Oak Hill Road and Groton Road continued in 2019, including the completion of the new traffic signals, sidewalks, crosswalks, drainage improvements, and a new culvert at Gilson Brook. While the town paid for the design and land acquisitions associated with the work, \$2.5 million for construction has been funded through the MassDOT Transportation Improvement Program.

The intersection improvements at Dunstable Road and Groton Road broke ground in 2019, with new pedestrian accommodations, stormwater improvements, and a full traffic signal system to replace the existing flashing light. \$2.3 million for construction was funded by MassDOT after the town appropriated money for design, including the use of mitigation funds from the nearby Summer Village development.

Design of the Boston Road Reconstruction Project advanced to the 25% design stage as a combined effort of the Engineering Department, Highway Department, and Water Department. The proposed project will include a new water distribution system, a sidewalk connection from the Town Center to Littleton Road, drainage improvements, and bike lanes. This project was approved by MassDOT for approximately \$6 million in construction funding with assistance from our regional planners at the Northern Middlesex Council of Governments. It is anticipated that the design plans will be completed and permitted for construction in 2024.

Engineering responsibilities for public projects include design, estimates, construction management, and inspectional services. Private projects are also reviewed for compliance with town ordinances in stormwater management, traffic, and subdivision rules and regulations.

The Engineering Department works with the Highway, Planning, Conservation, and Parks 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.

## FACILITIES DEPARTMENT

### **Introduction**

I am pleased to introduce myself along with the inception of a newly created Facilities Department. On May 13, 2019, I was appointed to oversee the town and school buildings as the Director of Facilities. Shortly after, Jacqueline Studley joined the team as the Administrative Assistant. Together, Jacqueline and I join Bill Kenison and a robust school Facilities Department. Our priorities are to maintain a safe and healthy environment for all members of our community to enjoy. I have countless ambitious goals that I look forward to appropriately implementing within the town and department over the years to come.

**Paul Fox Jr.**  
*Director of Facilities*

### **Mission Statement**

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

### **Contact Information**

The Department is located in the Millennium Building, 23 Depot St, phone 978-399-2435.

## 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 FY 2019 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 2019, the voters at the Annual Town Meeting originally passed a \$117,945,274 operating budget for FY 2020, an increase of about \$2,931,481 (2.55%) over the prior year's final budget, with the majority funding the Westford Public Schools budget (\$1,629,177) and the Employee Benefits & Miscellaneous budget (\$629,029). Overall, Town Meeting was presented with a balanced budget, where anticipated revenues are projected to match the approved operating budget. The Town will begin FY 2020 with a Free Cash balance of \$4,283,428 in addition to our Stabilization Fund balance of \$5,380,916, leaving 8.54% 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 3.37%.

In FY 2019, Westford received a 0.87% increase to state aid, with an additional \$145,560 in Chapter 70 funding and \$74,308 in Unrestricted Local Aid. However, the burden of providing local services continues to rely more heavily on property taxes and local revenues. New growth was certified at \$740,243 in FY 2019, which is \$331,386 more than FY 2018. Many large commercial and residential projects have been completed, so the town is not experiencing the same rate of new growth to its tax base such as when Cornerstone Square and Princeton Properties were completed. The town will most likely see new growth increase in FY 2020, as 420 apartment units are expected to begin construction along Route 110.

Lastly, the health insurance premium for current employees increased by 0.6% as the Town and Insurance Advisory Committee agreed to switch health care providers to Blue Cross Blue Shield. The Medicare rates for retirees aged 65 and older did not increase this year. Westford contributed \$1,072,641 to our OPEB (other post-employment benefits) liability, bring the total funding to \$5,985,052. These financial factors enabled Westford to maintain its AAA bond rating with Standard & Poor's.

**Gerald Koehr**  
*Chair*

**Hari Vetsa**  
*Vice-Chair*

**Dennis Galvin**  
*Clerk*

**Liewei Bao**  
**Heather FitzPatrick**  
**Kristina Greene**  
**Shankar Hegde**  
**Beth Morrison**  
**Patricia Pilachowski**

## **FINANCE COMMITTEE** – CONTINUED

In September 2018, the committee conducted its annual reorganization and elected Gerald Koehr chair; Hari Vetsa, vice-chair; and Dennis Galvin, clerk. The committee meets Thursdays at 7pm, 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**

At Fire Headquarters, we hosted a collaborative Emergency Management Services Simulation Training Lab with our Medical Director, Lowell General Hospital Paramedics, and our Firefighter/Paramedics and EMTs. This provided several clinicians with required continuing education hours and strengthened our relationships with outside providers.

**Joseph T. Targ**  
*Fire Chief*

We continue to work on reimbursement for the unpaid balance of certain ambulance bills through the Certified Public Expenditure Program (CPE) for Governmental Ambulance Providers. Dan O'Donnell, the Town's Budget Director, and Joe Joyce, Fire Department Office Manager, work all year on this submission.

### **Training**

Firefighter/Paramedics Sean Brown and Matthew Svatek attended a Wildland Fire training program through the State's Department of Conservation and Recreation in Fall River, MA.

All fire department personnel participated in a Pump Operator/Engineer training program and received certificates through Fire Department Support Systems, Inc.

All Fire Department personnel participated in a driver-training "Emergency Vehicle Operations" program and received certificates through MIIA/Emergency Vehicle Operational Systems.

All Department personnel completed various training programs while on duty each shift. These trainings amounted to 1055 hours throughout the year. These include Rapid Intervention, Scene Size-Up, self-contained breathing apparatus (SCBA) drills, Building Familiarization, Nozzles/Master Streams, Forcible Entry, EMS Training, Vehicle Extrication, and Ice/Water Rescue.

### **Capital Program**

In Spring 2018, Annual Town Meeting approved the replacement of Ambulance 10, a 2007 Chevrolet. A new Lifeline Ambulance on a Ford F550 chassis from Specialty Vehicles was purchased, which includes a new Power-Load stretcher system.

The Fire Department's main radio transmitter at Prospect Hill was replaced.

We moved into our new Fire Headquarters, Fletcher Station 1, at 65 Boston Road on November 1, 2018. While most of the work is complete, we continue to work with our architects from Context Architecture, Castagna Construction (the general contractor), Vertex (the Town's Owner's Project Manager), and the Permanent Town Building Committee to finish with the punch list items and close out the construction account. We will remain under budget for the project.

### **SAFE Program**

The 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 and tours, attend community events, and work with our local Council on Aging. This past year, Lieutenant Darren Lanier led the Lockbox Program for our seniors in conjunction

## FIRE DEPARTMENT – CONTINUED

with the 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

Annual Town Meeting approved funding two additional firefighters for FY 2019.

Last year two of our firefighters retired. Captain Paul Lemieux started his career with the Fire Department in July, 1989 as an auxiliary Firefighter. He was hired on as a call firefighter in May, 1993, and was made permanent in July, 1999. Firefighter/EMT David Devincents started his career with the Fire Department in March, 1994 as an auxiliary Firefighter and was hired on as a call firefighter in March, 1996. He was made permanent in January, 2001. Dave also worked as a Fire Alarm Operator and as a Fire Alarm Technician.

Justin Searles left the department to pursue another career path after almost 11 years on the Fire Department. We wish him well with his future endeavors.

Two new members joined our department last year: Jesse Ryan and Everett Olsen, III, both hired as Firefighter/Paramedics.

Tom Lemieux was moved from a temporary position to a permanent Firefighter/EMT position.

### Fire Chief

Joseph T. Targ

### Deputy Fire Chief

Daniel A. Britko

### Office Manager

Joseph Joyce

### Full-Time Personnel

<u>A-Group</u>	<u>B-Group</u>	<u>C-Group</u>	<u>D-Group</u>
<b>Captain</b> David M. O’Keefe	<b>Captain</b> Shawn P. Girard	<b>Captain</b> James P. Barrett	<b>Captain</b> Mark N. Valcourt
<b>Lieutenant</b> Darren Lanier	<b>Lieutenant</b> Timothy Bellemore	<b>Lieutenant</b> Michael Denehy	<b>Lieutenant</b> James Lamy
<b>Firefighter/EMTs</b> Joseph Delpapa, Jr. Susan Smith William Cashman Timothy Vigars	<b>Firefighter/EMTs</b> Timothy Hall David Greenwood Mark Witherell	<b>Firefighter/EMTs</b> Shawn Ricard David Christiana Justin Searles Thomas Lemieux	<b>Firefighter/EMTs</b> Andrew Anderson Justin Geneau Leon Niemiera
<b>Firefighter/Paramedics</b> David Lefebvre Ryan Monat John Tuomi Everett Olsen, III	<b>Firefighter/Paramedics</b> Zachary Driscoll Joseph Powling Sean Brown Jonathan Zielinski	<b>Firefighter/Paramedics</b> Brian Baker Jeffrey Douphinette Michael Hanley-McCarthy	<b>Firefighter/Paramedics</b> Matthew Svatek Kurtis Triehey Scott Florio Benjamin Simmons Jesse Ryan

## FIRE DEPARTMENT – CONTINUED

### On-Call Personnel

#### Firefighter/EMTs

James R. Klecak  
Don Post

#### Firefighters

Stephen A. Wyke  
James Joncas

#### EMTs

Nancy V. Burns

### Special Assignment Firefighters

#### Fire Training Director

Capt. David O'Keefe

#### Fire Investigation Unit

Joseph Delpapa  
Joseph Powling

#### Emergency Management

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

#### ALS Coordinator

Jeffrey Douphinette

#### EMS Coordinator

Sean Brown

#### EMS Director

Zachary Driscoll

#### Fire Prevention

Lt. Donald Parsons

#### Juvenile Fire Setters Program & SAFE

Lt. Donald Parsons

#### Community Service Officer

Lt. Donald Parsons

#### Grants

Capt. David O'Keefe  
Lt. Michael Denehy

#### Hazardous Materials Tech.

William Cashman

#### SAFE Educators

David Lefebvre  
Justin Geneau  
Kurtis Triehy

#### Website Information & Support

David Christiana

#### Code Enforcement

Dep. Chief Daniel Britko  
Lt. Donald Parsons

#### Communications Team

Chief Joseph Targ  
Matthew Svatek  
David Lefebvre

## FIRE DEPARTMENT – CONTINUED

### Statistics

July 1, 2018 – June 30, 2019

Working on/system tests	1103
Ambulance calls	2052
Outside ALS–Lowell General paramedics	18
Outside ALS–professional EMS	0
Assistance	234
Appliance	10
Engine medical assist	1842
Box alarms	177
Trouble alarms	296
Brush	13
Smoke in building	4
CO detector activation	80
Vehicle	10
Fuel	12
Chimney	4
District 6 incidents	137
Outside electrical	16
Alarm company calls	188
Natural gas leaks	54
Smoke investigation	90
Illegal burn	18
Elevator rescue	7
Lockout	46
Fire in building	12
Water problems	15
Fire, other	30
Mutual aid out	25
Mutual aid in	15
Dumpster	1
Water/ice rescue	1
<b>Total engine responses</b>	<b>3390</b>

Cooking fire permits	47
Brush permits	857
Blasts monitored	50
Smoke detector/CO detector inspections (26f/26g)	452
Fire drills	25
Mutual aid ambulance in	67
Mutual aid ambulance out	105
Black powder blasts	58
Primer cord blasts	2
“Back-to-back” calls	442
Multi– FF/EMT transports	76

**FIRE DEPARTMENT** – CONTINUED

**Requested mutual aid fire in: 16**  
**Requested mutual aid ambulance in: 67**

**Mutual Aid Received**

TOWN/SERVICE	EMS	FIRE
Lowell General paramedics	18 ALS	
Pro ALS		
Littleton	35 ambulances	5 engines
Ayer	2 ambulances/ALS	1 engines
Boston medflight	2 helicopters	
Trinity	12 ambulances	
Groton	4 ambulances	2 engine
Tyngsboro	8 ambulances	1 engine
Carlisle		
Chelmsford		1 engines
Lowell		1 engine
Acton	4 ambulances	4 engines
Nashua, NH		2 engines 1 dive team
Concord		
Department of fire services		
Devens		

**Request for mutual aid fire out: 25**  
**Request for mutual aid ambulance out: 105**

**Mutual Aid Given**

Town/Service	EMS	Fire
Littleton	42 ALS, 12 BLS	5 engines
Acton	7 ALS, 3 BLS	3 engines
Ayer		2 engines
Groton	37 ALS, 1 BLS	4 engines
Tyngsborough	1 ALS, 2 BLS	1 engine
Chelmsford/Trinity EMS	4 ALS	3 engines
Lowell		1 engine
Carlisle	1 ALS	
Pepperell		1 engine
Andover	1 ambulance	1 engines
Lawrence		1 engine
Dunstable		2 engines

## FRIENDS OF EAST BOSTON CAMPS

Westford Friends of East Boston Camps has been recognized by the IRS as a charitable organization under section 501(c)(3) of the IRS code and contributions made are tax deductible.

\*We are very sad to report that our dear colleague Emily Edwards lost her battle with melanoma in the summer of 2019. She was an integral part of our organization and is greatly missed.

### Our Mission

Westford Friends of East Boston Camps was established in 2007 as a nonprofit organization with the mission of supporting the conservation, maintenance, and improvement of the historic East Boston Camps property for environmental, outdoor recreational and educational purposes.

### Our Goals

- Preserving the scenic beauty and natural resources of Stony Brook Conservation Land
- Restoring the historic East Boston Camp buildings
- Bringing back the tradition of overnight camping
- Providing support for including inner-city children in camping programs
- Supporting events to promote community awareness and appreciation

### Our Projects

After our major accomplishment of raising \$285,000 to complete a new bathhouse in 2017, in FY 2019 we completed landscaping for the bathhouse, renovated the infirmary bringing it into ADA compliance with a new bathroom and shower, new kitchen and lounge area, and painting, flooring, lighting, etc. We also completed several information-filled kiosks on the beaches and the entrances to the camps.

Our focus for the coming year is Nashoba Lodge, also known as the Rec Hall. It needs some significant renovation to allow it to be used to its full advantage. It has a spacious interior with a large granite fireplace and is a wonderful place for:

- Indoor games
- Educational events about conservation and local wildlife
- Educational use for 5th Grade Camp, Scouts ,and other groups
- Gathering place after trail walks
- Event space

We will also be replacing the exterior doors in the kitchen area of the dining hall.

### Our Events

Our 10<sup>th</sup> Free Annual Fall BBQ Festival on September 28, 2018 was held at the Camps with 700 to 800 attendees. Among the festivities were:

**Sunny Killoran**  
*President*

**Emily Edwards\***  
*Vice-president*

**Peter Mahler**  
*Treasurer*

**Paul Royte**  
*Secretary*

**Denise Brunelle**  
**Diane Earl**  
**Patti Mason**  
**Rose O'Donnell**  
**Marcia Stokes**  
**Leslie Thomas**  
*Board members*



## FRIENDS OF EAST BOSTON CAMPS—CONTINUED

- Hay wagon rides to the Camps
- Free hamburgers, hot dogs, drinks, and Kimball’s ice cream
- Live music, marshmallow toasting, games, apple bobbing
- Nature walks and live critters to view



Our fifth Fundraising Gala “Woodstock in the Woods” was held on June 8, 2019. It was another sold-out event and a great success. In total, these two events raised over \$28,000. The funds will be used for our work on Nashoba Lodge.

Show your support by becoming a Friend of East Boston Camps or renewing your membership at our website: [westfordfriendsebc.org](http://westfordfriendsebc.org). And while you are there you can download a free EBC Trail Map at [westfordfriendsebc.org/trail-map/](http://westfordfriendsebc.org/trail-map/).

## 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 second Monday of each month at Town Hall.

In FY 2019, the Board of Health continued its proactive approach to protecting the public health of the community by updating our Well Regulations, updating the Tobacco Regulations, and promoting educational programming for the town.

**Zac A. Cataldo**  
*Chair*

**Stephanie D. Granger**  
*Vice-Chair*

**Michele Pitoniak-Crawford**  
*Secretary*

**Joanne Belanger**  
**Susan M. Hanly**

The following personnel support the Board of Health:

Jeffrey 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



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

## HEALTH DEPARTMENT

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

**Jeffrey Stephens**  
R.S. CP-FS  
*Health Director*

### Health Services Division

The Health Services Division focuses on early detection of disease, elimination or control of risk factors for adverse health conditions, and the application of available preventive 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 and educational programs for the community and schools
- health screenings
- mental health programs, with referrals
- substance abuse prevention services
- school-based dental program (grades k-5) and senior dental program
- tobacco control, including enforcement of state and local smoking control requirements, and issuance of permits for tobacco retailers, with compliance monitoring
- town employee wellness program
- sharps program and unwanted medication drop off
- emergency preparedness

You can access the complete list of services on our website at [westfordma.gov/215/Health-Department](http://westfordma.gov/215/Health-Department)

The Health Department remains the host agent for the Upper Merrimack Valley Medical Reserve Corps (MRC). 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 eight flu clinics in



## HEALTH DEPARTMENT – CONTINUED

Westford. Gail Johnson, the public Health Nurse, and Nancy Burns, MRC coordinator, served as advisors for HOSA (Health Occupation Students of America)/Future Health Professionals at Westford Academy. This year they competed in Florida

This year, the Health Department focused heavily on tick- and mosquito-borne illness to educate the public on these very preventable diseases. Several events were held such as health fairs and booths opened at the town farmers markets.

This year was as busy a year as an MRC can have. The unit responded to the Lawrence gas explosions and to the Lowell measles outbreak performing clinical and support work.



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 UVMRC, see [www.umvmrc.org](http://www.umvmrc.org).

These two events not only demonstrated our readiness due to our constant training, our unit also was able to work side by side with other MRC units. Both events showed the need for preparedness training and the need for volunteers.

The town continues 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 attended monthly planning meetings. For more information on the WCNV and a listing of local resources, go to [wcnv.org](http://wcnv.org).

This year, we continued to solicit grants, which enabled us to provide expanded services to our residents. We received generous donations of \$5,000 from the Friends of the Cameron Senior Center and \$5,000 from the Westford Charitable Foundation to support our shingles and senior dental programs. We are extremely grateful for the support of all our partners, which enables us to continue to provide high-quality preventive services to the community and to our most vulnerable 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 held the Celebrate with Care project. This project tries to make people aware of not driving while impaired and suggests non-alcoholic drinks for parties they may be hosting. Ray also spearheaded several anti-vaping projects within the school system. Ray is currently working on grant funding to bring vape detectors into the bathrooms at schools. Additionally, Ray assisted in setting up the first Substance Use Disorder Symposium in Lowell. This will be a free annual event designed to let people know what recourses are available to those dealing with substance abuse.

We continued to work with the Police Department, Westford Against Substance Abuse (WASA), Massachusetts Opioid Abuse Prevention Collaborative (MOAPC), Substance Abuse Prevention Collaborative (SAPC), the Westford Parent Connection, and other

## HEALTH DEPARTMENT – CONTINUED

organizations to educate the public on increasing trends in drug usage. Ray was able to attend one conference this year from grants funded by MOAPC and SAPC. This year, SAPC helped organize a large opioid symposium for the first time.

We continued to monitor tobacco sales at our local stores. The tobacco regulations were changed to increase the age to purchase tobacco to 21 years old. Vaping has now become the challenge of the tobacco industry. The Health Department has updated the tobacco regulation to ban vape devices in the schools altogether. The intent is this will decrease vaping instances within the schools.

We also continued 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 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.

### Health Services Statistics

#### School-Based Dental Program

<b>Total in program</b>	248	<b>Total referrals</b>	155
Total fluoride/cleaning/screening	45	Caries	47
Total number of screenings	248	Orthodontics	45
		Sealants	63

#### Totals by Class

Kindergarten	48	3rd grade	58
Pre/1st grade	37	4th grade	31
2nd grade	38	5th grade	36

### Environmental Services Division

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



## HEALTH DEPARTMENT – CONTINUED

Westford residents. Programs and services include Title 5 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.

Some of the programs and accomplishments of the Environmental Services division include the Health Lakes and Ponds Collaborative, which continued to monitor the previous year's pond treatments and followed them up with additional monitoring to track invasive weed growth. The Collaborative was also granted \$100,000 to continue this important work into FY 2019. This year, Nabnasset Lake, Keyes Pond, and Long Sought for Pond were assessed and inventoried for native and invasive plants.

The food inspectional program is run by Arnie Price. Arnie presents a Serve Safe course every year to organizations and businesses. He also offered food safety training at the Senior Center for its 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. The Health Department is working on achieving Standard 2.

Rae Dick is the primary health agent for the town. She continues to provide numerous inspectional services including weekly beach testing, camp inspections, housing cases, and Title 5 inspections, and Hazmat Review. This past year also included work with UMass Lowell's Department of Public Health.

<b>Communicable Diseases</b>	
Campylobacter	1
Babesiosis	5
Cryptosporosis	3
Hep B	7
Hepatitis C	5
HGA	12
Legionellosis	2
Lyme Disease	36
Salmonella	5
Shiga Toxin Producing Organism	0
Active TB	2
TB Latent	0
Varicella	5
Pertussis	0
Influenza	257

<b>Services</b>	
School Flu Immunizations	39
Seasonal Flu Immunizations	1327
Immunizations	72
Pap Smear Clinic	0
Home Visits	19
Hearing Testing	55
Hypertension Screening	106
Animal Bite Consultation	13
Cholesterol Screening	16
Tuberculosis Testing	0
MRC Hypertension Screening	676

<b>Educational Programming</b>	
Number of Programs	20
Participants	593
Employee Health Programs	15
Number of Participants	280
CPR/First Aid Trained	593

## HEALTH DEPARTMENT – CONTINUED

### Documents and Applications Processed

<b>Septic Related</b>	
Septic Haulers/Installers	112
Soil Evaluations & Percolation Testing	81
System Construction	164
Portable Chemical Toilets	8
Title 5 Inspections Reviewed	244
System Construction Inspections	622

<b>Water/Well Systems Related</b>	
Wells/Water Systems	30

<b>Camp/Camping Related</b>	
Day/Overnight & Rec Camps	7
Inspections Conducted	7

<b>Recreational Water Related</b>	
Swimming Pool Inspections	24
Swimming Pools	20
Bathing Beaches	14
Bathing Beach Inspections/Testing	210

<b>Food Service Related</b>	
Permitted Food Establishments	188
Food Establishment Complaints	10
Catering Licenses	9
Other (Frozen Dessert, Milk & Cream)	110
Food Establishment Plans Reviewed	6
Mobile	18
Seasonal Establishments	25
Temporary Events	58
Farmers Market	15
Residential	5

<b>Body Art Permits</b>	
Body Art Practitioner	1
Body Art Establishment	2
Body Art Plan Review	1

<b>Other</b>	
Temporary Housing	8
Housing Inspections	49
Beaver Inspections/Complaints	2
Building Permits	229
Stabling & Piggery Permits/ Inspection	21
Hazardous Materials Registration	34
Demolition Permit Inspections	24
Funeral Director License	2

## HEALTHY WESTFORD COMMITTEE



*To support the community members of Westford in improving their personal health and safety and that of their households, public spaces and ecosystems.*

– Mission, May 26, 2016

**Jeffrey Stephens**  
*Chair*

**Zac Cataldo**  
**Michelle Collett**  
**Lauren D'Agostino**  
**Will Darling**  
**Megan Eckroth**  
**Don Galya**  
**Gloria Gilbert**  
**Carol Gumbart**  
**William Harman**  
**Alisha Hillam**  
**Kathleen Lynch**  
**Shanti Maheshwari**  
**Katherine Russell**  
**Lynn Tyndall**

The Healthy Westford committee is comprised of a collaboration of various Town departments and residents, all with the common goal of supporting the community members of Westford in improving their personal health and safety and that of their households, public spaces, and ecosystems. The committee broke into three subgroups this past year, where we focused on Walkable Community, Healthy Eating, and Litter Control. Several programs were offered, including trail walks and plant-based cooking classes.

**Come Walk With Us**

Explore new woodland trails at Nab School

Saturday  
October 20th  
9 AM or 10 AM  
(two walks)

Suitable for families with young children.

Parking for Saturday

For information call 978-692-5501

Sponsored by  
• Healthy Westford Committee  
• Westford Recreation Department



## HIGHWAY DEPARTMENT

The Highway Department from July 1, 2018 through June 30, 2019 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, and 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 15,000 tons of bituminous concrete was used for repair and maintenance of Town roads.

### Roads Resurfaced

The following streets were resurfaced with bituminous concrete:

Nabnasset Street	Brookside Road
Plain Road (portion)	Almeria Circle
Granada Drive	Villanova Drive
Fletcher Road	Sawmill Drive
Blackthorne Drive	Lincoln Street
Main Street (portion)	Cold Spring Road (portion)
Groton Road (portion)	Forrest Road (portion)
Cross Road	Gassett Road
Lake Shore Drive North	George Avenue

The following streets were crack filled:

Elm Road	Fir Road
Hemlock Road	Maple Road
Poplar Road	Spruce Road
Stony Brook Road	

In addition to the above, we replaced 28 catch basins and repaired 97 catch basins.

### Snow and Ice Removal

The 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, 5,000 tons of road salt, 60 tons of sand and 4,000 gallons of liquid anti-icing product were used.

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

November 15	8" snow/sleet/rain	Plow/salt
November 19	0" snow/sleet/rain	Salt
November 20	3" snow/sleet/rain	Plow/salt
November 21	Black ice	Salt
December 28	Light snow	Salt
December 29	Black ice	Salt
December 31	Snow/sleet/rain	Salt

## HIGHWAY DEPARTMENT – CONTINUED

January 3	Light snow	Salt
January 5	Black ice	Salt
January 8	Freezing Drizzle 1pm	Salt
January 8	Freezing Rain 9pm	Salt
February 6	Sleet/freezing rain	Salt
February 12	5” snow/sleet/rain	Plow/salt
February 13	Black ice	Salt
February 18	3” snow	Plow/salt
February 18	1” snow	Salt
February 20	3” snow/sleet/rain	Plow/salt
February 25	Black ice	Salt
February 27 & 28	3” snow	Plow/salt
March 3 & 4	8.5” snow	Plow/salt
March 10	1.5” snow/sleet/rain	Plow/salt
March 10	Black ice	Salt
March 11	Black ice	Salt

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 goes to the Board of Selectmen and Town Manager for their full cooperation and support to all members of the Highway Department.

### **Highway Staffing FY 2019:**

**Highway Superintendent** – Richard Barrett

**Office Manager** – Mary Blane

**Administrative Assistant** – Nicole Feliciano

**Operations Supervisor** – Joseph Ingalls

**Crew Supervisors** – Kevin Lynch, David Hall

### **Heavy Equipment Operators**

Michael Cawthron	Brian Keefe	Glenn Robinson
Matthew Critch	Nathan LeDuc	Lewis Tarbox
Joseph Gervais	Edward O’Rourke	Steven Vinal
Timothy Hopkins		

**Fleet Operations Supervisor** – Kosta Tsouprakos

**Mechanic** – Andrew Pelletier

**Parks Operations Supervisor** – Jonathan Revis

**Parks Supervisor** – Robert Upperman

### **Heavy Equipment Operators shared with Parks and Recreation Department**

Brian Auger	Richard Leonard	Derek McNiff
Lloyd Leach	Glenn McCarthy	

**Cemetery Supervisor** – Richard Nowoichik

**Heavy Equipment Operator shared with Cemetery Department** – Connor Mendes

## HISTORICAL COMMISSION

The Westford Historical Commission was established January 21, 1975, by unanimous vote of Special Town Meeting under the provisions of Mass. General Laws Ch. 40 §8D. It is chartered with the preservation, protection, and development of the historical and archaeological assets of the town. It may research places of historic or archaeological value and coordinate activities for the purpose of protecting and preserving such places. It may make such recommendations as it deems necessary to the Board of Selectmen and to the Massachusetts Historical Commission that any such place be certified as a historical or archaeological landmark. The Westford Historical Commission may hold hearings, may enter into contracts with individuals, organizations and institutions for services; may accept gifts, contributions, and bequests of funds from individuals, and perform any and all acts necessary or desirable for the purpose of furthering the Commission's goals.

**David Gutbrod**  
*Chair*

**Brian Alcorn**  
*Secretary*

**Robert Stafford**  
*Treasurer*

**Bruce Doran**  
**Brenda Grant**  
**David Meichsner**

### Key Activities for 2019

- Community Preservation projects
- Monitoring, documenting, and making recommendations regarding demolition applications
- Care and custody of the museum and cottage at 2 and 4 Boston Road
- Painting of the cottage
- Letters of support, deed restriction review, and historic tax credit approval



*The cottage was recently painted with the historic colors Andover Cream and Portsmouth Cinnamon. Both are historic paints from the California Paints Historic line.*

*This house was built at the close of the Civil War in the 1860s and has seen stints as a private residence, fire dispatch house, and museum archival and meeting space.*

## HOUSING AUTHORITY

The Westford Housing Authority (WHA) is entering its 49<sup>th</sup> 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 Board would like to thank Janine McCormack for accepting the position of our Tenant Housing Authority Commissioner. This is one of the most difficult positions to hold on a Housing Authority Board of Commissioners. Ms. McCormack is doing a wonderful job and is a valued member of the Board. Diane Holmes continues to serve as the Housing Authority's representative to the Community Preservation Committee.

The Authority would like to take this opportunity to recognize Commissioner Carol Engel who has completed 28 years of service to the Authority. Muriel Drake has served 25 years on the Board. Nancy Cook, who is the Governor's Appointee, has been very busy trying to make our goal of providing more affordable housing for seniors to become a reality. Her dedication to this cause needs to be noted. This exemplary dedication to Westford's affordable housing programs is applauded and recognized with great gratitude.

The Westford Housing Authority provides housing to low- and moderate-income seniors, families, and persons with disabilities. The portfolio consists of 73 units of senior housing; six family units; and eight units for people with disabilities. The WHA also owns three 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 a capital improvement project at our 7 Church Street building.

The WHA now maintains its wait list with the new CHAMP Application recently created by the Massachusetts Department of Housing and Community Development. This new application is a one-stop option for applying for state-aided public housing by only having to fill out one application to get on housing lists throughout the state. Over the past year we have been inundated with applications for housing for both senior and family housing. 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 seeking 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 provides oversight of resales and refinance activities for many of Westford's affordable homes. This oversight ensures that these units are preserved as affordable housing and remain on the Subsidized Housing Inventory, which is monitored by the

**Diane L. Holmes**  
*Chair*

**Muriel T. Drake**  
*Vice-Chair*

**Janine McCormack**  
*Treasurer*

**Carol Engel**

**Nancy Cook**  
*Governor's Appointee*

## HOUSING AUTHORITY – CONTINUED

state to ensure that our town is making strides toward the state-mandated goal of 10% affordable housing in every community. Westford has seen a large number of resales of affordable homes during the past year, which means that first-time homeowners are moving on to bigger and better homes, opening up new opportunities for other families to purchase their first home in town. The WHA also oversees the annual “Self-Certification of Occupancy” process for approximately 130 affordable homeowners.

The WHA continues 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 following the reporting requirements of their permits.

65 Tadmuck Road, Westford, MA 01886  
Phone 978-692-6011/Fax 978-692-9609  
E-mail: [westfordhousing@westfordma.gov](mailto:westfordhousing@westfordma.gov)  
[westfordhousing.org/](http://westfordhousing.org/)

## HUMAN RESOURCES DEPARTMENT

### **Personnel Advisory Committee**

Joan Bennett, Chair  
Judith Ramirez  
Denise Vuilleumier

**Pamela P. Hicks**  
*Director of Human Resources*

**Deborah Fleming**  
*Benefits Coordinator*

**Bettianne Steffero**  
*Administrative Assistant*

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

The Town consults with Gallagher Benefit Insurance Services (formerly Group Benefit Strategies [GBS]) to secure health insurance. The Town renewed the health insurance coverage with Blue Cross Blue Shield for the period of November 1, 2019 through October 31, 2020 with a 7.9% premium increase for all lines of coverage. This included a .5% premium reduction for bundling the health and voluntary dental plans.

As of June 2019, there were 459 retirees on Medex (Medicare supplemental insurance), 85 retirees on active health insurance plans who were not yet eligible for Medex, and 586 of over 1,200 employees who are actively insured on these plans. The Town insured approximately 57% of town and school employees who were benefit eligible.

The Town's OPEB (Other Post-Employment Benefits) trust fund balance in June of 2019 was \$5,985,052.

The Human Resources (HR) 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 work place violence and sexual harassment policies. Town and School Human Resource Departments work together to ensure consistency and accountability to serve over 1,200 employees and 540 retirees. Some of the daily responsibilities include fielding questions and assisting employees and retirees; working closely with Payroll/Accounting and Finance in administering union contract benefits and ensuring compliance; leaves/absences and payments; benefit changes; Family Medical Leave Act leaves; workers compensation and 111F administration (Police & Fire Accident Insurance); recruitment process; paying, auditing and reconciling benefit bills; turnovers; and HRIS (Human Resource Information System) changes.

The HR Office manages the administration of the following areas:

### **Insurance**

- Plan 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 reconciliation of all benefit bills
- Voluntary long term disability, short term disability, life insurance, accident insurance, vision insurance, and dental insurance
- Administer Workers Compensation program for town and schools
- Administration of Police and Fire accident insurance (111F)
- Medicare Part D reporting for town and schools

## HUMAN RESOURCES DEPARTMENT – CONTINUED

### **Retirees**

- Town retirements, including communication, benefits, and providing support to retirees in conjunction with the Middlesex Retirement System, Mass Teachers Retirement System and PERAC (Public Employee Retirement Administration Commission) for over 540 retirees
- Maintain retiree contact information
- Provide monthly benefit deduction requests to Middlesex Retirement and process turnovers for town and schools
- Mailings
- Process turnovers for Massachusetts Teacher Retirement System

### **Employment Pay and Classification Plans**

- Conducting surveys and drafting changes
- Writing and reviewing job descriptions
- Working with the Personnel Advisory Committee to prepare recommendations for the Town Manager

### **Administration**

- Work closely with department heads, employees, and retirees to assist and advise on a broad range of personnel issues
- Personnel functions including implementation and interpretation of personnel policies and procedures and collective bargaining agreements
- Recruitment
- Hiring
- Union negotiations
- Evaluations
- Salary surveys
- Orientation
- Disability
- Maintain all permanent personnel records
- Ensure ADA compliance
- Handle Family Medical Leave Act leaves
- Human Resource Information System
- Compensated absences
- Employee Accruals
- Annual rollover of the payroll system
- Employee Assistance Program (EAP)

### **Accounting**

- Flexible Benefit Plans (Section 125)
- Monthly benefit withholding audits
- Authorize and process payments of town and school health and benefit bills
- Medicare Part B premium penalty payments
- Process turnovers

The Human Resources webpage can be found at [westfordma.gov/274/Human-Resources](http://westfordma.gov/274/Human-Resources).

## J. V. FLETCHER LIBRARY

*This Library Report is dedicated to the late Dennis Mulligan, 1948–2018.*

**Ellen Rainville**  
*Library Director*

New initiatives, collections, services, technology and expanded programs in FY 2019 included:

- *BookBrowse* database sorting new titles by themes, read-alikes, and reviews
- Children’s Audiobooks Collection (read and hear!)
- New public computers, laptops, and WiFi Hotspots
- *The Westford Eagle* digitized from 1974 to 1990
- *OVERDRIVE* downloadable titles accessible from all Massachusetts library networks
- First-ever after-hours Exam Week for Westford Academy students
- Massachusetts Cultural Council Grant-sponsored *Sharks to Parks* program
- Second *Annual Book Club Tea* (part of Library Services and Technology Act Readers Advisory Grant from the Massachusetts Board of Library Commissioners)
- Request For Responses for a new Library website launch

### **Massachusetts Public Library Construction Project Grant**

Since 2011, Library staff, the Library Facility Needs Committee, and the Library Trustees have worked to poise the municipality for a Massachusetts Board of Library Commissioners Massachusetts *Public Library Construction Project Grant* application, which was submitted in 2017.



*Rear view of future expanded library*

The Town of Westford is now waitlisted at number 8, in line for \$7,851,944 in grant funds. This award rests upon state funding, Town review and future town votes in favor of proceeding with this project (potentially slated for 2022 or 2023). The future design devotes almost all new space to the public and to the residents who use it most. The 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, tutorial, 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

### **Youth Programs**

Exciting and new Youth Services programming in FY 2019 included:

- Library Miniature Golf (funded by the KDK Foundation in memory of Kurt Kelly)
- Library Book Clubs K-5 and Middle School, Mini-Masters and Non-Fiction Book Clubs



*LEGO Escape Room*

## J. V. FLETCHER LIBRARY – CONTINUED

- SNAP Circuits, OZOBOTS and iROBOT (STEM programs)
- LEGO Escape Room
- Make and Take Mondays
- Diwali drop-in program
- Gerald and Piggy
- Playful Engineers
- Teen and Tween Microwave Mug Meals
- Big Games
- Teen and Tween Clue Games
- Pet a Bunny – 4H Rabbit and Cavy Club Meet and Greet
- After-Hours Exam Week
- Hogwarts Night *and* Harry Potter Birthday Party on July 31!



*Weasley Ford*

### **Adult Programming**

Adult programming offered the monthly *Library Book Discussion Group*, the *Cookbook Book Club*, the *Monday Mystery Book Club*, the *Nonfiction Book Club*, weekly *English Conversation Circle*, *Knitting Group*, and the *Westford Job Seekers Network* hosting free weekly motivational and practical sessions to job seekers. Adult programs included:

- Digital Photography and Video
- Breaking Science lecture: Epigenetics
- First Amendment panel discussion
- U.S. Global Engagement and the Military
- Perfume Making with Essential Oils
- Green Burials
- Learn Ukulele
- Nuclear Security in the 21<sup>st</sup> Century
- Maximizing Social Security

*“What’s not to love about the J. V. Fletcher Library?”*  
Library Valentine Campaign

The three Summer Reading Programs (child, tween and adult) netted 2,265 registrants from June through August 2018, with thousands of program attendees. The 2018 state-wide reading themes were: *Readers Rock!* (juvenile); *Libraries Rock!* (tween/teen) and *Libraries Rock!* (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**

In FY 2019, the Friends of the J. V. Fletcher Library Inc. provided over \$20,000 in book and new-format funds, and one-half of the Library’s Merrimack Valley Library Consortium annual membership was paid from the State Aid to Public Libraries account. The Library thanks those gracious donors who gave to the Friends’ fall 2018 *Book Your Journey!* fundraising campaign 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 *Tower Hill*

## J. V. FLETCHER LIBRARY – CONTINUED

*Botanic Garden* facility in Boylston and for enhancing the Library's Main Street entrance all year round with such beautiful and exuberant plantings. The Library and families of Westford thank the KDK Foundation for funding the extremely-popular mid-winter 9-Hole Mini-Golf Tournament in the Library, as well as three other fun-filled programs. The Library won first place in the *Westford Festival of Trees* for its *Star Wars*-themed evergreen and The Coveted RoudenBowl for its a *Universe of Stories (Star Wars!)* Float in the Apple Blossom Parade.



*Westford Garden Club beauty*

We again thank the Community Preservation Committee for recommending the underwriting of the preservation of the historic Greek Revival windows in the third-floor Mary Atwood Hall. This initiative will mean the restoration of a historic original feature of the 1895 Library façade on the Town Common during FY 2020.

### **LSTA Readers Advisory Grant Award**

The J. V. Fletcher Library was the recipient of a \$10,000 Readers' Advisory Library Services and Technology Act (LSTA.) Grant to train Library staff to provide consistent and exemplary Readers' Advisory Services that stretched into FY 2019. In celebrating the 37 independent Westford Book Clubs supported by the J. V. Fletcher Library and the Massachusetts Library System statewide delivery system, a second Annual Book Club Tea was held in June. This grant award was made possible with federal funds provided by the Institute of Museum and Library Services and administered by the Massachusetts Board of Library Commissioners.



*Westford Book Club Tea*

### **Administrative, Personnel and Volunteer News**

The Library thanks all staff for their enthusiasm and customer service, as Library programming, circulation, and attendance continued to expand. We also thank here 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. Additionally, we thank Carol Morse for running the weekly *English Conversation Circle* that provides real-life practice in English for attendees of all backgrounds.

### **Facility Maintenance**

In FY 2019 the Library tackled the following maintenance issues within the facility:

- A new gas line was laid from the street to the building
- The Champion Black Oak was pruned, trimmed, and underwent a sonar tomography

## J. V. FLETCHER LIBRARY – CONTINUED

Risk Assessment, which resulted in the recommendation that this champion be removed

- Safety and security initiatives were introduced

### Professional Development and Town Civic Activity

Library staff continued to be active in various professional organizations, with Director Ellen Rainville serving as MVLC Clerk and on the MLA Executive Board. The Library Trustees are here thanked for their sponsorship of professional memberships, development, and activity in the following organizations that results in an improved library experience for the Westford public:

*“Our Library is a True Gem”*  
Library Valentine Campaign

- ALA (American Library Association)
- MLA (Massachusetts Library Association)
- MSLA (Massachusetts School Library Association)
- MVLC (Merrimack Valley Library Consortium)
- NELA (New England Library Association)
- TEEN Summit
- PLA (Public Library Association)
- YALSA (Young Adult Library Services Association)
- School Library Journal Day of Dialog
- Westford Records and Archive Committee



*Star Wars Apple Blossom Parade entry*

### Library Staffing FY 2019

**Director** – Ellen D. Rainville

**Assistant Director** – Kristina Leedberg

#### Senior Librarians

Head of Youth Services – Nancy Boutet

Systems/Head of Technical Services – Dina Kanabar

Head of Reference and Information Services – Sarah Regan

Head of Circulation – Holly Sheridan-Pritchard

#### Staff Librarians

ILL/Serials Librarian – Charles Schweppe

Young Adult Specialist – Kira McGann (resigned 8/25/18); Katelyn Bennett

Local History/Genealogist –

Virginia Moore

Head Cataloger – Alla Brovina

Substitute – Sandy Kelly

*“Just wanted to thank the Staff for making this Library one of the best around!”*  
Library Suggestion Book

#### Library Associates

Cataloger/Data Entry – Lauren Evans

Fine Arts Librarian/Acquisitions – Carol McCahon

Juvenile Reference/Program Assistants – Ellen Apicco; Jacki Dibble; Gwen

Junghanss (resigned 1/2/19); Jennifer Hamilton

## **J. V. FLETCHER LIBRARY** – CONTINUED

Circulation and Readers' Advisory – Jean Butler (*retired 8/30/18*); Laura Fowler;  
Mayleen Kelley; Judy Madsen; Paula McWilliams; Emily Merz (*resigned 9/6/18*);  
Heather Nevits; Deborah Santoro; Chantale Shepard  
Substitute – Mary Boutet

### **Library Technicians**

Order and Acquisition Receiving – Susan Blanchette  
Inter-Library Loan Support – Jeanne Millet; Bari Pender; Melissa Seldon

**Maintenance Worker I** – Robert Otto

**Maintenance Worker II** – Joseph Burke

**Office Manager** – Amy Spadano

**Library Pages** – 4

**Volunteers** – 19

## TRUSTEES OF THE J. V. FLETCHER LIBRARY

The J. V. Fletcher Library circulated almost 425,000 items in 2019, saw 711 visits per day, and booked free Meeting Rooms over 2,000 times. WiFi usage, database sessions, the Library website and the mobile site saw tens of thousands of hits, as 2019 ended as one of the busiest years for the Library ever.

Since 2011, Library staff, the Library Facility Needs Committee, and the Library Trustees Board have worked to poise the Town of Westford for a *Massachusetts Board of Library Commissioners (MBLC) Public Library Construction Project Grant*. The grant application was submitted in 2017 and Westford is now waitlisted at number 8, in line for \$7.8 million in grant funding. This award rests upon State funding now being sought and future Town votes in favor of proceeding with the project slated for potentially 2022 or 2023. While we are committed to this expansion of our Library, we need the support of the entire Westford community to make this goal a reality. The Trustees will continue to update everyone on the many stages involved in this process, as it unfolds in the years ahead. The Trustee were active in participating in the legislative support of the MBLC budget and the work to fund this important Commonwealth-wide initiative.

**Glen Secor**  
*Chair*

**Hajo Koester**  
*Treasurer*

**Buffie Diercks**  
*Secretary*

**Marianne Fleckner**  
**Alisha Hillam**  
**Robert Price**



*Rear view of future expanded library*

### **Trustee FY 2019 Goals**

- A. The Board of Library Trustees will pursue as the priority FY20 capital request funding for the design of vehicular and pedestrian traffic and safety upgrades of the current Library driveway. The design will address islands, traffic flow pattern, pedestrian right of way, book drop location, lighting, dumpsters, parking lot, and utilization of the former secondary septic leaching area.
- B. The Board of Library Trustees will support the re-design and upgrade of the Library's website.
- C. The Board of Library Trustees will further the objectives of the J. V. Fletcher Library Strategic Plan by collaborating with the Friends in facilitating the launching of the J. V. Fletcher Library Foundation.

### **Library Policies, Revised or Approved**

- Independent Roles of the Board of Library Trustees, the Library Directory and the Friends of the J. V. Fletcher Library, Inc. Board. (10/1/18)
- Trust Fund Policy (10/1/18)
- Policy on Hate Speech (1/7/19)
- Library Bill of Rights (3/4/19)
- Reconsideration of Library Materials (4/1/19)
- Collection Development Policy (4/1/19)
- Freedom to View (5/6/19)

## TRUSTEES OF THE J. V. FLETCHER LIBRARY—CONTINUED

### Trustee Collections, Funds and Board Activities

The J. V. Fletcher Library Trustees used Trust Funds to pay for various staff memberships and development, the Staff and Volunteer Recognition Brunch, and programming and grant support.

### Recognition and Awards

The Trustees would like to thank the wonderful Library staff for once again enhancing and expanding programs, collections, formats and services. At the Recognition Brunch the Trustees honored the following staff anniversaries occurring between Jan. 1, 2018 and Dec. 31, 2018:

- For 15 years: Judy Madsen and Sarah Regan
- For 20 years: Deborah Santoro

The staff is also recognized for concluding a \$10,000 *Readers' Advisory Library Services and Technology Act (LSTA) Grant*

to ensure that Library staff receives the training and education to provide consistent and exemplary readers' advisory services to Library patrons. As well, staff received a *Massachusetts Cultural Council* programming grant, and the Community Preservation Committee recommended additional *Community Preservation Act funds* to restore the Greek Revival windows on the Library third-floor Main Street façade.

A special thanks is extended to former Trustee and Chair Kathleen Canavan, who resigned as a Trustee after six years of committed and dedicated service, serving on behalf of both the Trustees and the Library Facility Needs Committee (2014-2016). After the May 2018 resignation of Trustee Susan Flint (who served from May 2008), the Trustees saw the joint appointment of incoming (and former) Trustee Glen Secor and welcomed new Trustee Alisha Hillam as of the May 2019 election.

The "Link to Literacy" program is still thriving and more needed than ever. We thank here the many volunteers who run that program and all the volunteers without whose service the Library could not run!

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

The Friends of the J. V. Fletcher Library also thanked their many volunteers at the Friends' 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:

- Fall 2018 Fall Appeal raising "Book Your Journey!" funds
- Museum passes and reservation software
- Summer reading, holiday, and juvenile, teen and adult programs
- Popular bestseller books
- Public relations
- Three successful book sales
- Annual membership drive
- Wish list
- Joint work on the Library Foundation



*Library Trustees, from left: Buffie Diercks, Marianne Fleckner, Glen Secor, Alisha Hillam, Bob Price, and Hajo Koester.*

## **TRUSTEES OF THE J. V. FLETCHER LIBRARY** – CONTINUED

The Library Trustees generally meet at 7:00pm at the Library on the first Monday of the month throughout the year. These meetings are open to the public and residents are always welcome to attend and comment. An updated meeting schedule is maintained at the Library website: [westfordlibrary.org](http://westfordlibrary.org) . The Trustees may be reached through this website and all Library policies are available there for public viewing.

## J. V. FLETCHER LIBRARY – CIRCULATION & ACTIVITY STATISTICS

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Year To Date Total
Adult Books	7,358	7,309	6,045	6,275	6,049	6,043	6,968	6,489	7,292	6,618	6,378	6,484	79,308
Young Adult Books	3,675	3,376	2,360	2,126	1,929	2,008	1,930	1,963	2,348	2,340	2,308	3,278	29,641
Children's Books	19,144	17,196	14,002	15,042	13,568	12,418	14,591	13,383	15,906	15,011	13,067	15,922	179,250
Adult Magazines	654	693	621	616	578	630	670	664	808	667	626	755	7,982
Young Adult Magazines	15	7	2	5	1	8	24	4	0	0	1	11	78
Children's Magazines	50	73	22	42	39	102	32	33	72	34	14	52	565
Adult CD's	1,339	1,267	1,104	1,197	1,105	1,150	1,225	1,059	1,117	1,069	1,157	983	13,772
Children's CD's	238	276	183	234	185	183	156	189	188	189	185	213	2,419
Adult Videos	3,000	2,945	2,467	2,632	2,442	2,729	3,121	2,554	2,742	2,474	2,101	2,240	31,447
Young Adult Videos	7	10	3	10	11	13	3	1	4	6	11	12	91
Children's Videos	2,503	2,518	1,517	1,519	1,636	1,797	1,624	1,606	1,656	1,681	1,226	1,541	20,824
Adult Electronic Format	166	211	185	160	129	122	156	128	139	180	166	142	1,884
Young Adult Electronic Format	39	23	14	19	9	13	14	19	54	30	20	75	329
Children's Electronic Format	386	377	226	234	202	212	181	202	218	260	204	308	3,010
Adult Miscellaneous	9	6	10	4	1	2	1	1	9	10	4	7	64
Young Adult Miscellaneous	0	0	0	0	0	0	0	0	0	0	0	0	0
Children's Miscellaneous	39	30	28	11	23	12	9	12	5	39	8	27	243
Commonwealth Catalog Lending	90	29	23	44	17	56	19	26	26	57	81	56	524
Museum Passes	288	306	142	143	119	177	153	193	145	241	151	260	2,318
Overdrive Audio	891	804	731	864	820	818	939	816	925	952	999	1,027	10,586
Overdrive Book	1,490	1,425	1,306	1,282	1,359	1,461	1,614	1,396	1,715	1,678	1,481	1,576	17,783
Overdrive Video	6	4	12	3	5	4	6	2	6	0	1	9	58
Overdrive Magazine	59	96	74	76	72	51	122	113	83	75	79	92	992
Overdrive RLA											134	212	346
Freegal Music	370	312	584	402	1,012	291	287	268	336	396	331	340	4,929
Tumblebooks	103	45	2,367	1,957	1,148	1,415	1,416	896	1,032	786	1,650	514	13,329
Rbdigital	103	111	111	242	375	290							1,232
Homebound	88	89	67	128	90	87	87	78	79	104	84	72	1,053
Foreign Language Deposit	11	12	4	1	1	6	1	0	6	5	1	5	53
<b>TOTAL :</b>	<b>42,210</b>	<b>39,617</b>	<b>34,274</b>	<b>35,327</b>	<b>32,968</b>	<b>32,149</b>	<b>35,392</b>	<b>32,135</b>	<b>36,964</b>	<b>34,952</b>	<b>32,513</b>	<b>36,274</b>	<b>424,775</b>
Previous Year FY18 :	33,650	31,479	33,185	37,530	32,783	31,938	35,977	31,733	37,797	35,354	31,331	36,599	409,356
<b>Percent Change:</b>	<b>25.44%</b>	<b>25.85%</b>	<b>3.28%</b>	<b>-5.87%</b>	<b>0.56%</b>	<b>0.66%</b>	<b>-1.63%</b>	<b>1.27%</b>	<b>-2.20%</b>	<b>-1.14%</b>	<b>3.77%</b>	<b>-0.89%</b>	<b>3.77%</b>

## J. V. FLETCHER LIBRARY – CIRCULATION & ACTIVITY STATISTICS – CONTINUED

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Year To Date Total
OPAC Renewals	2,626	2,289	2,465	2,429	2,260	2,415	2,483	2,605	2,801	2,661	2,296	2,368	29,698
Renewals	10,649	14,319	10,162	12,599	9,414	9,148	9,344	8,542	9,648	9,718	9,568	9,648	122,779
Network transfers IN	4,655	4,663	4,333	4,856	4,248	3,832	5,043	4,358	5,204	4,479	4,135	3,850	53,656
Network transfers OUT	2,193	2,618	2,244	2,361	1,860	1,909	1,869	1,926	2,014	2,052	2,049	2,006	25,101
Inter-Library Loans IN	78	78	69	101	61	52	78	78	67	50	68	53	833
Inter-Library Loans OUT	39	29	23	44	17	19	19	26	27	34	48	24	349
Database Sessions, Fletcher													22,299
Database Sessions, MVLC/Region													4,215
Reciprocal (LOANED)	1,468	1,090	778	951	778	830	1,089	963	1,211	1,157	1,020	1,140	12,465
Reciprocal (BORROWED)	2,382	2,114	1,746	1,854	1,834	2,047	1,937	2,014	2,058	1,506	1,686	1,659	22,837
Hold Requests	4,312	4,056	4,003	3,809	3,558	3,744	4,888	4,423	4,869	3,770	3,800	4,024	49,256
New Registrations	83	69	62	54	46	34	48	33	64	32	38	80	643
Total Reciprocal	3,850	3,204	2,524	2,805	2,612	2,877	3,026	2,967	3,269	2,663	2,706	2,799	31,452
% of Circ to Reciprocal	9.12%	8.09%	7.36%	7.94%	7.92%	8.95%	8.55%	9.23%	8.84%	7.62%	8.32%	7.72%	8.31%
Meeting Room Reservations	126	104	140	199	182	161	195	211	237	207	162	168	2,092
Days Open	25	27	27	26	23	25	28	26	31	28	25	25	316
Hours Open	227	241	209	242	205	215	240	198	244	240	228	227	2,716
Library Website Sessions	7,698	7,300	6,795	5,981	5,509	5,636	7,139	6,839	6,545	6,146	6,014	6,338	77,940
Boopsie Hits	7,472	6,649	6,655	6,287	5,906	6,663	7,499	7,151	8,331	7,484	6,510	6,265	82,872
Internet Users	216	263	226	245	198	190	230	162	177	163	207	223	2,500
Adult Program Attendees	97	124	360	201	196	131	226	147	198	162	184	194	2,220
Adult Programs Offered	8	9	22	19	15	13	20	16	18	19	20	17	196
YA Program Attendees	158	21	19	40	74	33	47	53	77	54	948	898	2,422
YA Programs Offered	7	1	2	4	8	4	6	6	8	8	5	21	96
Childrens' Program Attendees	909	467	318	1,648	1,474	787	202	1,252	1,368	964	763	697	10,849
Childrens' Programs Offered	9	5	6	38	32	13	4	25	34	24	16	15	221
<b>Average Circ Per Day</b>	<b>1,688</b>	<b>1,467</b>	<b>1,269</b>	<b>1,359</b>	<b>1,433</b>	<b>1,286</b>	<b>1,264</b>	<b>1,236</b>	<b>1,192</b>	<b>1,248</b>	<b>1,301</b>	<b>1,451</b>	<b>1,344</b>

## J. V. FLETCHER LIBRARY-TRUST FUND ACCOUNTS

**YEAREND SUMMARY REPORT: J. V. FLETCHER LIBRARY TRUST FUND ACCOUNTS FY 2019**  
 DATE: 7/1/2018 - 6/30/19

ACCT. NAME & NO.	DEP./EXP. CODE	7/1/18 NON-EXPENDABLE FUNDS	7/1/18 EXPENDABLE FUNDS	ANNUAL DEPOSITS	ANNUAL INTEREST	ANNUAL EXPENSES	ANNUAL REAL GAIN/LOSS	6/30/19 BALANCE EXPENDABLE	TOTAL ASSETS
81610860 Library Book Fund #674	860	598100	\$1,572.81	\$0.00	\$249.54	-\$1,000.00	\$1.73	\$824.08	\$13,824.08
81610861 Library Lecture Fund #675	861	\$13,000.00	\$2,184.40	\$0.00	\$546.33	-\$597.07	\$3.84	\$2,137.50	\$32,137.50
81610862 Library All Purp. Fund #673	862	\$30,000.00	\$368.44	\$0.00	\$301.88	-\$481.42	\$2.17	\$191.07	\$17,538.65
81610863 Library Trustee Fund #672	863	\$17,347.58	\$2,528.60	\$0.00	\$1,086.53	-\$1,038.26	\$10.48	\$2,587.35	\$63,724.85
82610864 J.V.Fletcher Lib. Trust #676	864	\$61,137.50	\$27,168.56	\$0.00	\$461.59	-\$493.00	\$3.32	\$27,140.47	\$27,140.47
81610865 E. D. R. Cont. Educ. #677	865	\$0.00	\$3,476.51	\$0.00	\$1,508.63	\$0.00	\$11.52	\$4,996.66	\$89,351.66
81610866 BENEFACTORS' FUND #678	866	\$84,355.00	\$77,251.90	\$0.00	\$1,419.04	\$0.00	\$10.85	\$78,681.79	\$84,045.79
<b>TRUST FUND TOTALS:</b> (Bartholomew & Co. Management)		\$211,204.08	\$114,551.22	\$0.00	\$5,573.54	-\$3,609.75	\$43.91	\$116,558.92	\$327,763.00
		\$325,755.30							\$327,763.00

## NASHOBA VALLEY TECHNICAL SCHOOL DISTRICT

Nashoba Valley Technical High School is a regional technical high school established in 1969 to serve students grades 9–12. It also provides post-graduate programs for those between the ages of 18 and 25 years old in all career areas on a space-available basis. Nashoba has earned an impressive reputation for producing community leaders as well as providing a vast amount of community projects for our district towns. Nashoba Valley Technical High School offers career preparation in 20 technical programs.

**Ronald Deschenes**  
**Emanuel Manolopoulos**  
*School Committee Members*  
*Westford*

**Warren Adam**  
*School Committee Alternate*  
*Westford*



### Administration

Dr. Denise P. Pigeon	Superintendent
Mr. Jeremy Slotnick	Principal
Ms. Jeanne Savoie	Business Manager
Dr. Carol Heidenrich	Technology Director
Mr. Paul Jussaume	Vocational Operations and Facilities Director
Ms. Jobee O’Sullivan	Postsecondary, Continuing & Community Education Director
Ms. Gabriella White	Curriculum Director
Ms. Michelle Valhouli	Special Education Director
Ms. Kyla Callahan	Guidance and Admissions Coordinator
Mr. Jeff Scheminger	Vocational Technical Coordinator
Mr. Ed Storey	Team Chair
Mr. Ryan Wood	Dean of Students

**Accreditation:** New England Association of Schools and Colleges.

### The Learning Schedule

Three 12-week trimesters consisting of eight 45-minute periods set in a four-block schedule, five days per week. The school schedule alternates one week of academic classes with a week in a career-technical area for grades 9 through 12.



# NASHOBA VALLEY TECHNICAL HIGH SCHOOL

## **The Year in Review**

The core mission of a vocational-technical school is to impart to its students knowledge and skills that will be valuable for securing and having success in future employment. In order to achieve this goal, Nashoba Valley Technical High School must constantly look to the future in order to determine the necessary skills that will be valued in an economy yet to come. In the 50 years that have passed since Nashoba Valley Technical High School opened its doors in September 1969, in-demand skills have changed along with career pathways and technology. Nashoba Tech's history is one of near-constant adaptation; not just to keep pace with a rapidly-changing world but to anticipate those changes and keep learning relevant. These changes have come about both in the technical programs that Nashoba Tech offers and in the facilities and equipment of the building.

Announced by Gov. Charlie Baker in the summer of 2019, a partnership between Nashoba Valley Technical High School and Middlesex Community College will allow Nashoba Tech students the option to earn college credits on campus, no charge to the student. This partnership defines Nashoba Tech as the only regional technical school in Massachusetts to receive the Early College Designation, and one of just 17 schools in the state. Also in 2019, Nashoba Tech underwent several program-area renovations, including our in-school restaurant, The Elegant Chef. A fresh new look to the restaurant was possible primarily by donated time and materials from local businesses. Also, our Health Assisting and Dental Assisting programs began extensive renovations to refresh and update both program areas. This project was led by our very own Construction Cluster students and staff, and supported by a Workforce Skills grant, Massachusetts Skills Capital Grant Program. Outside construction consisted of the MSBA accelerated roof repair project ongoing through the summer.

## **Vocational-Technical Programs (Secondary and Post Graduate)**

Advanced Manufacturing	Engineering Academy
Auto Collision Repair & Refinishing	Robotics & Automation
Automotive Technology	Engineering Technology
Biotechnology	Health Assisting
Carpentry	Hospitality Management
Cosmetology	Marketing
Culinary Arts	Plumbing & Heating
Dental Assisting	Programming & Web Development
Design and Visual Communications	Television and Media Broadcasting/ Theater Arts
Early Education and Care	Veterinary Assisting

## **Special Academic Programs**

Advanced Placement, Honors and College Preparatory courses are available in all core subjects. Foreign language, music, theatre art and additional elective courses are offered for all four years to all interested students.

## NASHOBA VALLEY TECHNICAL HIGH SCHOOL

— CONTINUED

### **Dual Enrollment**

The Dual Enrollment Program is a state-sponsored program that allows eligible NVTHS students the opportunity to enroll in courses at a local college while they are still in high school. The Dual Enrollment Program is available to any junior or senior who meets the criteria adopted by both the state and the school district. Juniors who are eligible and recommended by teachers and administration may elect to enter the Dual Enrollment Program and take courses their junior and senior years at a two- or four-year public college or private institution in Massachusetts or New Hampshire. The program allows a student to attend Middlesex Community College, Mt. Wachusett Community College, UMass Lowell or Fitchburg State University on a full-time basis, while still enrolled at NVTHS as a high school student. Credit for the courses applies to both the high school and college transcripts. Upon completion, students receive their high school diploma from Nashoba and one or two years of college credit. Many Nashoba students in recent years have graduated with an Associate degree from a college and their high school diploma at the same time. Also, individual study programs for talented students are directed to their area of excellence. Many of our students are accepted at such distinguished institutions as MIT, Ithaca College, Emerson College, Boston University, and University of Massachusetts, among others.

### **Early College**

In January of 2019, Nashoba became the first vocational school to be awarded the Early College designation from the Department of Elementary and Secondary Education. Students can apply to participate in the Early College at Nashoba program beginning in their junior year. This program allows students to remain at Nashoba, enroll in “concurrent” enrollment classes at NVTHS, and earn credit at both Nashoba and Middlesex Community College. Students would be expected to complete a minimum of 12 or more credits between their junior and senior year. These credits are offered at no cost to the student or their families. Additionally, beginning with the class of 2022, students will enter the program with one credit earned for Career Exploration. This course is taken by all students in grade 9 when they participate in their required Freshmen Exploratory of all Nashoba’s technical programs. In future years, all students will earn one credit apiece for a First Year Seminar and a Service Learning course, both of which are currently in development. Early College at Nashoba students have all the resources of Middlesex Community College available to them. They become college students with access to libraries, technology centers, and support services available at the college. Nashoba’s teachers work with a mentor from Middlesex to design the course and to help students get the most benefit from this unique experience.

### **Community Service Projects**

Nashoba is unique in its approach to community service and its relationship to its district towns. 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. The students perform all necessary work for the district towns to complete their requested project. The Community Service Program educates students in a real world setting and allows the towns the benefit of observing Nashoba students at work, creating a lasting tribute to their efforts and having a major project completed without over expending limited town resources for capital improvement.

# NASHOBA VALLEY TECHNICAL HIGH SCHOOL

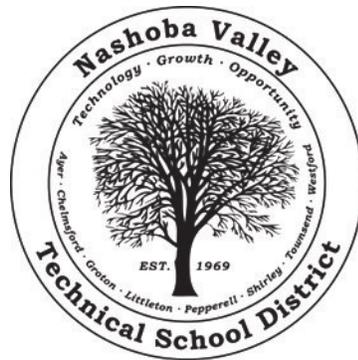
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## Student Activities

Nashoba sponsors an extensive program in intra-scholastic sports including varsity teams in 16 current high school sports, with equal opportunities for both male and female students. We hope to add tennis and crew as new team sports. Other extracurricular activities include Student Council, National Honor Society, Music Honor Society, Yearbook, Kick Off Mentors, Students Against Destructive Decisions (SADD), Skills USA, Student Leadership, Peer Mediation, Chorus, Drama, and many special interest clubs. No user fees are imposed on any sport, school-sponsored club, or activity.

## Continuing and Community Education

Nashoba Tech's Continuing Community Education Program offers many late afternoon and evening classes to our community, such as Electrical Technology, Advanced Manufacturing, and Driver's Education. Additional information can be found on the NVTHS website, [nashobatech.net](http://nashobatech.net).



## PARKERVILLE SCHOOLHOUSE COMMITTEE

The Parkerville Schoolhouse Committee oversees the care and maintenance of the historic District 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.

### Living History Program

In April-June of 2019, students from 17 Westford third grades (and three 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 twentieth century and bring a lunch of the same era. They are excited to take on the names of former students such as Elizabeth and Ruth Nesmith, Frank Jarvis, Bernard Wilder, Fred Griffin, Harold Vose, Selma Williamson, and Connie Succo, many of whose names continue to be heard in street and road names in Parker Village. Spending a day at the schoolhouse is a highlight of many students' elementary school memories.

**Heidi Hatke**  
*President  
and Building Usage Coordinator*

**Dolly Michaelides**  
*Vice-president*

**John Wilder**  
*Treasurer  
and Building Maintenance*

**June Kennedy**  
*Archivist  
and Corresponding Secretary*

**Joe Morano**  
*Website Director*

**Bob Oliphant**  
*Recording Secretary  
and Publicity*

**Bonnie Oliphant**  
*Living History Liaison*

**Roger Plaisted**  
*Building Maintenance*



*The schoolmarms. From left: back row, Heidi Hatke, Dolly Michaelides, Melva-Jean Shepherd, JoAnne Lund. Front row, Bonnie Oliphant, June Kennedy, Ellen Harde.*

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. Sadly, board member and fellow schoolmarm Marcia Chamberlain lost her battle with cancer this past spring. She enjoyed being a part of this committee and volunteer teaching and will be missed. On a happier note, we were pleased to welcome Joe Morano as the newest member of the board of the Friends of the Parkerville Schoolhouse.

### Building Usage

Beyond the annual Living History Program, the schoolhouse is used by local groups. Over the past year the schoolhouse has been used free of charge for Girl Scout meetings and for 4-H Club meetings with the Girl Scouts often making decorations for our windows. The schoolhouse is frequently rented for a nominal rental fee for bridal showers and small

## PARKERVILLE SCHOOLHOUSE COMMITTEE – CONTINUED

birthday parties, taking into consideration that the 20+ school desks need to remain in the space but can be pushed to the side. The schoolhouse is also used 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](mailto:h.hatke@verizon.net). The rental agreement and rules can be found on our website, [www.westford.org/parkerville](http://www.westford.org/parkerville).

### **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 townwide mailing, to fund the needed routine maintenance. One such form of maintenance is exterior painting. In FY 2018, the committee requested estimates from local painting companies and decided to use a firm that specialized in restorative scraping and painting rather than simply painting over the existing shell. During the process, sill rot was discovered and we decided to have the repairs done at the time, which involved jacking up the building. This unforeseen work required thousands of dollars beyond the amount in our coffer. Fortunately, however, the Town covered the cost of the sill replacement, and thanks to the donations we received from our 2018-2019 annual townwide mailing, we are back in the black.

In FY 2017, the Town evaluated the cost of installing a natural gas line to the schoolhouse so we could convert from oil to gas. This huge job began in late spring ending in midsummer of this past year and the entire cost was covered by the Town. Now, while the upstairs looks like the nineteenth century, the newly installed and silver wrapped heating ducts in the basement look like a scene from the future.

### **Annual Clean-Up Day**

On our annual clean-up day on April 20, 2019, we spruced up the inside of the schoolhouse and the schoolyard and gardens. This year our volunteer brigade was limited. A big job in the schoolyard each year is raking up and returning to the parking lot the gravel the snowplows have pushed onto the lawn. A Friend, Tom Unterberg, helped with this job as well as mowed the lawns this summer.

### **Annual Parkerville Schoolhouse Open House**

The annual Parkerville Schoolhouse Open House, always held the first Sunday of November, was well-attended on November 4, 2018. This day Westford residents JoAnne Lund, David Fox, and Randy Severance kindly provided music for the occasion. 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 the Parkerville Schoolhouse.

## PARKS AND RECREATION COMMISSION

The Parks and Recreation Department is responsible for the maintenance and upkeep of a wide variety of active and passive parks and grounds throughout town, as well as oversight and delivery of quality recreation programs and services to the broader Westford community.

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

The Parks and Recreation Department would like to acknowledge the Town departments boards and committees; Westford Public Schools; residents; volunteer organizations; and vendors with whom we work to leverage available resources and create quality programs, facilities, and services making Westford a great place to live, work, and play.

### Recreation

Westford Recreation offers high-quality programming options for ages pre-school through adult. The department produces a program brochure twice per year which is mailed to all Westford residents in addition to being available online. Registration for most programs is available online at [westfordrec.com](http://westfordrec.com). Examples of programming include:

**Adult:** Aikido, Archery, Badminton, CPR/AED/First Aid, Cardio and Fitness Fun, Nitehawks – Couch to 5K, Adult Premier Golf School with Seth Dichard, Qi Gong and Tai Chi, Tennis, Volleyball (co-ed) Beginner to Intermediate

**Youth:** Junior Premier Golf School with Seth Dichard, Nitehawks Fall Cross Country Track, Nitehawks Elite Indoor Track, Nitehawks Winter Indoor Track and Field, Junior Volleyball for Girls, Impact Speed & Agility with D.J. Brock

**Pre-school:** FitPlay, Lil' Chippers Golf, No-Bake Cooking for Little Chefs, Soccer for Pre-K/Kindergarten, Soccer for Tiny Tots, Hockey – Nashoba Learn to Play Hockey & Learn to Skate

During the summer our department offers a variety of weekly programs for ages 4-16 that keep kids engaged, active, and entertained. Some of these programs include Ready-Set-GO, Kids Club, and Destination Exploration. Each of these programs has a variety of activities, including sports, fishing, swimming, swim lessons, arts and crafts, and field trips, to name a few. The department also offers a leadership program. Teenage participants in this program are exposed to a curriculum that teaches the skills and abilities necessary to succeed in a working environment. Many leadership participants secure employment as program counselors within our department.

Westford Partnership for Children (WPC) is an afterschool enrichment program run by the Recreation Department, in partnership with the Westford Public Schools. WPC is offered in all six elementary schools and at Stony Brook Middle School as the Middle School Rec Club. Enrichment programming begins at the close of school each day and

**Kevin (Kacy) Caviston**  
*Chair*

**John McNamara**  
*Vice-Chair*

**Christopher Barrett**  
**Kristi Bates**  
**Kathleen Burns**  
**Lauren Coffey**  
**Michael Sawyer**

## PARKS AND RECREATION COMMISSION – CONTINUED

runs through 6PM. Each day is divided into three activity blocks, with a variety of activities including homework club, computers, STEM, sports & games, and arts & crafts. WPC staff work continuously to identify age-appropriate curriculum offerings in these and other areas. The WPC program offers exceptional quality, flexibility, and affordability to parents and continues to be one of the most popular programs run by the department.

### **Parks and Grounds**

The Town of Westford has millions of dollars worth of properties and associated infrastructure that the Parks and Grounds Department is responsible for keeping attractive, functional, and safe for use by the community. This includes active and passive recreation areas, playgrounds and safety surfacing, basketball and tennis courts, the Bruce Freeman Rail Trail, beaches and bathhouses, manicured lawns and plantings, wooded property lines, outbuildings with plumbing and electrical distribution systems, irrigation systems, parking areas, fence lines, etc.

In March and April of 2019, we experienced record days of rainfall. As a result, the majority of our athletic fields were not available for play until mid-April. Thankfully, close communication between our department and the youth sports organizations underscores a cooperative partnership that balances the desire for use with the long-term viability of the facilities. Preventing early season damage is one of the best maintenance plans available. The department appreciates this partnership that preserves the public interest in these facilities.

FY 2019 was a busy year for the Parks and Recreation Department. We accomplished improvement projects at multiple facilities throughout Westford. Among the more notable project were:

### **Graniteville American Legion Baseball Field Reconstruction**

The Parks and Grounds staff completely rebuilt the G6 baseball field at the Graniteville American Legion complex. Work included stripping the existing turf grass, laying out and adjusting field dimensions, laser grading the surface, adding clay infield mix and soil, adjusting the irrigation system, and installing new sod. Due to the knowledge, skills and ability of staff, the majority of this work was accomplished in-house.



*Graniteville American Legion G6 baseball field, sod installation*

## PARKS AND RECREATION COMMISSION – CONTINUED



*Parks Grounds staff, from left: Brandon Chasse (seasonal), Brian Auger, Bobby Upperman, Jonathan Revis, Derek McNiff. (Not pictured: Lloyd Leach, Glen McCarthy)*

### **Forge Pond Beach Improvements**

The department undertook a Master Concept Planning effort that included several public meetings to receive community input on needed improvements at Forge Pond Beach. As a result of those meetings, the following general scopes of work were identified:

- Improve overall site aesthetics and functionality
- Create appropriate pedestrian/vehicle separation
- Improve the facility entrance/egress from West Prescott Street
- Formalize parking to include appropriate handicap-accessible spaces
- Create accessible pedestrian-only entrances and pathways at the site
- Construct an accessible playground
- Renovate and improve the bath house/concessions building
- Create nature walking loop trails on the western side of the property
- Undertake shoreline reconstruction to mitigate erosion and manage stormwater run-off
- Remove and replant trees and shrubs throughout the site
- Improve soil and lawn
- Formalize boat storage area, including fencing and access paths

It was clear from the discussions that the overall scope of work would require incremental phasing due to anticipated project costs and associated impacts to the facility operations.

In December of 2018, State Representative James Arciero secured \$100,000 through the Department of Conservation and Recreation towards creation of a playground and other improvements at Forge Pond Beach. Using the information gathered from the Master Planning effort, the department developed a Phase 1 Forge Pond Beach Improvements Plan that includes an accessible playground, a reconstructed parking lot with accessible parking, accessible pedestrian pathways, and some new site furnishings. Project costs

## PARKS AND RECREATION COMMISSION – CONTINUED

were anticipated in the \$800,000 range. Project funding was authorized as a combination of \$60,000 in Summer Village mitigation funds approved by the Planning Board and Board of Selectmen, as well as \$770,000 in Community Preservation funds recommended by the Community Preservation Committee and approved at the 2019 Annual Town Meeting. Final design was completed in June 2019, and the project will be publicly bid early in FY 2020 to secure construction services.



*Architect rendering of Forge Beach improvements.*

### **Graniteville American Legion Facility Redesign**

The Graniteville American Legion facility includes a large playground, four baseball fields (one with night lighting), three softball fields, two basketball courts, a tennis court, batting cages, two outbuildings used for concessions and equipment storage, and a partially formalized parking area. In FY 2018, Annual Town Meeting approved \$225,000 from Community Preservation funds to conduct a facility redesign that meets the current community needs. In FY 2019, the department issued a formal public Request for Qualifications to secure designer services. A designer selection committee consisting of Parks and Recreation Commissioners Kacy Caviston and Chris Barrett, Finance Committee member Patricia Pilachowski, Assistant Town Manager Eric Heideman, and Parks and Recreation Director James Duane reviewed design proposals, conducted interviews, and recommended awarding the design contract to Weston & Sampson. The design process will include development of multiple concept plans that will be refined through a series of public meetings, with a final design ultimately brought forward to Town Meeting seeking construction funding authorization.

### **Tennis and Basketball Court Resurfacing**

In FY 2019 the department prioritized an improvements program to resurface outdoor tennis and basketball courts. We were able to complete project work on the tennis courts at Captain Stephen Hamilton Field and Greystone Field. Work at each location included

## PARKS AND RECREATION COMMISSION – CONTINUED

pressure washing the existing court surface, crack-sealing compromised asphalt, applying multiple coats of colored sealcoating, and relining the courts for their respective sports. During the relining of these tennis courts, pickleball court lines were added. The courts are now multi-use tennis/pickleball facilities. As a result, there are seven new outdoor pickleball courts available for community use.



*Captain Hamilton tennis court before resurfacing*



*Captain Hamilton tennis court after resurfacing*

In addition to the above, the department completed:

- Relocation of the Parks and Recreation administrative offices from leased space in the old Courier Building at 22 Town Farm Road to the third floor of the newly renovated Roudenbush Community Center at 65 Main Street
- Installation of a new roof and steel doors at the Edwards Beach bath house/concession building

## **PARKS AND RECREATION COMMISSION**—CONTINUED

- Refurbishment of the concrete lawn sculptures at the St. Onge Playground, located at the Frost Field, due to the effort and assistance of Malvika Bhardwaj and Shailaja Gillett.
- Installation of an irrigation system at the Community Garden

### **Parks, Grounds & Recreation Staff**

**Director:** James Duane

**Assistant Director:** Michelle Collett

**Office Manager:** E. Roze Fredkin

**Registrar/Program Coordinator:** Pam McNiff

**Office Administrator:** Joy Felicani

**Operations Supervisor:** Jonathan Revis

**Crew Supervisor:** Robert Upperman

**Heavy Equipment Operators:** Brian Auger, Lloyd Leach, Glen McCarthy

**Site Directors:** Tamara DeMaio, Tiffany Gintner, Tiffany Jurewicz, Merideth Lencsak (resigned January 2019), Elizabeth McKeeman, Kimberly Smith, Anne Taylor (hired August 2018), Colleen Willett (hired April 2019), Sarah Waterman

**Assistant Site Directors:** Dillon Brock (resigned August 2018), Nick Adams, Kayla Belliveau (hired April 2019)

**Administrative Office:** 65 Main Street, 3<sup>rd</sup> floor

**Website:** [westfordma.gov/268/Parks-Recreation-Department](http://westfordma.gov/268/Parks-Recreation-Department)

## PEDESTRIAN SAFETY COMMITTEE

The Pedestrian Safety Committee is charged with identifying and evaluating options for improving pedestrian and bicycle safety in Westford. Such options might include, but are not limited to: sidewalks, 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 and bicycle safety option, as well as possible funding sources. The committee presents recommendations to the Board of Selectmen.

**Chris Barrett  
Peter Ewing  
Don Galya  
Michael Green  
Scott Hazelton  
Karen Hudson**

Snow removal for sidewalks was an important project that the Pedestrian Safety Committee worked on early in FY 2019. In conjunction with Richard (Chip) Barrett, Westford Highway Superintendent, the Pedestrian Safety Committee presented to the Board of Selectmen several options for snow removal for the town's sidewalks. The Board of Selectmen elected to utilize contractors to continue to clear the Plain Road sidewalk and clear the sidewalks around the Town Common.

The committee met with Westford Academy students and parents who were very concerned about the safety of students on the roads around the Academy. The students conducted a pedestrian and bicycle safety survey of all the Academy students that yielded valuable information about the commuting habits and safety concerns of the students. The resulting dataset will be used to help make policy decisions regarding pedestrian and bicycle safety projects around Westford Academy.

Capital projects for pedestrian safety were a key concern and focus of the committee during FY 2019. The Pedestrian Safety Committee recommend that funding be approved for the design of a sidewalk along Carlisle Road from Lyberty Way to Route 110. That recommendation was supported by the Board of Selectmen. In addition, the committee recommended that the board support bringing forward requests for sidewalk designs on Plain Road and Robinson Road to the Capital Planning Committee. Both requests were supported by the Board of Selectmen.

Comments and suggestions for pedestrian and bicycle safety improvements are welcome and should be sent to Chris Barrett ([cbarrett@westfordma.gov](mailto:cbarrett@westfordma.gov)).

## PERMANENT TOWN BUILDING COMMITTEE

The Permanent Town Building Committee (PTBC) completed the construction of two large building projects for the town this past year: the new Fire Headquarters on Boston Road and the Roudenbush Community Center Rehabilitation Project. We also assisted the School Department with the completion of the construction of the Abbot Roof Replacement Project and the Westford Academy Track Renovation Project.

The PTBC also continued with the planning and design of the New Center Building which will replace the now abandoned Center Fire Station. We also were involved in the planning of the potential use of 63 Main Street, which is a 2.93-acre residential property located adjacent to the Roudenbush Community Center that the town purchased in October 2018. The potential use of this property includes consideration of relocating the School Administration to this site in town center.

**Thomas Mahanna**  
*Chair*

**Kirk Ware**  
*Vice-Chair*

**Paul Davies**  
*Treasurer*

**Nancy Cook**  
*Secretary*

**Gary Lavelle**  
**Jeanne Roberts**  
**Jim Zegowitz**

**Scott Hazelton**  
*Alternate*

### Fletcher Station 1



Construction of the new Fire Station Headquarters on Boston Road was completed in November 2018. The Fire Headquarters was constructed on a 4.8-acre parcel of Town land located at the intersection of Boston Road and Blake's Hill Road. The Fire Station is a 19,572-square-foot two-story building that includes five drive-through apparatus bays, a 50-person training room, and office and meeting room space on the first floor. The second floor includes dormitory rooms, kitchen, break room, and a fitness room. Construction of the Fire Headquarters was completed by Castagna Corporation of Newburyport, MA. The final construction cost was \$9,829,943.58. The total appropriation for the project was \$12,772,000, which was approved at Annual Town Meeting in March 2015. The total final project cost was \$12,155,034.

## PERMANENT TOWN BUILDING COMMITTEE—CONTINUED

The Fire Department celebrated the completion of the project by holding an open house on Saturday, December 15, 2018. The event was attended by over 200 residents, town and state officials, and invited guests. After the dedication ceremony, tours were conducted of the facility for all to observe this new start-of-the-art facility. The Fire Headquarters was named Fletcher Station 1 in recognition of the Fletcher family's over 100 years of involvement on the Westford Fire Department. Many members of the Fletcher family were present to participate in this recognition.



*View of apparatus bays of Fletcher Station 1.*

### **Roudenbush Community Center Renovations**

A total construction appropriation of \$7,012,612 was approved at Annual Town Meeting in March 2017 and construction began in the fall of 2017. NELCO Worldwide, of Burlington, MA, served as the General Contractor to renovate Westford's second Academy school building, now the Roudenbush Community Center. Mills Whitaker Architects, of Arlington, MA, designed, detailed, and oversaw the construction of this historic town landmark. Construction was substantially complete at the end of 2018, allowing the tenants to occupy the facility in January 2019, with final completion expected in the fall of 2019. A dedication ceremony and an open house for the public was held in March 2019. The building is now home to the Westford Recreation Department and The Roudenbush Community Center, Inc., a non-profit organization

This building, originally designed by architect H. M. Francis and built by contractor William C. Edwards, has stood at 65 Main Street since the fall of 1897. Initially built as a private school, Westford Academy became the public school in town in 1928, and the building was renamed the William C. Roudenbush School to honor the principal who served from 1912-1937.



The primary goals of this Community Preservation Act-funded project were to provide handicap accessibility and address safety concerns while preserving the historic appearance of this iconic 120-year-old building. Renovation work included: constructing an elevator and accessible entrances and restrooms; providing new structural members; renovating an inefficient steam heating system; modernizing the plumbing; tackling

## PERMANENT TOWN BUILDING COMMITTEE – CONTINUED



the four generations of electrical wiring; installing WI-FI, networking, and security systems; and providing a fire protection system – all while maintaining the historic integrity of both the building’s interior and exterior. The last major renovation of Roudenbush occurred in 1928 when the gymnasium was added to the rear of the structure.

Historical detailing and replicas to match the original details abound in this renovation. On the exterior, the original front door, with a century of wear and tear, has been brought back to its glory with artisanal craftsmanship and faux graining techniques. The exterior stone wall was infilled with local granite and was cut, finished, and grouted in a rarely used

historical technique to match the remainder of the facade. The slate roof has been replaced to last another century. The glorious cupola with its original wood arches and detailing, copper roof, weathervane, domes, and grotesques have been restored. (Grotesques, or chimeras, are gargoyles that do not have waterspouts.)

In the interior, the original tin ceiling in the second-floor foyer has been up-lighted to show its detail. Lead-wrapped industrial doors were salvaged from the original mechanical room and placed as artifacts on the walls of the lower lobby. Replica “schoolhouse” lighting fixtures adorn Avis’s Lounge, classrooms, conference rooms, and hallways. Some restrooms retain their original stone corner sinks, while others have been renovated with finishes common to the early 20th century. Paint colors were chosen to complement the era of the early days of the building’s glory. Hand-carved acorn-shaped newel drops have been crafted to fill in where details were missing below the third-floor stairway balustrade, while the elegant, original newel posts still stand grandly at the base of each stair. The original third-floor gymnasium, which spent the last few decades as storage, has been repurposed as office and meeting space for the town, and was refinished with infill, beaded wood walls and wainscoting details to match the existing finishes. The historical “graffiti,” carved by former students on the east-facing dormer walls, remain intact.



Westford residents are encouraged to drop by and see the magnificent renovation at Roudenbush Community Center!

## PERMANENT TOWN BUILDING COMMITTEE – CONTINUED

### **Abbot School Roof Replacement Project**

The PTBC worked with the School Department to replace the Abbot School roof, which included needed repairs to the cupola, replacement of the sloped and flat roofs, and the installation of a Kalwall above the gym to meet current roof warranty standards. The project was approved by the Massachusetts School Building Authority (MSBA) for inclusion in the Accelerated Repair Program. The total project budget of \$3,066,442 was approved at Annual Town Meeting on March 24, 2018. The project was approved for a maximum reimbursement rate of 44.48% for eligible project costs. Based on this, the estimated savings for the town by participating in the Accelerated Repair Program was \$1,069,917.

The construction contract was awarded to Titan Roofing, Inc, of Springfield, MA at their low bid of \$1,987,000. Work began in June 2018 immediately after school let out for the summer. Substantial completion was reached on August 24, 2018 just prior to the start of the new school year. Final completion of the project was achieved in late fall 2018. The project was completed substantially under budget. The School Department is proceeding with additional heating, ventilation and air-conditioning (HVAC) improvements at the school which were determined to be needed after this project was completed.

### **Westford Academy Track Renovations**

The existing track surface at Westford Academy Alumni Field was approximately 15 years old and was determined to be a high-priority capital improvement in the Master Plan for the Athletics Complex that was completed in 2016 by Gale Associates. The total estimated cost to renovate the track and complete other improvements including perimeter fencing and striping was \$700,000. The project received \$350,000 in Community Preservation Act funds initially in 2017, and an additional \$350,000 at Annual Town Meeting in March 2018.



The construction contract was awarded to Heimlich Landscaping and Construction Corporation of Woburn, MA at their low bid of \$588,000. Construction began immediately after graduation on June 1, 2018 and was completed in early fall 2018. The final construction cost was \$646,225, and the total final project cost was \$680,300.

### **New Center Building**

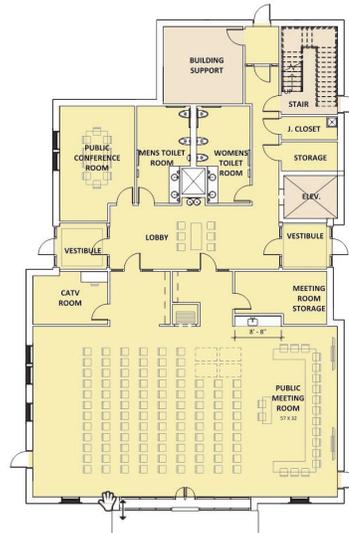
The PTBC has been working since 2017 with Context Architecture on the planning and design of a new Center Building to be constructed at the location of the abandoned Center Fire Station. Annual Town Meeting in March 2017 appropriated \$60,000 for a Feasibility Study to evaluate constructing a new building in this location. The Feasibility Study was completed and presented to the Board of Selectmen in January 2018. This presentation included two floor-plan options: one that included a partial basement (10,000 square feet total), and a second without a basement (8,800 square feet total). The preliminary cost opinions for the project ranged from \$6.9 million to \$7.8 million. The

## PERMANENT TOWN BUILDING COMMITTEE – CONTINUED

Board of Selectmen recommended that the PTBC proceed with the building plan without a basement. Annual Town Meeting in March 2018 approved an appropriation of \$320,000 for architectural design fees for the project.

Context Architecture has been working with the PTBC and a Working Group of representatives from Context, PTBC, Town Manager’s office, Technology Department, and the Veterans Agent. The current building design includes 9,060 square feet on two floors. The Center Building will include space for a 100-person meeting room on the first floor and offices for the Technology Department, Veterans Agent, and the newly created Facilities Department on the second floor. The current cost estimate for the project is \$7.4 million.

Design and permitting of the project will continue through the fall and winter of 2019. The PTBC will seek the full construction appropriation at the 2020 Annual Town Meeting. If approved, construction should begin in late summer 2020 and be completed by early fall 2021.



*First floor includes 100-seat meeting room.*

### 63 Main Street

At Special Town Meeting in October 2018, the voters approved \$600,000 to purchase the property at 63 Main Street. This is a colonial revival home that was constructed in 1893, and sits on 2.93 acres in the Town Center. The property directly abuts both the Roudenbush Community Center property and the Town Hall complex. The Board of Selectmen appointed a Task Force of stakeholders with an interest in the site to obtain public input into potential uses or sale of the property. Nancy Cook and Kirk Ware represented the PTBC on the Task Force.

A survey was prepared that listed possible uses of the property including cultural, educational, recreational, museum storage, affordable housing, as well as the potential resale of the residence to a private party. Townspeople filling out the survey could choose more than one option they liked and were given the option of writing comments elaborating their perspectives on the property. They were also asked their willingness to shoulder the cost associated with the choices.



*63 Main Street before a fire destroyed the roof in March 2016.*

## PERMANENT TOWN BUILDING COMMITTEE – CONTINUED

The survey was posted online. Task Force members set up tables with photos of the interior of buildings and plans showing their layout on the site at various town events, including the Apple Blossom Festival, the Strawberry ‘n Arts Festival, and the Farmers’ Market, to obtain verbal feedback, answer questions, and provide hard copies of the survey to fill out and to point people to the online survey. Many groups in town were contacted and made aware of the online survey and encouraged to notify their members to participate.

Nearly 1400 surveys were returned. There was interest in many uses, but no clear, singular choice. There were strong, often competing viewpoints expressed from many perspectives. Although not unanimous, there seemed to be substantial support for preserving the historic house and carriage house, preserving the general “look and feel” of the front yard with landscaping and significant setback from the street, and adding significant parking to meet a long-term need to improve access to activities in and around the Town Center. The survey results strongly discouraged affordable housing in this location.

The Task Force discussed the survey results and has reported to the Board of Selectmen multiple times. There is currently no recommendation on the plan for the future use of the property.

### **School Administration Building**

At the request of the Board of Selectmen, the PTBC set up a School Administration Building Site Selection Subcommittee consisting of Karen Cavanagh, Jim Zegowitz, and Kirk Ware to research and consider potential sites for a permanent home for the school central office, which has been located for about 15 years in the Millennium School, the temporary classroom building behind the Abbot School. The subcommittee worked closely with Kerry Clery, Assistant Superintendent of Schools, to understand the schools’ programmatic needs and goals for a site. Paul Fox joined the subcommittee as he began his role as the Town’s new Facilities Director.

After laying out all of the school locations on a plan and researching Town-owned properties of adequate size, configuration, and topography for the necessary building and site improvements, six sites emerged: 1) the current site, 2) a site adjacent to the Stony Brook School, 3) the recently acquired 63 Main Street site, 4) a site on the athletic fields to the south of the Abbot School, 5) a portion of the Nabnasset School site, and 6) a site on Cold Spring Road.

The sites were then visited to understand their accessibility, visibility, proximity to school locations and mainly their suitability, topography, and ease of construction for the intended use. A chart was prepared listing the positive and negative features of each site. From the chart a matrix was prepared that ranked each site relative to the same dozen or so criteria, and each criterion was weighted according to that attribute’s importance to the decision.

The 63 Main Street location emerged from this analysis as the clear front runner. Centrally located, visible, and easily accessible to the staff and community, the site is level and allows for easy construction. The building and parking can fit on the site with generous landscaped buffers and setbacks, preserving the appearance from the street. Benefits of this location include providing an additional 70 parking spaces in the Town

## PERMANENT TOWN BUILDING COMMITTEE – CONTINUED

Center for activities such as the Apple Blossom Festival, the Strawberry ‘n Arts Festival, Farmers’ Market, prom photos, Memorial Day activities, and the like. Other financial considerations for this location include the potential use of Community Preservation Act funding to renovate the historic structure, and cost savings by connecting to the municipal sewer in the Town Center. The advantages of the 63 Main Street location for a school administration building make this choice compelling.

Three other feasible sites clustered next in order: 1) the Abbot Fields, although Pop Warner practices would need to be relocated, 2) the Stony Brook School site, although much less central and visible (and this site potentially could handle a more extensive town use in the future), and 3) the current site, although this would necessitate relocating the Central Office during construction, incurring significant additional cost and would eliminate the additional objective of returning an athletic field in close proximity to the Abbot School.

The Nabnasset School site, which was also not as central and would impact current uses, and the Cold Spring Road site, which upon further research was restricted, fell to the bottom of the list.

In June 2019, the subcommittee prepared a report that compiled the results of the site study along with their recommendations. This report will be presented to both the PTBC and Board of Selectmen for their support.

### **Meetings**

The Permanent Town Building Committee meetings are generally held on the first and third Mondays of the month, beginning at 6:30pm. The committee usually meets at the Fire Headquarters.

## PLANNING BOARD

At its June 18, 2018 meeting, the Board re-elected Kate Hollister as chair and Darrin Wizst as vice-chair. Mr. Wizst was reappointed to the Northern Middlesex Council of Governments (NMCOG) and Mr. O'Connor was reappointed to the Community Preservation Committee (CPC). On May 7, 2019, Michael Bonenfant was elected to fill the seat vacated by Mike Green. The Board offers their grateful appreciation to Mike Green who faithfully served on the Board since 1999.

**Kate Hollister**  
*Chair*

**Darrin Wizst**  
*Vice-Chair*

**Michael Bonenfant**  
**Gary Lavelle**  
**Dylan O'Connor**

### Staff

Jeffrey Morrissette, Director of Land Use Management  
Rebecca Cheney, Town Planner (4/19-present)  
Rebecca Cheney, Interim Town Planner (1/19-04/19)  
Rebecca Cheney, Assistant Planner (through 1/19)  
Josh Chase, Town Planner (8/18-1/19)  
Matthew Salem, Assistant Planner (6/19-present)  
Erin Toothaker, Permitting Program Assistant

Excepting summer months, the Planning Board typically meets at 7:30PM 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 (WestfordCAT). The WestfordCAT broadcasts can be viewed online through a link on the Town's homepage. Throughout the FY 2019, the Planning Board held 18 meetings and eight Executive Sessions. One joint meeting was held with the Zoning Board of Appeals. Following is a summary of significant events and activities of the Board.

### Highlights

- The Board approved Site Plan Review applications and granted Stormwater Management Permits for five projects.
- The Board granted six Special Permits relating to signage.
- The Board approved or authorized Administrative Review for improvements to the Forge Pond Beach area relating to paving and striping the parking lot and installing drainage measures, replacing a playground, and installing Americans with Disabilities Act-accessible pathways between the parking and play areas.
- Assistant Planner Rebecca Cheney was promoted to Town Planner in April 2019.
- Matthew Salem joined the Town of Westford as the Assistant Planner in June 2019.
- The Board recommended to the Board of Selectmen acceptance of Shannon Circle as a public way.
- The Board was involved with two lawsuits during FY 2019 relating to 0 and 37 Carlisle Road and 64 Main Street.

### Applications

The table on the next page summarizes the applications acted on by the Board within the 2019 fiscal year

## PLANNING BOARD – CONTINUED

Planning Board Application Summary			
Application Type	Status		
	Approved	Denied	Withdrawn
Site Plan Reviews	5	0	0
Stormwater Management Permits	5	0	1
<b>Special Permits</b>			
Signage	6	0	0
Water Resource Protection Overlay District	1	0	0
Parking	1	0	0
Major Commercial Project	1	0	0
<b>Subdivision</b>			
Approval Not Required (ANR)	7	0	0
Definitive Subdivision	1	0	0
Preliminary Subdivision	1	0	0
<b>Scenic Road</b>	1	0	0
<b>Earth Removal Permit</b>	0	0	0
<b>Extension</b>	1	0	0
<b>Total</b>	<b>30</b>	<b>0</b>	<b>1</b>
<b>Other Matters</b>			
<b>Zoning Bylaw Amendments</b>	0	0	0
<b>Modifications &amp; Administrative Decisions</b>	7	0	1
<b>Total</b>	<b>37</b>	<b>0</b>	<b>0</b>
The Board took final action on 31 applications during FY 2019.			
The Board received a total of 25 new applications during FY 2019.			
The Board acted upon a total of 62 matters during FY 2019.			

In FY 2019, the Board established one, reduced zero, released two, and called zero bonds relating to approved subdivision projects.

### What Does the Planning Board Do?

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

- To establish planning goals and to prepare plans to implement those goals, which take the form of the town's Zoning Bylaw;
- 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; and
- The Board is also designated as the permitting authority for various site plan submittals under the town's Zoning Bylaw.

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

## **PLANNING BOARD**—CONTINUED

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.

Webpage: [westfordma.gov/294/Planning-Board](http://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 McEnaney**  
*Chief of Police*

**Mark Chambers**  
*Deputy Chief*

**Victor Neal**  
**Ronald Paulauskas**  
*Captains*

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
- Continue to work with the Town and School Safety Task Force to implement best practices and improve school and workplace safety

### **FY 2019 Grants**

- \$18,000 – Department of Justice Bulletproof Vest Grant
- \$11,000 – Traffic Safety Grant
- \$7,000 – Pedestrian/Bicycle Safety Grant
- \$3,500 – Child Passenger Safety Seat Grant
- \$2,489 – Traffic Enforcement and Equipment Grant

### **Officers in the Community**

During FY 2019, officers from the Westford Police Department have been very active in the community giving back to others. Some of the events officers were involved in are:

#### *Food Drive at Market Basket –*

At what has now become an annual event, several police officers from the department participated in a food drive that benefits the Westford Food Pantry located at the Cameron Center. Officers set up a donation center outside Market Basket to solicit food donations from shoppers for the food pantry.



*Tip a Cop* – The Tip A Cop program is a charitable fundraising program administered by the Massachusetts Chiefs of Police Association with all proceeds benefitting the

## POLICE DEPARTMENT – CONTINUED

Massachusetts Special Olympics. The event involves officers assisting waiters and waitresses at a local restaurant, taking orders from customers, serving food and bussing tables. The officer then explains the Tip A Cop program to the patrons in the hopes they will make a voluntary charitable donation. This year's event was hosted by the British Beer Company on Littleton Road.

*Junior Job Shadow Day and the Senior Capstone Internship* – The Police Department continues to work cooperatively with Westford Academy to host students during both the Junior Job Shadow Day and the Senior Capstone Internship. These highly sought-after opportunities are given to those students who pass a background check and demonstrate their desire to pursue a career in a law enforcement-related field.

Officers volunteered at other schools by reading to students, provided a ride to school in a cruiser for several charity auctions, and did multiple presentations on the dangers of vaping.



The Westford Police Department continues to participate in national public safety initiatives, such as the National Drug Take Back Day, World Autism Day (Light It Up Blue), the International Association of Chiefs of Police's One Mind Campaign and the Hindu Service Society's Universal Oneness Day for Rakṣā Bandhana. Recently, several Westford police officers participated in Boston's Run to Remember, a half-marathon that pays tribute to fallen first responders and benefits the families of fallen first responders.

## POLICE DEPARTMENT—CONTINUED

### Statistics

July 1, 2018 – June 30, 2019

911 Hang Up—Abandoned Call	178	Lock Out	185
911 Other Jurisdiction	94	Maintain the Peace	53
911 Non-Emergency—Verify Call	266	Medical	1545
Accident Industrial	1	Message Delivery	80
Accident MV—Injury	84	Missing Person/Child	23
Accident MV—No Injury	570	Mutual Aid	55
Alarm/Burglar	808	MV Abandoned	6
Alarm/Fire	750	MV Disabled	311
Animal Control Officer Call out	203	MV Stop	5232
Animal Cruelty	49	MV Citations Issued	4630
Arrest	197	MV Violations Reported	228
Assault and Battery	28	Order Served—Court/Restraining	294
Assault—Simple	24	Park and Walk	946
Bank Escort	102	Property Found	130
Bomb Threat	0	Property Lost	28
Business/House Check	4636	Property Take Possession	21
Breaking & Entering	22	Protective Custody	4
Bylaw Violation	126	Radar Assignments	776
Car Seat Installation	83	Repossession	10
Child Abuse/Neglect	48	Restraining Order Violation	14
Commitments	86	Robbery	0
Counterfeiting	5	Rubbish Disposal	20
Disturbances	217	Safety Hazard	220
Domestic Violence	131	Search Warrant	19
Drug Law Violations	14	Sexual Assault/Adult & Child	7
Firearm Violations	0	Sudden Death	9
Fire MV/Bldg/Brush	10	Suicide/Attempt	16
Fireworks Violation	6	Surveillance Motor Vehicle	15
Funeral Escort	1	Surveillance Person	9
Harassment	25	Suspicious Motor Vehicle/Person	736
Identity Theft	123	Telephone Harassment/Obscenity	19
Injury to Property	65	Traffic Hazard	410
Larceny	53	Transportation/Citizen/Prisoner	143
Larceny from Motor Vehicle	8	Trespassing	24
Larceny Motor Vehicle—Auto	3	Truancy	0
Legal Advice	312	Vehicle ID Number (VIN check)	8
Liquor Law Violations	42	Well-Being Check	297

## POLICE DEPARTMENT—CONTINUED

### **Roster**

#### Chief of Police

Thomas McEnaney

#### Deputy Chief

Mark Chambers

#### Captains

Victor Neal                      Ronald Paulauskas

#### Lieutenants

Brian Gendron                      Det. Lt. James Peloquin  
Donald Pick                      Christopher Ricard

#### Sergeants

Michael Breault                      Brandon Holmes                      Steven Keins  
Daniel O'Donnell                      David O'Hearn                      Marc Proia  
Gregory Marchand—Prosecutor                      Dennis Rogers—Detective Sergeant

#### Patrol Officers

Nicholas Annese	James Antonelli	Michael Barck	Justin Belinsky
Anthony Bernadin	David Bettencourt	Matthew Bunyon	Gregory Burns
Jonathan Byrne	Joseph Chenell	Brett Fitzgerald	Derek Hartley
Jon-Allen Haslam	Timothy Hughes	Timothy Jansen	Trevor Keins
Timothy Larkham	John Lincoln	Nicholas Mariano	Ian McEnaney
Robert Musto	Paul Selfridge	David Siltan	David Welch

#### Special Services

School Resource Officer Joseph Eracleo                      Det. Matthew Furlong  
Det. Christopher Musick                      Det. Nirisa Nicoletti  
School Resource Officer Geoffrey Pavao                      K9 Officer Corey Peladeau

#### Office Personnel

Marcy Devine                      Tricia Targ                      Michelle Wright

#### Custodial

Adam Freitas

## PUBLIC SAFETY COMMUNICATIONS DEPARTMENT

The telephone number to call, for all non-emergencies, for the Public Safety Communications, Fire, and Police Departments is 978-399-2345. The old numbers will continue to be routed to the Public Safety Communications Department.

**Timothy Whitcomb**  
*Operations Administrator*

The PSC Department dispatches all public safety services and receives all telephone and 9-1-1 calls for police, fire and ambulance for the Town of Westford at a single location. The PSC Department also serves as the control point for Fire District 6 Communications, which covers 19 communities.

The Public Safety Communications Department is staffed 24/7 and has a full-time staff of 11 PS Telecommunicators under the direction of the Operations Administrator, who reports to both the Police and Fire Chiefs.

### PS Telecommunicators

Colin Osgood	Ashley Hartenstein
Jocelyn Stott	Nicholas Demins
Jocelyn Shields	Rebecca Michaels
Brandon Burns	Edward Cash
Riley Peterson	

### Part-Time Telecommunicators

Michelle Wright  
Zachary Driscoll  
David Lefebvre

This past year marked the completion of the first full year operating out of the new Communications Center, located off the lobby of the Police Department. In July 2018, the PSC Department became the primary answering point for Phase 2 cellular calls made from within Westford. Additionally, in June 2019, we became the primary answering point for Phase 1 cellular calls.

A wireless Phase 1 call delivers the telephone number of the originating phone placing the 9-1-1 call, and the location of the cell site/sector the call was received and transmitted from. It is often difficult to locate emergency victims or callers with this type. Due to the nature of how the location is determined, calls come in from a much broader area, often outside of our jurisdiction.

A wireless Phase 2 call delivers the same as a Phase 1 with the addition of the proximal location of the originating phone, including longitude and latitude, and can be retransmitted for moving callers. This can greatly increase the ability to locate emergency victims or callers, generally showing within 50 to 300 meters. These calls are much more often from within our jurisdiction.

Both types of calls would previously have been answered elsewhere and then routed back to Westford. The number of Phase 1 calls directly received here from June 24-July 1, 2019 was 330. While this has considerably increased the number of 9-1-1 calls coming into the PSC Department, it has also been of great benefit to those within town requiring emergency assistance.

## PUBLIC SAFETY COMMUNICATIONS DEPARTMENT

— CONTINUED

978-399-2345 telephone calls received	58,837 +
All 9-1-1 calls	3,114
Dispatched police response	8,559
Dispatched fire/ambulance response	4,435
District 6 fire incidents involved	137

Public Safety Communications completed two large projects this past year requiring additional funding. The first was a mandatory upgrade of the Commonwealth of Massachusetts Interoperable Radio System. This update was necessary to maintain proper functioning of the interoperability of radio communications throughout the State between various emergency service agencies. The second project was necessary to allow for the Communications Department, to monitor and communicate via video and intercom to the new fire headquarters building. The intercom and video system are throughout the Fire Department, and include the lobby safe room video phone and door access control. Additionally, we were able to tie in and upgrade the system to the police cellblock area monitoring.

## RECORDS & ARCHIVES MANAGEMENT COMMITTEE

The Records & Archives Management Committee is comprised of members of the Westford Historical Society, Historical Commission, Library, Town Clerk's office and at-large members with historical and technical knowledge. The RAMC works with town departments to identify, preserve, and provide access to town records and documents with the ultimate goal of permanently preserving these historical resources in a climate-controlled, secure, and accessible Town of Westford archives center.

**Marilyn Day**  
**Ellen Harde**  
*Co-Chairs*

**Pat Louch**  
**Sandra Martinez**  
**Bob Oliphant**  
**Patricia Dubey**  
*Town Clerk*

### **Community Preservation Projects**

Wayne Fernald continues his painstaking and diligent work processing Conservation Commission permanent records, arranging material chronologically, eliminating duplicates, and scanning permanent files.

Barbara Murch is updating the Town Meeting index and will be adding historical data.

## RECYCLING COMMISSION



Alan Bugos  
Kristina Erickson  
Corey Groves  
Ellen Harde  
Elizabeth P. Sawyer  
Charles Stark  
Barbara Theriault

### The mission of the Westford Recycling Commission is to:

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



### Westford Recycling Commission RFP and Selection of New Recycling Vendor

The Westford Recycling Commission assisted the Town Manager's office with a thorough RFP process in which Waste Management Inc. was selected as the new recycling vendor starting July 1, 2019. Republic Services had been serving the Town of Westford for over three years and their contract ended on June 30, 2019. During the past year, Commission members supported town management with ongoing improvements to the curbside recycling services that Republic provided to Westford. The Commission will monitor the services and effectiveness of Waste Management on a monthly basis and will aid in making adjustments with the vendor to best serve the town's needs.

### Changes in Global Demand for Recycled Materials

The Commission has been aware of reductions in global demand (specifically in China) for recycled materials. In January 2018, China tightened its standards for accepting foreign recycling materials and stopped accepting most American scrap plastic, paper, and cardboard, which impacted the recycling industry throughout the country, including Westford. The Commission continues to make a strong effort to educate residents about the new guidelines for recycled materials, recycling preparation to reduce curbside recycling contamination, and the recycling process in general. This has been a major focus in FY 2019. Furthermore, the Commission has promoted the [Recyclopedia](#) and [recyclesmartma.org](#), the Massachusetts Department of Environmental Protection's recycling education website, which benefited recycling in Massachusetts with all of the major recycling haulers in the state agreeing on a standard list of recyclables and how to process and collect them.

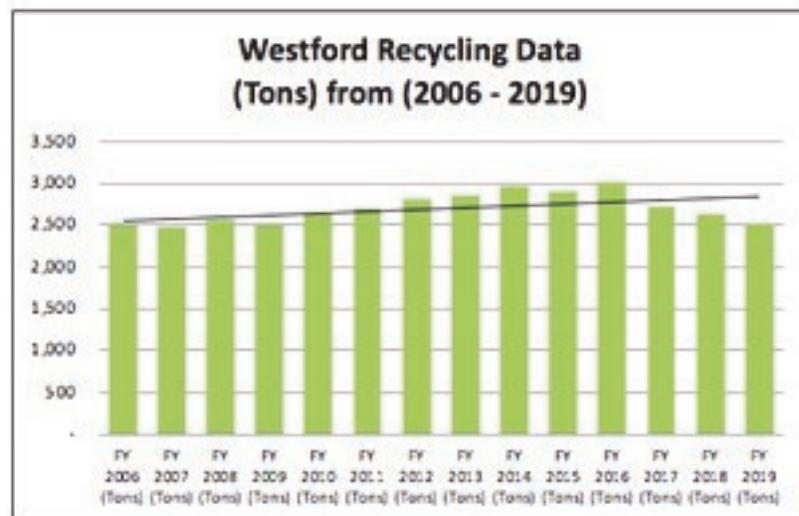
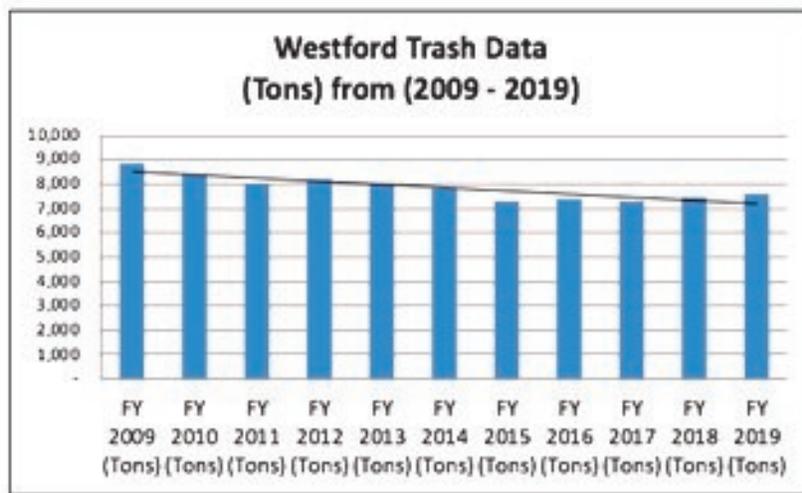
### Data, Statistics, and Costs

In FY 2019, Westford trash data show an overall *increase* of 91.3 tons of trash, 1.2% more trash removal than the previous year, and trash tipping fees increased accordingly. Recycling data show a *decrease* of 99.0 tons of recycling, 3.8% less than the prior year.

## RECYCLING COMMISSION – CONTINUED

In Westford, the 11-year trend of trash tonnage data show an overall reduction in trash generation by residents whereas the 14-year trend in recycling tonnage data shows an overall positive trend with an increase of recycling.

The town budgeted \$509,000 for collecting curbside recyclables this current fiscal year and \$1.22 million for curbside collection of solid waste (trash). To cover the cost of tipping fees for recyclables that jumped from \$45,000 to \$125,000 this fiscal year, voters at the October 2018 Special Town Meeting, approved an additional \$80,000. The tipping fee is the amount charged for disposal based on weight.



## RECYCLING COMMISSION – CONTINUED

### New Initiatives and Continuous Improvements

With the help of our trash and recycling vendors and town employees, the Commission worked as part of the task force appointed by Selectmen to identify the number and location of all recycling pick-up locations: single-family homes, multi-family homes, apartments, condominium complexes, churches, nonprofits, and town buildings, on both private and public roads, and recommended improvements for current and future service.

### Diversion Events

The Commission, as always, 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:

- Assisted Highway Department with publicizing their brush chipping events in October 2018 and April 2019.
- Assisted in promoting other diversion events for Styrofoam, bicycles, sports equipment, and paper shredding and “Reuse your Recyclables” events in surrounding towns.
- Electronics & More collections were held twice in FY 2019 for residents. These opportunities continue to be highly successful in eliminating recyclable materials from our waste stream and residents’ support has been fantastic. Statistics from our May 2019 event yields the following data: 23,799 of light iron; 43,952 pounds of electronics (including TVs, monitors, vacuums, printers, car seats, batteries, toner and speakers); and 15,507 pounds mixed metals. This was a total collection of 83,258 pounds. During our September 2018 event, 8,880 pounds of light iron and 40,236 pounds of electronics (plus 14 car seats, 47 monitors, 133 TVs, 10 pounds of batteries, 30 sets of speakers, and 27 pounds of ink/toner) for a total of 49,116 pounds.
- Planned, promoted and supported our town-wide Household Hazardous Waste event in May 2019 in collaboration with Clean Harbors, Inc.

### Additional Accomplishments, Recycling Events and Efforts in FY2019

- Sold 152 64-gallon wheeled recycling totes and received a State Department of Environmental Protection grant of \$2,040 to offset tote costs
- Sold 35 Earth Machines composters.
- Assisted with Styrofoam collection October 13, 2018.
- Distributed Recycle Smart flyers at Special Town Meeting October 15, 2018, and also made them available at the Town Clerk’s office.
- Continued our support for New England Clothes Recycling containers for both gently used and unusable textiles at locations throughout the town.
- Upcycle IT! collected roughly 1,697 pounds in FY 2019.



*Clean Harbors worker sorting hazardous waste at May 2019 collection.*

## RECYCLING COMMISSION – CONTINUED

- Promoted composting in articles and at the Household Hazardous Waste event May 18, 2019.
- Received a Small-Scale Initiative grant of \$1,250 through the Sustainable Materials Recovery Program in August 2018.
- Supported a plastic bag reduction bylaw that was instituted in FY 2019 in the town.
- Several community groups borrowed the Litter League Green Team kits from the Highway Department.
- Bulk stickers for the disposal of large, heavy items are available at Market Basket, Main Street Convenience, Brookside Convenience, Cumberland Farm, Westford Ace Hardware, Mackay Ace Hardware, Nab One Stop, and Town Hall.

### Recycling Commission Revolving Fund FY2019

Item	Income	Expenses
64 gallon toters (152 sold)	\$ 8,175.00	\$ (10,200.00)
State DEP grant toter offset	\$ 2,040.00	\$ -
Composters (35 sold)	\$ 895.00	\$ (1,720.00)
RECYCLE stickers	\$ -	\$ (158.00)
Insert for tax bills	\$ -	\$ (708.00)
NE Clothes Recycling payments	\$ 1,800.00	\$ -
Brush chipping*	\$ 1,130.00	\$ -
Name badges	\$ -	\$ (35.00)
<b>Sub-Totals</b>	<b>\$ 14,040.00</b>	<b>\$ (12,821.00)</b>
<b>Household Hazardous Waste Collection</b>	<b>(supplement to Town Meeting appropriation)</b>	
Fees from residents	\$ 7,990.00	\$ -
Dumpster tipping fees	\$ -	\$ (185.00)
Clean Harbors Inc	\$ -	\$ (7,805.00)
<b>Sub-Totals</b>	<b>\$ 7,990.00</b>	<b>\$ (7,990.00)</b>
<b>Revolving Fund Totals</b>	<b>\$ 22,030.00</b>	<b>\$ (20,811.00)</b>

Starting balance July 1, 2018 \$10,204.00

Ending balance June 30, 2019 \$11,423.00

\* To be transferred to the Highway Department.

### Publicity and Education

To increase awareness of recycling, the Commission:

- Maintained a comprehensive and current website for recycling for the convenience of residents: [westfordma.gov/408/Recycling-Commission](http://westfordma.gov/408/Recycling-Commission).
- Continued our informational campaign related to the selection and changes of the town's recycling hauler as implementations were made for their services to the Town of Westford.

## RECYCLING COMMISSION – CONTINUED

- With our recycling vendor, continued to use all available media to remind residents that recycling will not be collected in plastic bags and that plastic bags are not recyclable curbside.
- Printed and mailed the 2019-2020 Recycling Guide to Westford households.
- Submitted monthly articles for the Town Manager’s newsletter.
- Created and added information on recycling guidelines to the June 2019 real estate tax bill.
- Publicized the availability of Styrofoam, brush chipping, and curbside leaf collection.

### **Commission Resources, Volunteers and Other Key Information**

The Commission is grateful for the energy and dedication of several non-member volunteers. As an example of this commitment to the commission, Kristina Greene, founder of The Greening of Westford, organizes the Electronics and More Collections each year and manages our DEP reporting system. Kristina continues to explore and pursue grant funds for various recycling efforts that the Commission has leverage as part of our mission. Denise Seyffert takes orders for Earth Machines from Westford residents. Sharon Chew provides assistance for the Town’s composting efforts in the schools. Gerry DiBello reviews and updates the “How To Recycle Almost Everything” section of our website in addition to his Upcycle It responsibilities. Elizabeth Sawyer continues to coordinate and run our bi-annual Hazardous Waste Collections. Andy Bergamini, a former Commission member and chairperson, has joined us as a volunteer and along with Cynthia Peraner is assisting with recycling questions that come in via the town website and is always available for ad hoc tasks. This fiscal year Charles Stark served as our chair and Ellen Harde served as our vice-chair.

Thank you to all, Commission members and volunteers for your service to the town and to the Recycling Commission.

## WESTFORD PUBLIC SCHOOLS

Westford Public Schools continued to demonstrate high academic standards during the 2018-2019 school year. The school system enrolled 5,082 students in preschool through grade 12. Although the number of births in town has declined over the last 10 years, the immigration of families seeking an excellent education for their children has increased. Our school system continues to receive recognition for excellence. The research firm [niche.com](http://niche.com) ranked Westford as the third-best school system in Massachusetts.

**Everett V. Olsen, Jr.**  
*Superintendent of Schools*

The core mission of Westford Public Schools is to prepare students for success in life by developing their academic and social/emotional competencies. With this in mind the curriculum and instructional practices are continuously being adjusted to meet student needs. Additionally, robust professional development provided staff with new information and strategies throughout the year.

The district's Diversity and Inclusion Team had an active year in providing training to staff and students on appreciation and embracing the increasing diversity in Westford's population. Specific training on biases was provided by the Anti-Defamation League for students and staff. These efforts to increase our school system's level of cultural competency was recognized by the Massachusetts Department of Elementary and Secondary Education during a Quarterly Assurance Audit.

Once again, a considerable amount of time during the summer and school year was devoted to school safety procedures. In August, the entire Leadership Team and School Committee participated in a daylong evacuation and reunification simulation. This was planned over several months by the Superintendent, Westford Academy Principal, School Resource Officer, and School Safety Coordinator, as well as the Police and Fire Chiefs. Participants received training in the early morning, followed by an all-afternoon simulation of an actual school evacuation to a rally point and dismissal at the designated reunification site.

Finally, the Superintendent developed enrollment projection numbers for the over 700 new residential units under construction in Westford. This is considered the largest amount of residential development since the late 1990s. Westford Public Schools will be prepared for any enrollment-increasing impact from these new developments.

The support provided to our excellent school system by the School Committee, Board of Selectmen, Finance Committee, Town administrators, parents, and the entire community continues to be invaluable. Westford Public Schools' 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.

## WESTFORD PUBLIC SCHOOLS – CONTINUED

### DIRECTORY

#### OFFICE OF THE SUPERINTENDENT OF SCHOOLS

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		X 2105
<i>Maureen Townsend, Curriculum Administrative Assistant</i>		X 2104
Kathleen Auth, Director of School Finance		X 2106
<i>Nancy Hill, School Finance Administrative Assistant</i>		X 2100
Courtney Moran, Director of Pupil Services		X 2112
<i>Zoe Daniels, Administrative Assistant</i>		X 2111
<i>Dorothy Wagner, Administrative Assistant</i>		X 2113
JoEllen Baird, Director of Student Information		X 2124

#### PRINCIPALS

James Antonelli	Westford Academy	978-692-5570
Christopher Chew	Stony Brook	978-692-2708
<i>Richard McElhinney</i>	<i>Assistant Principal</i>	
Tim Hislop	Blanchard Middle School	978-692-5582
<i>Patricia Demins</i>	<i>Acting Assistant Principal</i>	
Chris Louis Sardella	Norman E. Day School (3-5)	978-692-5591
<i>Carolyn Shediak</i>	<i>Assistant Principal</i>	
Donna Pobuk	Rita Miller School (K-2)	978-392-4476
<i>Carolyn Shediak</i>	<i>Assistant Principal</i>	
Lori McDermott	Abbot School (3-5)	978-692-5582
<i>Carolyn Jerzylo</i>	<i>Assistant Principal</i>	
Susan DuBois	Nabnasset School (K-2)	978-692-5583
<i>Carolyn Jerzylo</i>	<i>Assistant Principal</i>	
Sharon Kennelly	Crisafulli School (3-5)	978-392-4483
<i>Scott Middlemiss</i>	<i>Assistant Principal</i>	
Kevin LaCoste	Robinson School (K-2)	978-692-5586
<i>Scott Middlemiss</i>	<i>Assistant Principal</i>	
Courtney Moran	Millennium (Pre-School)	978-692-5560

#### SCHOOL COMMITTEE

		Term Expires
Avery Adam, Chair	87 Providence Road	2021
Arthur Benoit	26 Country Road	2019
Megan Eckroth, Secretary	8 Timberlee Lane	2020
Alicia Mallon	104 Plain Road	2022
Gloria Miller	14 Hutchins Way	2020
Chris Sanders, Vice-Chair	6 Koala Bear Lane	2021
Mingquan Zheng	3 Joyce Circle	2021

School Committee website: [westfordk12.us/district/wps-school-committee](http://westfordk12.us/district/wps-school-committee)

School Committee meetings are held every other Monday evening at 7:30, unless otherwise indicated or rescheduled. All meetings are posted through the Town Clerk's office in the Agenda Center on the Town website, [westfordma.gov/AgendaCenter](http://westfordma.gov/AgendaCenter).

**WESTFORD PUBLIC SCHOOLS** – CONTINUED

**ENROLLMENT**  
As of Oct. 1, 2018

	MLN	NAB	ROB	MLR	ABB	DAY	CRIS	STBRK	BMS	WA	TOTAL
<b>Pre-Sch</b>	130										130
<b>K</b>		91	79	95							265
<b>Pre-1</b>		12	11	5							28
<b>1</b>		115	107	114							336
<b>2</b>		98	106	93							297
<b>3</b>					134	117	112				363
<b>4</b>					129	128	120				377
<b>5</b>					117	104	116				337
<b>6</b>								204	181		385
<b>7</b>								208	184		392
<b>8</b>								254	194		448
<b>9</b>										397	397
<b>10</b>										444	444
<b>11</b>										433	433
<b>12</b>										447	447
<b>Ungraded</b>										3	3
<b>TOTALS</b>	<b>130</b>	<b>316</b>	<b>303</b>	<b>307</b>	<b>380</b>	<b>349</b>	<b>348</b>	<b>666</b>	<b>559</b>	<b>1,724</b>	<b>5,082</b>

## WESTFORD PUBLIC SCHOOLS STUDENT SUPPORT SERVICES

Westford Public Schools offers a wide range of Student Support Services. We are fortunate to have dedicated general and special education staff members who continuously strive to improve practices in educating diverse learners.

**Courtney L. Moran**  
*Director of Pupil Services*

According to the Massachusetts Department of Elementary and Secondary Education's (DESE) October 1, 2018 Report, Westford Public Schools supports 756 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 inclusivity is provided at each grade level. 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: specialized instruction, behavior management, speech and language therapy, occupational therapy, physical therapy, social skills, specialized vision and hearing training, assistive technology, and adaptive physical education.

Of the 756 students, 50 are placed in private special-education day schools, collaborative classrooms or residential school placements.

The District continuously self reflects in terms of practices and programs. During the 2017-18 school year, Westford participated in a formal self-assessment with DESE. This self-assessment targeted compliance with special education and civil rights regulations. In April 2020, the District will dive deeper into this program review, which is now referred to as Tiered Focus Monitoring (TFM).

<b>Funding Source</b>	<b>Federal/State</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY2019</b>	<b>FY 2020</b>
<b>Grant 262</b>	State	\$19,350	\$19,916	\$18,451	\$19,437	\$20,262
<b>Grant 274</b>	State	\$41,069	\$27,000	0	0	0
<b>Grant 240</b>	Federal	\$904,574	\$949,110	\$953,848	\$966,590	\$979,977

## WESTFORD PUBLIC SCHOOLS FACILITIES AND OPERATIONS

The School Department completed many facilities projects during the 2018-2019 fiscal year, with the goal of ensuring that students and staff have a safe, clean, and stimulating learning and working environment. 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, building security systems, fire safety equipment, and kitchen equipment. The floors in the school buildings are stripped and new finishes are applied each year, and the gymnasium floors are refinished on a rotating basis. The custodial and maintenance crews work very hard during the hot summer months to ensure that the buildings shine for opening day.

**Ingrid Nilsson**  
*Director of School Finance*

In fiscal year 2019, two major School Department capital projects were completed – the replacement of the Westford Academy track and the replacement of the Abbot roof. The Abbot roof project is being done in conjunction with the Massachusetts School Building Authority, which has provided a grant that will fund approximately 44% of approved eligible project costs. The Westford Academy track project included funding from Westford’s Community Preservation funds.

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Many of our maintenance projects are accomplished using available funds within the School Department’s operating budget. For example, a dehumidification system was added in one section of the Day School to address recurring condensation problems that had resulted in slippery floors. Compressors for the HVAC systems were replaced at the Stony Brook Middle School and Westford Academy. Maintenance and operations funds are expended as efficiently as possible to ensure that needs such as these can be met during each school year.

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 CURRICULUM AND INSTRUCTION

As a district, we strive for continuous growth to provide the best education for students. Sometimes this brings exciting new initiatives and other times it is fine-tuning programs that currently exist.

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

Over the past few years one focus has been guided math at the elementary level. This model structures the math block in a way that lends itself to tailoring instruction to better meet the needs of a wide spectrum of learners. For the first time this school year, we used the guided math model at each school in fifth grade, eliminating the need for separate standard and accelerated math classes. We were able to blend students and challenge them at their individual levels using guided math. As research suggests, this has proven to be a successful model because “tracking” students in the early years can be detrimental.

In the 2019-2020 school year, we are excited to expand this model beyond the elementary level. Throughout this past year all middle school math teachers received ongoing professional development around the guided math model, shifting instruction away from whole group to a more student-centered model. This provides opportunities for students to work independently, in small groups, and in groups guided by the teacher to tackle material that challenges and reinforces the concepts. We are excited that all sixth-grade math classes will be using the guided math model in the 2019-2020 school year. As a result, we will be blending math classes, eliminating the need for separate standard and accelerated math classes in grade six as well. We intend to blend seventh grade classes in the 2020-2021 school year. Children will begin leveled math classes in grade 8 as standard math and accelerated math (i.e. algebra I) will remain in place at that grade-level.

As we continue our journey to support students with the challenges they face in this fast-paced, high-pressure culture that, at times, conflicts with what we know about child development, we have made adjustments to our district-wide homework policy and procedures. Starting in the 2018-2019 school year, all teachers revisited the homework activities assigned to students to ensure that it is a useful adjunct to the in-school learning. Homework is no longer assigned for routine purposes nor should it be perceived as “busy work.” As a result, assigning homework is now optional and at the teacher’s discretion. The anecdotal feedback gathered this year indicates that students perceive homework as being more valuable and meaningful, thus increasing students’ interest and engagement.

This school year all grade-levels taking the Next Generation MCAS test (grades 3-10), completed the test online for the first time. We were fortunate to have a wonderful team in place to assess our infrastructure and provide the necessary adjustments to support the online state test. This team includes the Director of Digital Learning, the Director of Technology for town and schools, our WPS Technicians, and the Digital Learning Specialists. The online test is intended to be more current and efficient and it better lends itself to assessing students’ higher-order thinking skills.

In summary, we had another very successful year with positive growth in the area of curriculum and instruction. We look forward to our continued work in providing our students the top-notch learning experiences that they need and deserve.

## WESTFORD PUBLIC SCHOOLS SCHOOL HEALTH SERVICES

“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)

**Joan Mitchell, BS, RN, MEd**  
*School Nurse Leader*

**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 that 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.” (National Association of School Nurses, Feb. 2017)

### Clinic visits: As of May 30, 2019

Description	Quantity	Percentage
Return to class	21,247	93%
Dismissed due to illness	1,253	5%
Dismissed due to injury	73	1%
Other	134	1%
<b>Total</b>	<b>22,707</b>	

The following is a partial list of students’ physical/developmental conditions as gathered from emergency cards completed by parents during the 2018-2019 school year:

<u>Category</u>	<u>Total Students</u>	
	<u>2018</u>	<u>2019</u>
ADHD/ADD	264	262
Depression	186	204
Allergies:		
Food allergies	408	401
Bee sting allergies	24	21
Latex allergies	11	11
Asthma	541	533
Cardiac conditions	19	24
Diabetes Type I	21	19
Migraine headaches	29	31
Seizure Disorder	19	20

<u>Health Screenings Conducted</u>	<u>Total Students</u>	<u>Grades Tested</u>
Hearing	1,887	K-3, 7, 10
BMI	1,941	1, 4, 7, 10
Oral Health*	239	1-6
Vision	2,606	K- 5, 7, 10

\*in collaboration with Westford Board of Health

Total number of students: 5,072  
 Total number of staff: 944  
 Epi-pen Administration: 5  
 911 calls and transport to ER: 13 (2 for staff)

## WESTFORD PUBLIC SCHOOLS

### SCHOOL HEALTH SERVICES—CONTINUED

#### 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 position and Westford Academy has two nurses.

#### Ongoing Projects in Schools

- *SBIRT*: Screening Brief Intervention and Referral to Treatment, a state mandated screening that promotes prevention and identifies early risk of substance use in adolescents. Screened students in grades 8 and 10.
- *Project Interface*: referral source for students with mental health issues.  
7/1/2018-5/30/2019: 81 referral cases in the town of Westford.
- *Challenge Success*: provides families and schools with the practical, research-based tools they need to create a more balanced and academically fulfilling life for kids.
- Work closely with Cameron Senior Center, 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
- Human growth and development presentation.
- CPR/AED and First Aid classes for all the nurses.
- *SOS*: Signs of Suicide presentation and questionnaire to 7<sup>th</sup> grade students at Stony Brook and Blanchard Middle Schools. Parents called as needed.
- *Mindfulness Centers* incorporated in nurses' clinics.
- *Girls on the Run* and *Love Yourself First*: team-building activities to promote self-confidence, self-esteem and friendship.

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.

## WESTFORD PUBLIC SCHOOLS GRADES K-2 ELEMENTARY SCHOOLS

### 2019-2020 WPS Elementary School Consistent Core Values

We are thrilled to share with you that the six K-5 elementary schools have adopted and will implement a new, consistent set of core values utilizing the acronym SPIRIT during the 2019-2020 school year. A consistent set of core values will pull our six elementary schools together to create a closer community feel, and the same consistent message will travel with the children and staff as they grow and move onto new elementary schools within the district. This is the culmination of feedback and work of the elementary staff throughout the district. We are excited to continue our work next fall as we more clearly define our social-emotional learning expectations as those that identify civic and character education as vitally important to the development of well-rounded students.

**Donna Pobuk**  
*Miller School Principal*

**Susan DuBois**  
*Nabnasset School Principal*

**Kevin LaCoste**  
*Robinson School Principal*

We will build this respectful community by asking our students to “Show their SPIRIT!”

<b>Safety</b>	Students of the Westford Public Schools will demonstrate <b>SAFETY</b> . They will honor others’ space and property, and will keep their hands, feet, and other objects to themselves. They will exhibit self-control by walking as they travel throughout the school building, by using an appropriate voice level for the setting, and by following directions and instructions given by adults the first time. They will use words and adult intervention to solve problems.
<b>Perseverance</b>	Students of the Westford Public Schools will demonstrate <b>PERSEVERANCE</b> . They will set goals and strive to reach them each day. They will work hard and not give up even when something is difficult. They will demonstrate a growth mindset when met with challenging tasks and activities. They will keep a positive attitude.
<b>Inclusion</b>	Students of the Westford Public Schools will demonstrate <b>INCLUSION</b> . They have a responsibility to break down barriers by inviting new people into teams, circle of friends, and experiences as they work to be a unified, collaborative community. They will show acceptance to everyone around them.
<b>Respect</b>	Students of the Westford Public Schools will demonstrate <b>RESPECT</b> . They will think about others before speaking or taking any action. They will appreciate the contributions of others, while showing respect for themselves, other people, personal and/or community property, and the environment. They will treat others the way that they want to be treated.
<b>Integrity</b>	Students of the Westford Public Schools will demonstrate <b>INTEGRITY</b> . They will do the right thing, even when no one is watching. They will show good character. They will be honest, fair, and humble. They will exercise their best effort and judgment in all activities in which they participate and will set goals that promote positive academic, social, and personal development.
<b>Teamwork</b>	Students of the Westford Public Schools will demonstrate <b>TEAMWORK</b> . They will encourage others to do their best. They will listen to the ideas of others, while also sharing their ideas to ensure the best end product. They will show empathy, considering another person’s situation, feelings, or motives before speaking or taking action. They will compromise when necessary. They will behave in a manner that allows all others to enjoy a safe, positive learning community.

## WESTFORD PUBLIC SCHOOLS GRADES K-2 ELEMENTARY SCHOOLS—CONTINUED

### MILLER SCHOOL

#### **Social Emotional Learning**

Miller teachers participated in a series of four staff meetings to better understand the impact of trauma on learning. Teachers learned what trauma is and how it affects the developing brain of young children. Teachers explored how behavioral and learning challenges can often be attributed to trauma, and learned strategies to improve students' self-regulation and focus in times of stress. Miller piloted a sensory room, known as "The Green Zone," for students needing movement and sensory breaks, to aid students with staying in or getting back into the "Green Zone" (from Zone of Regulation). Students also continued to access sensory tool boxes, which were introduced last school year, to encourage and support self-regulation in classrooms.

Miller School students participated in the Great Kindness Challenge, listening to books about kindness and committing and documenting random acts of kindness in school and at home.

Miller CARES meetings were held throughout the school year. Students came together to gain a deeper understanding of the school's **SMART** choices, **S**afety, **M**anners, **A**cceptance, **R**espect, and **T**eamwork, through high-quality literature, discussion, and activities.

#### **STREAM**

Library Media Specialist Kira McGann taught a STREAM (Science, Technology, Reading, Engineering, Arts, Math) class as part of a trimester rotation, aligned with standards for STEM and Maker Space learning. Kira artfully integrated science, literature, technology, engineering, and design in her curriculum. The books she reads for each design project are thoughtfully selected and allow students to identify connections from prior knowledge. Her lessons encourage creativity, trial, and error through testing and redesigning, collaboration and pure fun while learning.

#### **Curriculum and Instruction**

Kindergarten teachers focused on supporting kindergarteners with low September scores in letter identification/sound association. Kindergarteners received intervention support beginning in October rather than in January. Kindergarten teachers received materials to support letter identification and emergent reading activities.

Pre-first and first grade teachers participated in a book study group, reading and discussing Kathy Richardson's "How Children Learn Number Concepts," to better understand the critical learning phases of foundational mathematics, focused in the areas of number sense and operations. The study group shared what they learned with the rest of the staff at a curriculum meeting.

As part of their social studies geography unit, each second-grade classroom studied a country from a different continent. After researching and collaborating, small groups of students created a poster and diorama to highlight what they learned about the geography, cultural traditions and celebrations, sports, food, school, and home life in the country. Student reports were shared with other classrooms during museum walks over a span of a week.

Miller School students and staff enjoyed a week-long celebration of reading, titled

## **WESTFORD PUBLIC SCHOOLS**

### **GRADES K-2 ELEMENTARY SCHOOLS—CONTINUED**

“Miller Loves to Read.” This celebration was kicked off by an evening family event, Miller Reads Fractured Fairy Tales. Throughout the week, the whole school participated in a variety of reading experiences, ending with visits from community readers on Friday April 12.

#### **Community Collaboration**

Miller School hosted a number of events over the school year to encourage family participation and engagement. Many of these events were held in collaboration with the Miller PTO.

The annual Dance for A Cause raised over \$600 and donated canned goods to the Westford Food Pantry.

In late fall, parent and student volunteers planted bulbs in the Miller School courtyard. What a wonderful way to welcome in spring.

Math & Science Nights and Bingo for Books evenings were held throughout the fall and winter months for each grade level.

Miller and Day Schools partnered to host the third annual Miller/Day Halloween Party, on October 27 at the Stony Brook Middle School. The evening included games, treats, dancing, and of course costumes.

Throughout the month of December, over 400 pairs of mittens, hats, and scarves were collected for the Lowell Make-A-Wish Foundation.

Miller School held its second annual Sweetheart Dance in celebration of Valentine’s Day.

Miller School hosted a Celebration of Community Night, with over 50 students performing cultural dances, singing, playing piano, performing skits, and reading poetry. Families shared desserts from their cultures too. It was a fabulous evening!

#### **NABNASSET SCHOOL**

##### **Curriculum and Instruction**

Teachers introduced and trained students in the use of the SeeSaw app. This powerful tool gives parents a peek into the classroom through student-created digital portfolios that include videos, audio recordings, and pictures. In addition to fostering an improved home-school connection, this tool helps teachers to identify strengths and areas for growth helping to differentiate instruction to meet the needs of all students.

Second-grade teachers facilitated several evening events to support and promote family engagement with the curriculum. In the fall, students and parents alike enjoyed an evening of “dining” at a “Book Tasting” event. Students were invited, along with their families, to school for a sampling of a variety of genres with the goal of helping students identify favorites and thus motivating them to read. In the spring, teachers hosted a family STEM night. Students and parents participated together in the “Eggdrop” Challenge, where they were tasked with designing a container that would allow an egg to safely fall from a significant height without breaking. The culminating event, a Multicultural Dinner, provided students with an opportunity to celebrate their ancestry with their culinary favorites as well as the information they learned through the research

## WESTFORD PUBLIC SCHOOLS

### GRADES K-2 ELEMENTARY SCHOOLS—CONTINUED

of their ancestral home.

Kindergarten and second-grade teachers began to implement performance assessments in their science units. Performance assessments help teachers to see how their students understand and apply knowledge, and provide opportunities for additional learning experiences.

#### **Professional Development**

Nabnasset teachers participated in professional development opportunities throughout the year. Guidance counselors facilitated two Mindfulness Study Groups and 18 teachers participated in a book study of the *Behavior Code* by Jessica Minahan and Nancy Rappaport.

#### **Community Initiatives and Service**

Students and faculty at the Nabnasset School initiated and supported the community through fundraisers and initiatives that brought an awareness and care to act for the common good. Multi-age classes organized monthly collections for the Westford Food Pantry and collected more than 4,000 non-perishable items. Students and staff brought in donations one Friday each month and multi-age students sorted the items prior to delivery to the food pantry.

In addition, Nabnasset students supported several compassion projects. Two large boxes of toys were donated to the For the Love of Erika initiative and 225 hats to Hats Off for Cancer project. The Holiday Helper project raised \$250 in Market Basket gift cards which were given to two grateful families, and the Pennies for Patients initiative far exceeded our expectations by bringing in a total of \$2,384.35 in donations for this worthy cause. Nab students and staff supported the Lowell Wish Project by collecting three small boxes of mittens, gloves, and socks for those in need, and a former Nab Star initiated a collection for families at the House of Hope.

Second-grade students recycled 2,874 pounds this year, saving more than 24 trees. On Wednesday mornings second-grade students collected and weighed the recycle bins in every classroom. This experience encouraged students to make recycling a part of their lifestyle and helped them to realize that they can make a difference.

#### **Social-Emotional Wellness**

One of our Nabnasset parents identified and worked with the Westford Conservation Trust to mark and clear a trail in the woods outside of our special school for science observations, a mindful walk, or a teacher-guided movement break. At the end of the trail a number of benches were built by an Eagle Scout, a former Nab Star, for our teachers to use as an outdoor classroom. Students were very excited about our new nature trail and were eager to take part in a schoolwide vote. They voted to name our newly created nature trail, The Nab Star Nature Walk. The name was revealed at a very special Nabnasset School Community Meeting in November.

Nabnasset School partnered with Safe Routes to School to promote walking. On February 11, students and staff enjoyed walking outside during recess to encourage physical activity and promote healthy lifestyles.

## WESTFORD PUBLIC SCHOOLS

### GRADES K-2 ELEMENTARY SCHOOLS—CONTINUED

#### ROBINSON SCHOOL

##### **“Reading Buddy” and “Math Buddy” Programs**

The students in the five grade 1 classrooms at the Robinson School experienced another great year as “reading buddies” with the students in the six fourth-grade classrooms at the Crisafulli School as part of our sister-school “Book Buddy” program. The students look forward to their monthly visits with their buddies and enjoy sharing their love of reading with one another.

In addition, the students in Mrs. Debroke’s Grade 2 classroom at the Robinson School enjoyed another year as “math buddies” with the fifth-grade students of Mrs. Miller’s class at the Crisafulli School. The sister-school “Math Buddy” program was introduced as a way to enhance mathematical skills across the grade levels. It was a fantastic learning experience for all the students involved. It was so wonderful to see our students from different grade levels teaching each other exciting mathematical strategies and sharing the different ways to think about a math problem.

##### **Author Visit**

On November 7, 2018, the Robinson School welcomed popular children’s author Salina Yoon. During grade-level assemblies, Ms. Yoon, who is the Geisel Honor-winning author/illustrator of the Penguin and Bear series, shared different pieces of her work and shared with the students the different ways she creates her characters and stories. The theme of her presentation centered around her beautiful book *Be a Friend*, a story of acceptance, courage, and a beautiful friendship. Students learned the true meaning of friendship and learned to celebrate those special things that make them unique. At the end of each assembly, the group of students serenaded Ms. Yoon with their rendition of the “Be a Friend Song” by Emily Arrow. It was truly an amazing and inspiring day at the Robinson School!

##### **“Turkey Trot” Fundraiser**

On November 29, 2018, the Robinson School community came together to participate in its “Turkey Trot” fundraiser. On this brisk, fall morning, students and staff members trotted around the playground field and had the opportunity to participate in other fun activities such as hula hooping, dancing, and resting. As a school community, we “trotted” to celebrate our efforts as we raised funds for our school. It was a terrific team-building day! The funds raised during this event support technology (Chromebooks, iPads, etc.), enrichment programs, field trips, and special events.

##### **The Great Kindness Challenge**

During the week of January 22, 2019, the Robinson School community participated in “The Great Kindness Challenge.” Students were given a “Kindness Challenge” checklist, and were encouraged to perform a special act of kindness each day. The school enjoyed a week of kindness-themed spirit days as students and staff performed many acts of kindness each day.

##### **Sister-School Kindness Project: Book Drive**

On Monday, January 14, 2019, many classroom teachers at the Greenhalge Elementary School in Lowell walked into classrooms that had been flooded after water pipes had burst over the weekend due to freezing temperatures. Entire classroom libraries were destroyed.

## WESTFORD PUBLIC SCHOOLS GRADES K-2 ELEMENTARY SCHOOLS—CONTINUED

Between January 23 and January 31 the Robinson and Crisafulli School communities held a two-school book drive to replace and resupply classroom libraries at the Greenhalge Elementary School that were impacted by this flooding. Donations of new or gently used books were dropped off in collection boxes that were placed in the lobbies of both schools. Delivery of about 30 boxes of beautiful donated books took place in early February. The delivery of the books to smiling Greenhalge students and staff members marked the perfect ending to our school's participation in and celebration of The Great Kindness Challenge.

### **Community Reader Day**

As part of Read Across America Week, the Robinson School hosted a Community Reader Day on March 7, 2019, as a way to promote and maintain student enthusiasm and energy around reading. Community Reader Day is an event where a variety of community leaders visit classrooms to stress the importance of reading skills while fostering a continued positive relationship between visible members of the Westford community, elementary students, and the Westford Public Schools. The community readers had the opportunity to read pre-selected books aloud to the classes, and, then, discuss the subject matter in a dialogue with the students. In addition, the community readers also explained to students how books and reading have made an impact on their personal and professional lives. It was a very fun day!

### **Robinson-Crisafulli Family Literacy Night**

For the second year in a row, the Robinson and Crisafulli School communities came together for a sister school Family Literacy Night on March 7 at the Crisafulli 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 10 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). They also enjoyed taking part in the reading. All of our families benefited from time together experiencing the magic and power of a good book.

At the Family Literacy Night, Robinson and Crisafulli 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.

### **Special Presentation**

On April 4, 2019, the Robinson School welcomed a special guest speaker to the monthly Community Meeting focused on "Excellence." Becca Pizzi, who, in 2016, became the

**WESTFORD PUBLIC SCHOOLS**  
**GRADES K-2 ELEMENTARY SCHOOLS**—CONTINUED

first American female to run the World Marathon Challenge – seven marathons on seven continents in seven days – and then went back to do it all again in world record time in 2018, spoke to our school community. Becca shared her message of believing in yourself, hard work, determination, perseverance, and excellence. In addition, during her presentation, Becca posed a simple question that has helped her to create a life she loves and to break two world records: “*Why not me?*”

## WESTFORD PUBLIC SCHOOLS GRADES 3-5 ELEMENTARY SCHOOLS

### 2019-2020 WPS Elementary School Consistent Core Values

We are thrilled to share with you that the six K-5 elementary schools have adopted and will implement a new, consistent set of core values utilizing the acronym SPIRIT during the 2019-2020 school year. A consistent set of core values will pull our six elementary schools together to create a closer community feel, and the same consistent message will travel with the children and staff as they grow and move onto new elementary schools within the district. This is the culmination of feedback and work of the elementary staff throughout the district. We are excited to continue our work next fall as we more clearly define our social-emotional learning expectations as those that identify civic and character education as vitally important to the development of well-rounded students.

**Lori McDermott**  
*Abbot School Principal*

**Sharon Kennelly**  
*Crisafulli School Principal*

**Chris Louis Sardella**  
*Day School Principal*

We will build this respectful community by asking our students to “Show their SPIRIT!”

<b>Safety</b>	Students of the Westford Public Schools will demonstrate <b>SAFETY</b> . They will honor others’ space and property, and will keep their hands, feet, and other objects to themselves. They will exhibit self-control by walking as they travel throughout the school building, by using an appropriate voice level for the setting, and by following directions and instructions given by adults the first time. They will use words and adult intervention to solve problems.
<b>Perseverance</b>	Students of the Westford Public Schools will demonstrate <b>PERSEVERANCE</b> . They will set goals and strive to reach them each day. They will work hard and not give up even when something is difficult. They will demonstrate a growth mindset when met with challenging tasks and activities. They will keep a positive attitude.
<b>Inclusion</b>	Students of the Westford Public Schools will demonstrate <b>INCLUSION</b> . They have a responsibility to break down barriers by inviting new people into teams, circle of friends, and experiences as they work to be a unified, collaborative community. They will show acceptance to everyone around them.
<b>Respect</b>	Students of the Westford Public Schools will demonstrate <b>RESPECT</b> . They will think about others before speaking or taking any action. They will appreciate the contributions of others, while showing respect for themselves, other people, personal and/or community property, and the environment. They will treat others the way that they want to be treated.
<b>Integrity</b>	Students of the Westford Public Schools will demonstrate <b>INTEGRITY</b> . They will do the right thing, even when no one is watching. They will show good character. They will be honest, fair, and humble. They will exercise their best effort and judgment in all activities in which they participate and will set goals that promote positive academic, social, and personal development.
<b>Teamwork</b>	Students of the Westford Public Schools will demonstrate <b>TEAMWORK</b> . They will encourage others to do their best. They will listen to the ideas of others, while also sharing their ideas to ensure the best end product. They will show empathy, considering another person’s situation, feelings, or motives before speaking or taking action. They will compromise when necessary. They will behave in a manner that allows all others to enjoy a safe, positive learning community.

## WESTFORD PUBLIC SCHOOLS

### GRADES 3-5 ELEMENTARY SCHOOLS—CONTINUED

#### ABBOT SCHOOL

##### **Curriculum and Instruction**

The Abbot School Literacy Specialist offered opportunities to model reading comprehension strategy lessons for staff throughout the year. Lessons focused on schema, visualizing, and monitoring comprehension, all designed to ensure a high level of student engagement and enthusiasm for reading.

Abbot School teachers began to implement performance assessments in their Science units. Performance assessments help teachers to see how their students understand and apply knowledge, and provide opportunities for additional learning experiences.

In December, all students participated in an Hour of Code, a global effort to show students that computer science can be fun, understandable, and enjoyable for all. This event was enhanced by the numerous parent volunteers who shared their passion and expertise in the field, and the collaboration between classroom teachers and the Digital Learning Specialist.

Thanks to Fresh Start Food Gardens, students harvested tomatoes, carrots, and potatoes as they learned about plant structures, the nutritional benefits of eating a “rainbow,” and the environmental impact of growing your own garden.

Fifth-grade teachers and the Digital Learning Specialist initiated a Curriculum Volunteers Program. Parents were invited to share their areas of expertise with staff, thus allowing teachers to reach out and invite parents to be part of the classroom.

The Abbot School Memorial Day Ceremony, led by the Student Council, took place on May 24. The program included the presentation of the colors from the Westford VFW Post 6539, patriotic songs, and a performance from the Grade 5 Band. Student Council members shared the history of Memorial Day and Taps, a flag-folding ceremony and a Roll Call of Heroes honoring Abbot family and friends who have paid the ultimate sacrifice for our country.

##### **Professional Development**

Staff at the Abbot School participated in a series of curriculum meetings focused on spelling strategies facilitated by the ELA K-5 Curriculum Coordinator and the Abbot School Literacy Specialist. The English language adheres to predictable patterns that can be taught directly to students. This series of meetings focused on these patterns and best practices in spelling instruction.

Abbot School teachers participated in a *Using SeeSaw in the Elementary Classroom* and a *BrainPop: Meeting the Needs of Diverse Learners* study group facilitated by a Grade 3 Teacher and Digital Learning Specialist. In addition, Abbot teachers participated in a *Lexia* training to provide targeted interventions in reading.

##### **Community Service and Initiatives**

Students and staff demonstrated their compassion for others throughout this school year by initiating and promoting a variety of collections for worthy causes including The Lowell Wish Project, Catie’s Closet, House of Hope, Smiles for Hope, MSPCA/Humane Society, Limbs for Life, Dana Farber Cancer Institute, Lowell General Hospital TeamWalk for Cancer, and Pennies for Patients. Abbot School staff participated in GI Go Jeans for Troops program assisting all members of the military community.

## WESTFORD PUBLIC SCHOOLS

### GRADES 3-5 ELEMENTARY SCHOOLS – CONTINUED

An Abbot student brought forth awareness for the environment with a Green School Initiative by ensuring that each learning space has a plant and ensuring that all cafeteria scraps are composted.

#### **Clubs and Activities**

Abbot School parents and staff offered a variety of club opportunities including Authors Club, Chess Club, Turkish Club, Book Club, STEM Fair Club, Yearbook Club, and Newspaper Club. Westford Academy students provided mentoring to Abbot students every Thursday through the Ghosts & Goblins program. Our grade 5 play, “Beauty and the Beast,” was a great success with performances held on March 29 and 30.

Grade 5 students participated in Abbot’s first school talent show on June 7. Students showcased vocal performances, magic tricks, card tricks, dance performances, gymnastics performances, and solo instrument performances.

Students elected representatives from each grade level to serve on the Abbot School Student Council. Twelve representatives were elected along with a student facilitator. The Abbot Student Council met monthly to plan a variety of student and staff activities including school spirit days, a Valentine’s Day breakfast for staff, and a family movie night.

#### **Social Emotional and Wellness Initiatives**

This year students were recognized for exceptional behavior through a new schoolwide code of conduct. Students were “caught” demonstrating their school “SPIRIT”–Safety, Perseverance, Inclusion, Respect, Integrity, Teamwork.

The Abbot School Field Day Committee met throughout the year to plan for this year’s “On Island Time” themed Field Day. All grade levels came together to enjoy the outdoors, participate in physical fitness activities, practice good sportsmanship and build school community. We are thankful to the many parent volunteers who helped to make this event possible.

Abbot School celebrated its first Annual Winter Walk to School Day on February 6, sponsored by Safe Routes to School. Students and staff came together at the J. V. Fletcher Library and walked to Abbot School during this heartwarming community-building event promoting safety and fitness.

#### **CRISAFULLI SCHOOL**

##### **“Reading Buddy” and “Math Buddy” Programs**

The students in the six fourth-grade classrooms at the Crisafulli School experienced another great year as “reading buddies” with the students in the five first-grade classrooms at the Robinson School as part of our sister-school “Book Buddy” program. The students look forward to their monthly visits with their buddies, and enjoy sharing their love of reading with one another.

In addition, the students in Mrs. Miller’s fifth-grade classroom at the Crisafulli School enjoyed another year as “math buddies” with the second-grade students of Mrs. Debrocke’s class at the Robinson School. The sister-school “Math Buddy” program was introduced as a way to enhance mathematical skills across the grade levels. It was a

## WESTFORD PUBLIC SCHOOLS

### GRADES 3-5 ELEMENTARY SCHOOLS – CONTINUED

fantastic learning experience for all the students involved. It was so wonderful to see our students from different grade levels teaching each other exciting mathematical concepts and sharing the different ways to think about a math problem.

#### **“Turkey Trot” Fundraiser**

The “Turkey Trot” fundraiser took place on November 21, 2018 at the Crisafulli School. Due to inclement weather, students and staff walked around a designated indoor area, and had the opportunity to participate in other fun activities such as hula hooping, dancing, and mindful coloring. As a school community, we “trotted” to celebrate our efforts as we raised funds for our school. It was a terrific team-building day! The funds raised during this event support technology (Chromebooks, iPads, etc.), enrichment programs, field trips, and special events.

#### **The Great Kindness Challenge**

During the week of January 22, 2019, the Crisafulli School community participated in “The Great Kindness Challenge.” Students were given a “Kindness Challenge” checklist and were encouraged to perform a special act of kindness each day. The school enjoyed a week of kindness-themed spirit days as students and staff performed many acts of kindness each day.

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#### **Special Presentations**

On February 7, 2019, the students and staff of the Crisafulli School listened to a very special presentation during the monthly Community Meeting. The school hosted Randy Pierce, an amazing and inspirational speaker, who is the founder of 2020 VisionQuest foundation (<http://2020visionquest.org>). Randy spoke to all of our students and delivered his motivational and essential message to believe in ability – most importantly their own. He challenged our students to think, “What can I accomplish?” and helped them realize that it is within their power to define, embrace, and achieve any goal.

On April 4, 2019, the Crisafulli School welcomed another special guest speaker to the monthly Community Meeting. Becca Pizzi, who, in 2016, became the first American female to run the World Marathon Challenge – seven marathons on seven continents in seven days – and then went back to do it all again in world record time in 2018, spoke to our school community. Becca shared her message of believing in yourself, hard work, determination, perseverance, and excellence. In addition, during her presentation, Becca

## WESTFORD PUBLIC SCHOOLS GRADES 3-5 ELEMENTARY SCHOOLS – CONTINUED

posed a simple question that has helped her to create a life she loves and to break two world records: “Why not me?”

### **Author Visit**

On March 21, 2019, the Crisafulli community welcomed author Sarah Albee, who is both a wonderful author and fantastic presenter, to its school for the day. Ms. Albee writes high-interest nonfiction that is well researched and, also, incredibly funny. (Titles like *Poop Happened: A History of the World from the Bottom Up* and *Bugged: How Insects Changed History* clearly demonstrate and support this viewpoint.) Throughout Ms. Albee’s high-energy presentation, the students were able to learn a lot and laugh a lot as she shared her experiences as both a researcher and an author.

### **Community Reader Day**

As part of *Read Across America Week*, the Crisafulli School hosted a Community Reader Day on March 7, 2019, as a way to promote and maintain student enthusiasm and energy around reading. “Community Reader Day” is an event where a variety of community leaders visit classrooms to stress the importance of reading skills while fostering a continued positive relationship between visible members of the Westford community, elementary students, and the Westford Public Schools. The community readers had the opportunity to read pre-selected books aloud to the classes, and, then, discuss the subject matter in a dialogue with the students. In addition, the community readers also explained to students how books and reading have made an impact on their personal and professional lives. It was a very fun day!

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## WESTFORD PUBLIC SCHOOLS

### GRADES 3-5 ELEMENTARY SCHOOLS—CONTINUED

#### DAY SCHOOL

##### **New Day School Playground**

On Thursday, November 1, the Day School dedicated its new playground. After months of fundraising, planning, and building, the playground was finally finished in late October. Former Day School Principal Kevin Regan led the planning committee, and was joined by current Principal Chris Louis Sardella, Rep. Jim Arciero, and Superintendent Bill Olsen for the ceremony. Day School's 18 Student Senators cut the ribbon and were the first to officially play on the new playground.

##### **Yoga for Classrooms**

Julia Borger-Green and Trish Sampson brought Yoga for Classrooms to the Day School, beginning with summer training for classroom teachers. Julia and Trish supported teachers throughout the year in using yoga in classrooms, physical education, and wellness classes to reduce anxiety and promote self-regulation in students.

##### **Celebration of Reading and Writing**

Students and teachers at Day School enjoyed a week-long celebration of reading and writing, with a different school-wide focus each day, including a whole-school DEAR (drop everything and read) time, writer's celebrations, and community readers visiting each classroom. One of the highlights of the week was Dress as Your Favorite Book Character day. Many students and staff participated, showing off their costumes at a COBRA Council meeting, where Mr. Sardella and Mrs. Shediak presented a dramatic reading of Dr. Seuss's *Cat in the Hat*. On Thursday, author Farhana Zia presented to each grade level, based on three books she wrote to celebrate her Indian and Muslim heritages. Third graders heard Mrs. Zia read, *Hot, Hot Roti for Dada-ji*, "Overflowing with family, food, and a tall stack of fun, Hot, Hot Roti for Dada-ji is sure to warm the heart and tickle the tummy." Fourth graders listened to excerpts from *Child of Spring*, "Farhana Zia's engaging novel—filled with a cast of distinct, endearing characters and humorous, thought-provoking events—provides an insightful look at relative privilege and opportunity." Fifth graders heard excerpts from *The Garden of my Imman*: "This award-winning novel from author and educator Farhana Zia captures the social and identity struggles of middle school with a fresh, new voice." After writing persuasive letters to Mr. Sardella, one student from each class was chosen to enjoy a traditional Indian lunch with Mrs. Zia. Students were able to ask Mrs. Zia questions about her life in India and the United States, as well as learning more about her books.

##### **Innovation Lab**

Under the direction of Digital Learning Specialist Marianne Butterline, Day School opened a new STEM Innovation Lab, which includes a maker space and green screen for video projects. Marianne Butterline also secured a \$10,000 Project Lead the Way Grant for the Day School, to be implemented over the next three years. The grant will fund teacher training in new technology and engineering units, as well as the materials necessary for the program focused on project based learning.

##### **Scripps Spelling Bee**

Day School held its first Annual Day School Spelling Bee on Tuesday February 5, with 18 classroom champions competing for the title of Day School Spelling Champion. Fourth grader Perry Whitmore was ultimately named Day School Spelling Champion

## WESTFORD PUBLIC SCHOOLS

### GRADES 3-5 ELEMENTARY SCHOOLS – CONTINUED

and went on to the Scripps Regional Spelling Bee in Lynn, where he placed in the top 10 with sixth-eighth graders.

#### **STEM Fair**

153 Day School students participated in the annual STEM fair on Wednesday, February 13. Jason Fligg and Ali Sacknowitz ran a five-week STEM Fair Club to help students prepare for the STEM Fair.

#### **Fresh Start Gardens**

In partnership with Fresh Start Gardens, the Day School garden fall harvest included carrots, potatoes, and kale, which were served to students by the Day School cafeteria staff in a variety of dishes. In the spring, students picked sugar snap peas.

#### **Student Senate**

The Day School Student Senate identified the Lowell Humane Society as their charitable project this year. The Student Senate made dog and cat toys and collected items from the Lowell Humane Society's wish list. Through a coin drive, the Day School students and their families donated over \$2,000 to the Lowell Humane Society. The Student Senate delivered the donations and were given a tour of the facility on April 10.

#### **Community Celebrations**

In September, Day School staff and families spent a sunny Saturday afternoon transforming the overgrown courtyard into a beautiful outdoor learning space. The entire courtyard was weeded and covered with pea stone. The edges were planted with bulbs and perennials. Four picnic tables were assembled and placed at the center of the courtyard for students and staff to enjoy.

Miller and Day Schools partnered to host the third annual Miller/Day Halloween Party, on October 27 at the Stony Brook Middle School. The evening included games, treats, dancing, and of course costumes.

The Day School, in collaboration with the PTO, hosted the first annual Lunar New Year celebration. Over 50 Day School families enjoyed cultural displays and crafts, student dance, musical, and martial arts performances, as well as a delicious buffet of Asian cuisine.

More than 40 Day School musicians, dancers, gymnasts, and martial artists participated in a Talent Showcase on Friday, March 8.

The Day School 5th grade musical this year was "The Rainbow Fish," led by Mrs. Sarah Worrest from the Hudson Public Schools. Students performed for the Day School students and staff during the school day, and for families in the evening.

Day School students participated in the annual Memorial Day Ceremony featuring a Color Guard from the Westford VFW, singers from Westford Academy performing the National Anthem, as well as musical performances by the Day School Chorus, Band, and Orchestra.

On June 5, Day School art teachers Pam Perron and Maureen Patenaude organized an Art Show, with ARTome, where each student selected a piece from their art portfolio to be framed and exhibited. Families had the opportunity to purchase their child's framed art, and a portion of the proceeds were donated back to the Day School art department. A number of Day School teachers volunteered to sell tickets, scoop ice cream, and face paint at the ice cream social taking place outside of the Art Show.

## WESTFORD PUBLIC SCHOOLS GRADES 6-8 MIDDLE SCHOOLS

Westford Public Schools includes two of the top-performing middle schools in the state of Massachusetts. Designed to support the unique needs of young adolescents, the Blanchard and Stony Brook schools provide a rich educational experience to students in grades six, seven, and eight. Consistent with best practices in middle school, students are placed on interdisciplinary teams to create smaller communities where students are well known by multiple adults. Educator collaboration is at the heart of the Westford middle school model, as teachers meet regularly to plan instruction and team activities to build spirit and community.

**Timothy Hislop**  
*Blanchard Principal*

**Christopher Chew**  
*Stony Brook Principal*

English language arts, mathematics, science, and social studies instruction on team is aligned to the Massachusetts Curriculum Frameworks. The academic curriculum is enhanced by a variety of world languages and integrated arts courses that support the whole child. French, German, Latin, and Spanish are offered at all grade levels as well as Reading and English Language Development for English learners. The program of studies also includes health and physical education, visual and performing arts, and S.T.E.M (Science, Technology, Engineering and Mathematics). Opportunities to participate in ensemble groups, including band, orchestra, and chorus, are also built into the schedule. Supports such as reading and math intervention and academic coaching are available to any individual student in need of additional assistance with academics. During a daily advisory block, students are able to meet with teachers individually and in small groups, access school resources such as the library and labs, collaborate on projects, or participate in team activities.

Thanks to generous support from the Westford Middle School Parent Teacher Organization, students enjoyed enrichment programs such as *New Inca Son: Music and Dance of the Andes*, *Mythmasters: Tales from Greek Mythology*, *A Midsummer Night's Dream* performed by New Repertory Theatre Company, and a visit from acclaimed young adult author Jack Gantos. Students also attended presentations from the K.I.N.D. Campaign, Deana's Educational Theatre, and Middlesex Partnership for Youth. Finally, field trips to the Ecotarium, Worcester Art Museum, North Shore Music Theatre, and an eighth-grade class trip to Washington, D.C. exposed students to new contexts for learning.

Partnership between school and home is emphasized at both schools. Multiple means of communication are utilized to encourage family engagement in learning. The principals send weekly school newsletters via email, and a new website was launched for the start of the 2018–2019 school year. In addition to annual parent conference and curriculum nights, teaching teams and counselors designate time for weekly parent meetings.

The teachers and administration at the Blanchard and Stony Brook schools work closely with 6-12 curriculum coordinators to promote consistency in the learning experiences offered to all middle school students in Westford. Professional development activities during the 2018–2019 school year shared a common theme of enhancing student engagement in the spirit of *Challenge Success*. In the fall, staff implemented updated research-based homework expectations. Collaboration during monthly curriculum meetings and early release days focused on implementing *Challenge Success* at the department level and specific models such as Guided Math, The Kerrigan Classroom, Inquiry Design Model, and trauma-informed counseling, and Dialectical Behavior

## WESTFORD PUBLIC SCHOOLS

### GRADES 6-8 MIDDLE SCHOOLS – CONTINUED

Therapy (DBT). Staff at each of the three secondary schools in Westford also participated in anti-bias professional development that was co-facilitated by the Anti-Defamation League.

In the spring, middle school administration collaborated with principals at the Abbot, Crisafulli, and Day elementary schools to enhance the transition from elementary to middle school. Fifth-grade students took field trips to Stony Brook and Blanchard for a morning of welcoming activities that included tours and opportunities to meet sixth-grade teachers before summer vacation.

#### LLOYD G. BLANCHARD MIDDLE SCHOOL

The mission of the Lloyd G. Blanchard Middle School is to provide a safe educational environment where the whole child is empowered to achieve academic and personal excellence through a team approach.

The Blanchard School Improvement Plan is aligned to this mission and guides efforts to continuously improve teaching and student learning. The goals for the 2018–2019 school year focused on four major areas: student wellbeing and academic engagement, supporting diverse learners, enhancing the transition from elementary to middle school, and a school environment characterized by safety, tolerance, and respect. The Blanchard School Advisory Council was co-chaired by principal, Tim Hislop and parent representative Scott Park. Michelle Beauregard, student support teacher, joined as a staff representative and Sandra Habe served as a community representative. Students were represented by Lillian Whitehead in eighth grade and Caroline Mahony in seventh grade.

For the start of the 2018–2019 school year, Blanchard classrooms were equipped with mobile devices to achieve 1:1 student access to technology. As a result, teachers were able to implement digital curricular materials and expand on the use of web-based apps and resources to make learning engaging and collaborative.

A variety of academic and exploratory activities promoted Blanchard’s core values of Respect, Opportunity, Cooperation, Kindness, and Service. Student groups, including Student Council and Peer Leaders, led projects that benefited local organizations and charities such as *For the Love of Erika*, *Lowell Wish Project’s Blanket the Valley*, and the Westford Food Pantry. The Blanchard Honored Citizens program recognized 60 individual students for positive contributions to their classrooms, teams, and school in special assemblies over the course of the year.

The *Blanchard Student Success Squad*, comprised of sixth, seventh, and eighth graders, provided students with a vehicle to improve students’ overall school experience. Guided by the school’s vision for *Challenge Success*, the group worked with administration and counselors to promote a student-centered culture through enhancements to scheduling, lunch, team-building, and community events.

Blanchard offered over 30 well-attended extracurricular activities and sports representing a wide range of student interests including yoga, art, fitness, reading, and technology. *The Blanchard Messenger*, featuring original writing and artwork, was published by students each trimester. A new activity, Boardgaming Club, was added. Blanchard Theatre Arts performed *Shrek the Musical* and *Charlotte’s Web*. The National

## **WESTFORD PUBLIC SCHOOLS**

### **GRADES 6-8 MIDDLE SCHOOLS – CONTINUED**

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.

On June 14, 2019, Blanchard's fourth annual Middle School Completion and Achievement Ceremony was held to celebrate the eighth-grade class in their transition to high school. Embracing multiple forms of success, the program featured student performances from the chorus, band, and orchestra ensembles as well as recognitions for outstanding achievement, effort, leadership, and community involvement.

#### **STONY BROOK SCHOOL**

The 2018-2019 Stony Brook School Improvement Plan goals focused on three major areas:

- continuing our focus to support overall student wellbeing and academic engagement we assessed current practices and resources to ensure trauma-sensitive learning environments for all students
- expanding personalization of student learning by supporting teacher integration of maker-centered learning tools and increasing Project-Based Learning strategies throughout the building
- increasing student efficacy in recognizing the rights, responsibilities and opportunities of living, learning, and working in an interconnected digital world as they act and model in ways that are safe, legal and ethical (International Society for Technology in Education Digital Citizenship Standard, 2017)

The Stony Brook School Advisory Council was co-chaired by Dr. Christopher Chew and parent representative Kelly Doonan. Parent membership also included Kristi Bates, Nichole Janowsky, Justine Olander, Seema Pusalkar and Mary Anne Seraphin. Sarah Goucher and Mary Larkin served as the teacher representatives. Eric Lipschutz served as the Stony Brook Community representative.

Project-Based Learning opportunities continued to grow at Stony Brook during the 2018-2019 school year. One of the three seventh-grade teams, Team Socrates, worked exclusively in an interdisciplinary project-based learning (PBL) environment all year as Team Imagination in sixth grade continued to work in the same fashion as they had last year. In addition to the two interdisciplinary teams, teachers across content areas and grade levels continue to implement project-based learning units in their classrooms so that all students at Stony Brook are increasing their exposure to the strategies. Students were invited to share some of their PBL work at the State House as well as at the DCU Center in Worcester at a state-wide convention on innovation. Sixth-grade students submitted projects to the National Geography GeoChallenge, and 24 Stony Brook students were selected to advance to the regional competition. School districts from around the state as well as other areas of the country have contacted Stony Brook or sent representatives to observe the PBL programs in action.

Throughout the year, 70 Citizenship Awards were presented to Stony Brook students for the effort and positive contributions that they 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.). At the end of

**WESTFORD PUBLIC SCHOOLS**  
**GRADES 6-8 MIDDLE SCHOOLS** – CONTINUED

the year, all three grades along with the entire staff and faculty joined together in an assembly to celebrate our eighth graders. During the event, 103 students were recognized as receiving a Gold Presidential Academic Award for maintaining high honors throughout the year and 82 students were recognized as receiving the Silver Presidential Academic Award for maintaining at least honors for all three terms. With 185 of the 254 eighth graders maintaining honors level grades throughout their last year of middle school, it speaks well for their work ethic and is consistent with the high performance Stony Brook students have achieved on state assessments and district benchmarks.

## WESTFORD PUBLIC SCHOOLS GRADES 9-12 WESTFORD ACADEMY

Westford Academy is recognized as one of the top-performing high schools in the state of Massachusetts. *Boston Magazine* ranked Westford Academy as one of the top 50 high schools in Massachusetts. 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 very well on the statewide MCAS Exam (Massachusetts Comprehensive Assessment System) boasting high percentages of students that reach Proficient and Advanced status. Westford Academy also performs well on the SAT, ACT, and Advanced Placement assessments. In the 2018-2019 school year, hundreds of students participated in taking one or more Advanced Placement exams.

**James Antonelli**  
*Principal*

This year the Community Preservation Committee (CPC) supported funding for the design and engineering costs associated with an amenities building. This building will provide public restrooms for Trustees Field and additional storage as well as a new concession stand to support the Westford Academy Boosters Program. The Westford Academy Boosters Program supports the athletic program at the high school by purchasing equipment for a variety of sports as well as funding over 30 scholarships for student-athletes presented at our Senior Scholarship Night. The CPC continues to be a driving force to assist with creating a first-class facility at Westford Academy.

Westford Academy's students, faculty, and parent community continued the 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. The *Challenge Success Program* has been embraced by many in the Westford Public Schools community, however there is more work to do. Pressures regarding college acceptance is becoming more prevalent and the competition to be better than the next student is daunting. As a faculty and staff, we are looking at a variety of factors that impact a student's life and looking to implement changes that can reduce stress while still building resiliency. Our professional development continued to focus on the social and emotional needs of our students, and we have taken action to begin educating our parents about what it means to have a "well-balanced child." This work will continue into the school year 2019-20 as we continue to see mounting pressures on students and families in the community of Westford.

The School to Careers program provided students with rich opportunities to explore their interests and find majors and careers that will match their talents and lead to career satisfaction. The Career Exploration Breakfast gave over 800 sophomores and juniors the opportunity to each meet with two professionals in careers of interest to learn more about their paths to success. We are grateful to the 70-plus speakers who gave their time to come in and meet with our students and share their stories. Over 400 students participated in the Junior Job Shadow Day in May. Following classroom guidance lessons on career exploration, informational interviewing and resume writing, all juniors sought out site mentors in fields of interest. Site mentors shared their educational experiences and career pathways, as well as how they apply what they learned in school at work everyday.

## WESTFORD PUBLIC SCHOOLS

### GRADES 9-12 WESTFORD ACADEMY – CONTINUED

This spring the Senior Capstone program was mandatory for all seniors and was well received by all involved. 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 sent off more than 440 seniors to participate in internships in the Westford community and beyond. Students worked in a variety of settings to learn about many different occupations. Some students found the perfect fit and a trajectory for their future, while others found out that the work they did in the spring of their senior year is not the right fit for them and they then can pursue other opportunities or majors when moving on beyond graduation. We appreciate all of the support from our local businesses, schools, hospitals, and others that support the internships. It is a fantastic opportunity for our seniors. I would like to thank all of our faculty advisors for their support each spring, and a huge thank you to guidance counselors Susan Lynch and Heidi Hider for their leadership and stewardship of this program.

Westford Academy's valedictorian was Kristen Colavita. Kristin will be attending Northeastern University in the fall of 2019 with a focus on computer science and chemistry. Kristen is a National Merit Commended Student, earned perfect scores on all AP exams thus far, and has received several year-end academic achievement awards. As a junior, she earned the Physics Book Award and a Chemistry AP Certificate of Merit. Mr. Burns writes, "Kristen is an exemplary force in physics with excellent inquiry, experimentation, and creative problem-solving skills all while using a meticulous technique second to none. All of these strengths will certainly enable many successes in her future scientific studies."

She also earned the Excellence in Computer Science Award and the Excellence in Trigonometry and Pre-Calculus Award for excelling on every assessment, going above and beyond expectations, asking thoughtful and meaningful questions, and possessing remarkable problem-solving skills. Ms. Stowe writes, "Kristen always thought out her work, anticipated any problems and had them solved before writing code. I never found any bugs in Kristen's work because she always thoroughly tested her programs before handing them in. Kristen also always looked for ways to enhance her programs to go above and beyond the requirements. She is a real joy to work with."

Kristen is most proud of donating her time of more than 350 hours to knitting and crocheting over 100 baby hats to donate to charities that raise awareness for Shaken Baby Syndrome. Kristen decided to learn how to knit and crotchet on her own. She finds it most meaningful to teach this art to others through her participation in the Knitting Club.

Westford Academy's Salutatorian was Helen Zhou. Helen's two academic passions are chemistry and Latin. As she explains, "I love chemistry because it represents a new frontier of discovery that I might one day have a hand in uncovering. Last year in AP Chemistry we did a project where we researched a newly approved drug. By learning the chemical processes by which drugs cured diseases – and induced horrific side effects – I had a new awareness of the ways in which chemistry and medicine intertwine." Of Latin she says, "Because Latin has such an intricate history, I've learned not only vocabulary but culture and philosophy that often connects to today. Overall, Latin is not only a beautiful, logical language, but a tool that helps me grasp new knowledge, whether it be government or medical terms or new languages."

## WESTFORD PUBLIC SCHOOLS

### GRADES 9-12 WESTFORD ACADEMY – CONTINUED

Based on comments by her teachers in those two subject areas, she is on the right track! As her AP Chemistry teacher, Mr. Knittel, stated, “Helen is an insightful young woman who often sees beyond outward appearances and contemplates the deeper meanings and connections between various topics. She possesses a wonderful and appropriate sense of humor, candor and has a welcome ability to bandy complex topics about in an understandable, meaningful and thoughtful manner. Helen has a cheerful demeanor and is always willing to help her peers find success in their own fashion.”

Best of luck to two of the best and brightest from Westford Academy!

This year’s graduation speaker Elsa Heil addressed her class in front of a crowd of over 3,000 families, friends, and guests. “We, as a student body have collectively been *set up for greatness*. Through the hardships of those that came before us, we may now rise. Now we have an opportunity. An opportunity to take on the world as it comes at us, to pursue our passions as we discover them, and to thank those that helped us get here. An opportunity to determine and be our *best selves*.”

“Now keep in mind that many of our social leaders and heroes began their lives as an average person, as one of us. In 1972, future billionaire, founder, and CEO of Apple Computer Company, Steve Jobs, graduated from Homestead High School in Cupertino, California as an *average student*. In 1976, future comedian, award-winning talk show host, and LGBT+ and equal rights activist Ellen DeGeneres graduated from Atlanta High School in Atlanta, Texas, as an *average student*. In 2003 future NBA all star, philanthropist, and founder of the I Promise School, Lebron James, graduated from St. Vincent St. Mary High School in Akron, Ohio. He too was an *average student*. We entered this school as hopeful freshmen, ready for a fresh start. Now we are leaving, a group of eager seniors, afflicted and overwhelmed with senioritis and ready to discover our futures, bold and bright. Despite the failures and mistakes that we will make and although we may *feel* average right now, we find that the average *can achieve* success by choosing their path and striving to be their best self.”

This year’s Senior Class President, Julieanne Lee, provided some closing thoughts to the Class of 2019. “In the end, whether you want to admit it or not, we all want the same thing. To be respected, to be celebrated, to be appreciated, to be appreciated.” “Mr. Antonelli, I present to you the class of 2019” and 447 caps flew into the darkening skies while thousands applauded. It was a wonderful celebration with beautiful weather for all of the spectators.

The Westford Academy Trustees continue to support graduating seniors by providing over one hundred and twenty thousand dollars 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. We thank the Westford Academy Trustees for their continued support of Westford Academy.

Recipients for the Class Most Worthy Representative were the following:

#### Freshman Class of 2022

Peter Alexander

Carly Davey

**WESTFORD PUBLIC SCHOOLS**  
**GRADES 9-12 WESTFORD ACADEMY – CONTINUED**

Sophomore Class of 2021

Owen Bramanti  
Meghan Mulhern

Junior Class of 2020

Kevin Henderson  
Laurel Humphrey

Senior Class of 2019

Marcos Acosta  
Isabel Redman

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 nine of the last 10 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.

**WESTFORD PUBLIC SCHOOLS**  
**GRADES 9-12 WESTFORD ACADEMY**  
**CLASS OF 2019**

Garrett Ackerman	Kevin Bruskiwitz
Marcos Acosta	Anna Bryce
Brian Adolph	Matthew Bugos
Michael Akers	Kelley Burbine
Meline Almasian	Emily Burt
Alysha An	Kayleigh Butler
Matthew Anderson	Mary Cadogan
Carl Andren	Patrick Cadogan
Victoria Andrews	Ryan Cai
Nicholas Antes	Julie Camara
Devansh Apte	Ryan Canha
Sneha Arora	Caitlin Cannuscio
Kindred Atwood	Alyssa Cantalupo
Nicholas Awada	Maren Cao
Sriharsha Ayyagary	Elizabeth Cappadona
Brianna Bailey	Matthew Cappucci
Joseph Baker	Quinn Carlson
Anirudh Balasubramanian	Nicholas Carpenter
Sarah Balian	Nicholas Carpinito
Ishan Bansal	Katelyn Carroll
Michael Banyas	Roger Carter
Ernest Barber-Mingo	Tara Castelino
Cameron Barisano	Jacob Caster
Madison Barry	Quinton Center
Erin Bates	Caoimhe Chan
Madison Baumgartel	Shreyas Chaturvedi
Scott Beattie	Justin Chen
Tyler Bella	Yuki Chen
Brendan Berg	Joshua Cherian
Lauren Berk	Kaitlyn Chiasson
Max Bernstein	Wesley Chung
John Berrigan	Cameron Cielakie
Vivek Bhagat	Amanda Ciulla
Vanya Bhardwaj	Kayla Clark
Eric Biciunas	Samuel Cohen
Lindsay Blais	Kristen Colavita
Samantha Blanc	Vincent Colavita
Alexandra Bohenko	Elliot Coleman
Sophia Bohenko	Cristian Concepcion
Tyler Boroshok	Trinity Cook
Madelyn Boyer	Daniel Cornetta
Maxwell Bradley	Jessica Cornetta
Jeffrey Brake	Joseph Cornetta
Isabella Brandford	Kimberly Cornetta
Megan Briggs	Jessica Corr
Amanda Brown	Fiona Cotter
Drew Brown	Sophia Covenno
Peter Brown	Carolyn Crimmins

**WESTFORD PUBLIC SCHOOLS**  
**GRADES 9-12 WESTFORD ACADEMY**  
**CLASS OF 2019**—CONTINUED

Kaitlyn Cullen	Shaina Gerald
Thomas Cullen	Thomas Germann
Thomas Cutbill	Dalia Goldberg
Emma D'Amato	Jessica Goodman-Leong
Sion Daniel	Maxfield Gormley
Richard Davis	Benjamin Gottschalk
Meena DeBenedictis	Carolyn Graham
Teresa Decelles	Ashley Grant
Thomas DeLuca	Sean Grimes
Mathew DeOliveira	Lauren Guglielmo
Anthony DeScenza	Tyler Guillemette
Amelia Devlin	Olivia Gulla
Laura Devlin	Meghana Gunnamreddy
Nicholas DiPilato	Madelyn Guthrie
Cameron Ditto	Eric Han
Joshua Doherty	Jaclyn Harding
Matthew Doherty	Nolan Hart
Ryan Domit	Christopher He
Caroline Doscher	Paul Healey
Justin Dulczewski	Elsa Heil
Matalyn Dunn-Benson	Alfred Herget
Mateusz Dybka	Emily Holway
Matthew Eggert	Jun Hong
Melisa Erdal	Devyn Hooper
Jacqueline Errera	Carina Hou
Spencer Estridge	Anna Hoyt
Marisol Evans-Garcia	Julia Hurley
Nicholas Ewing	Aaron Huynh
Ian Fairchild	Sho Ikeda
Isabella Farago	Ila Jagannath
Adelaide Ferrick	Andrew Jerzylo
Manuel Ferro	Christine Ji
Robert Feuersanger	Rebecca Johnson
Sean Fitzgerald	Madeline Jones
Kathleen Flanagan	Noah Jones
Ariella Fleischer	Eamon Jorgensen
Erin Fletcher	Dominique Kaluscha
Daniel Fossey	Sana Kapasi
Lisa Frechette	Shivaram Karandikar
Morgan Freud	Abigail Katz
Caroline Gabriel	Niharika Kaushik
Nikhil Gaddam	Neha Kayiti
Joel Gagne	Tess Keele
Manning Gallant	Daniel Kelly
Evan Gao	Christopher Kennedy
Bruce Garvick	Sydney Kennedy
Ericsson Gauthier	Grace Kim
Lillian Geller	Brendan King

**WESTFORD PUBLIC SCHOOLS**  
**GRADES 9-12 WESTFORD ACADEMY**  
**CLASS OF 2019** — CONTINUED

Zachary Kingsley	Cole Mazzaferro
Lily Kinne	Sarah McA’Nulty
Lily Kinney	William McCarthy
Tess Kleanthous	Thomas McCauley
Jack Kohan	Christopher McDonald
Alexander Kozlowski	Ryan McElhiney
Michael Kuklin	Cailin McEnaney
Hamsaa Kumar	Niamh McEwan
Jacqueline LaBarre	Meaghan McGee
Quinn LaCon	Owen McGee
Anya Lamarre Anderson	John McGrath
Sara Lane	Zachary McIntyre
Kayla LaPat	Kevin McKinnon
Matthew Laverdure	Cynthia McLaughlin
Benjamin Lawrence	Lauren McNally
Dan Le	Aayush Mehta
Braeden Ledder	Daniel Melanson
Julianne Lee	Saranette Men
Ryan Lefebvre	David Miropolsky
Gavin Legg Spadano	Danielle Mitrano
Jessica Leong	Victoria Moomjian
Suzanne Levandier	Amanda Moore
Evan Lewin	Viviany Morales-Torres
Charles Li	Jacob Morash
Henry Liu	Jackson Morgan
Nicholas Lofria	Emily Morin
Olivia Lohmeier	Miranda Morrison
Nicole Lombardi	Victoria Morrison
Kyanah Long	Spencer Moynihan
Timothy Loosigian	Michael Mucci
Kathryne Lovell	Isaac Mulcahy
Madeline Lowney	Pratyusha Mulpur
Kerry Lynch	Rachel Murray
Maxwell Lyon	Namitha Nair
Sean Lyons	Shreya Nakhawa
Anthony Ma	Nishanth Navali
Briana Macbeth	Aiden Neary
Riley MacDermott	Kevin Nephew
Steven MacMaster	Fu Yuen Ngai
Jonathan Magee	Benjamin Nudler
Amanda Mager	Kyle O’Connell
Casey Mahony	Garret O’Connor
Eric Mains	Christine O’Donnell
Matthew Mantenuto	Molly O’Regan
James Mantineo	Ryan O’Regan
Piper Marmion	Thomas Olmstead
Aleksandr Marshall	Ellen Olszowy
Priyanka Maudgal	Uche Orakwue

**WESTFORD PUBLIC SCHOOLS**  
**GRADES 9-12 WESTFORD ACADEMY**  
**CLASS OF 2019 — CONTINUED**

Gianna Ottaviano	Jason Rossetti
Renee Owen	Jackson Roux
Eunice Pak	Sophia Rovendro
Emily Palmer	Rosemary Sabatino
Sarah Palmer	Aalok Sanghavi
Rohit Panda	Sanjana Sankaran
Bhargav Pappu	Matthew Sannella
Jungmin Park	Grace Santana
Clayton Parr	Eshan Satav
Abhi Patel	Renee Sawka
Nicholas Patronick	Emily Sawosik
Luke Pearson	Caroline Sawrey
Sacha Pelosky	Kyle Sawyer
Alexandra Perry	Adam Scaramuzzo
Jessie Peternell	Evan Schlehr
Drew Pian	Deanna Schroeder
John Pickton	Owen Schwab
Brooke Pillsbury	Matthew Scott
Rachel Porter	Ava Scully
Hope Post	Maxwell Sears
Dean Poulin	Grace Seifert
Kartik Prakash	Rhea Sen
Rohan Prasad	Bill Senapati
Zack Prendergast	Michael Sennott
Robert Prestidge	Alex Sepe
Nathaniel Price	Elise Sepe
Quentin Proulx	Jack Sepe
Spencer Purple	Emily Sergeant
Emma Quaranto	Dinesh Arvindh Shanthakumar
Jack Quaranto	Lucia Shao
Alexander Quattrocchi	Arnav Sharma
Pranavkrishnan Ramakrishnan	Ayachi Sharma
Varshini Ramanathan	Krish Sharma
Alyssa Ramoutar	Timothy Shee
Isabel Redman	Joseph Shen
Abigail Reed	Alexa Shepherd
Adam Reedy	Mehul Shrivastava
Andrew Reilly	Matthew Siano
Rachel Rengpraphun	Jakob Simas
Danielle Reynolds	Leyla Singh
Michael Ricciardi	Tanya Singh
Lauren Richards	Jennifer Smith
Jacqueline Ricko	Robert Smith
Thomas Robertson	Rachael Solari
Sydney Roche	Jamie Spanos
Anthony Roddy	Emily Stander
Riley Rohlf	Jacob Stanglewicz
Morgan Rose	John Stapp

**WESTFORD PUBLIC SCHOOLS**  
**GRADES 9-12 WESTFORD ACADEMY**  
**CLASS OF 2019**—CONTINUED

Lauren Stefano	Brian Wang
Grace Stickel	Celine Wang
Sanjitha Subramaniam	Jacob Wang
Leda Sussman	Simon Wang
Anika Svoboda	Hazel Ward
Madeleine Symes	Patrick Ward
Shefali Tamaskar	Leila Warde
Natalie Targ	James Weaver
Kenneth Tashjy	Alexander Weber
Zoe Tatarka	Connor Welch
Jarod Tenney	Sarah Wilsack
Ethan Thai	Daniel Wilson
Joshua Thompson	Nicole Wilson
Shannon Tierney	Brendon Wong
Matthew Tortora	Jessica Wong
Lea Trainor	Joshua Wright
Blayde Tremblay	Jim Wu
Benjamin Trotter	Ray Xu
Tiffany Tseng	Garrett Yacavone
Skye Tucker	Swetha Yalamanchili
Amanda Urban	Catherine Yorke
Olivia Vallone	Kai-Jia Yue
Kush Vekeria	Michael Zacharchuk
Anish Venkatesh	Abigail Zegowitz
Isabelle Vernalia	Christopher Zeoli
Ashley Villare	Charles Zhang
Aleczauder von Andele	Douglas Zhang
Ian Wain	Owen Zhang
Donald Walk	Helen Zhou
Jay Wallace	Sophie Zhu
Brendan Walsh	

## SENIOR LOW INCOME DISABLED TAX RELIEF COMMITTEE

The Senior Low-Income Disabled Tax Relief Committee's charge is to examine possible personal and property tax relief for seniors, disabled, and low-income citizens.

The SLIDTR Committee continued education and outreach efforts including regular office hours at the Cameron Senior Center and updating the summary "green sheet" to help potential applicants find appropriate exemptions.

**Annette Cerullo  
Christine Collins  
Donald Costley  
Paul Fassbender  
Heather Fitzpatrick  
Henry McDowell  
Dan O'Donnell  
Paul Plouffe  
Thomas Spuhler**

### **Property Tax Exemption for Low-Income Disabled Residents**

- The exemption approved by Town Meeting on March 14, 2018 was approved by the state legislature and signed into law by the governor on November 8, 2018 as H.4660, An Act Relative to a Real Property Exemption for Disabled Persons in the Town of Westford.
- Applications will be accepted before April 1, 2020 for the 2020 tax year.

### **Property Tax Exemption for Low-Income Senior Residents**

- Developed and compared several model programs with different benefit and implementation features.
- Unfortunately, several alternatives that were preferred due to relative ease of structure and implementation were deemed unacceptable under current Massachusetts law.
- Recommended a program loosely based on the Massachusetts Senior Circuit Breaker and programs approved by the legislature for use in other towns. Its method of targeting benefit dollars to applicants most in need was superior to the other alternatives.
  - o Goal: Help taxpayers who pay property taxes that are more than 10% of income.
  - o Creates an annual fixed-dollar fund to make town budgeting predictable.
  - o Allocates the fund proportionally to help as many taxpayers as possible get close to the goal.
  - o SLIDTR Committee recommended several implementation models and spreadsheets to help simplify the relatively complex application and implementation processes.
- The Board of Selectmen approved a limited three-year test of the program to gain experience before making a long-term commitment to the plan.
- Approved by Town Meeting on March 23, 2019 and submitted to the legislature for approval. Reference: H.2392, An Act Authorizing the Town of Westford to Establish a Means-Tested Senior Citizen Property Tax Exemption.
- Expected to be acted on during the 191<sup>st</sup> General Court in late 2019 or early 2020 for later implementation.

## TAX COLLECTOR-TREASURER

### Tax Collection Information

The current year collection rate is 98.9%. Uncollected balances are pursued through tax liens and eventual foreclosure through land court. Five properties are being processed for foreclosure in land court right now. Five to ten new properties will be added in FY 2020. We had 19 tax deferrals totaling \$361,280 on June 30, 2019, and 35 tax titles totaling \$612,321.

**Christine Collins**  
*Tax Collector-Treasurer*

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. Some restrictions apply, and if the property has a mortgage, permission must be granted by the lender. For more information about tax deferral or exemptions for seniors and veterans, 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 [epay.cityhallsystems.com/](http://epay.cityhallsystems.com/).

Tax bills can be looked up on the town's website, [westfordma.gov](http://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 [ccollins@westfordma.gov](mailto:ccollins@westfordma.gov).

### Debt Information

Westford's debt payments come from several sources: Community Preservation Committee funds, Water Enterprise funds, General Fund appropriation, and Debt Exclusions. Debt exclusions accounted for \$2.88 million raised and contributed to .61¢ on the tax rate in FY19 after offsets.

Long Term Bonds issued in FY 2019 for the following amounts and projects:

<u>Description</u>	<u>Amt. Borrowed</u>	<u>Project Status</u>
Adams Land on Lowell Rd.	\$4,090,000	Complete
Main Street Reconstruction	\$1,895,000	Complete
Plain Road Sidewalk	\$510,725	Complete
Engine 4 Fire Truck Replace	\$564,275	Complete
Waste Water Facility Upgrade WA	\$465,000	Complete

Bond Anticipation Notes outstanding on 6/30/19 for the following projects:

<u>Description</u>	<u>Amt. Borrowed</u>	<u>Project Status</u>
Day & Robinson Windows	\$1,165,000	Completed
Abbot School Roof	\$2,300,000	Close to Complete
Roudenbush	\$7,000,000	Close to Complete
Street Light Project	\$500,000	Close to Complete
Vine Brook Water System	\$1,500,000	Completed
Prospect Hill Water Tank	\$3,200,000	Close to Complete
Roadway Improvements	\$845,000	Started
Groton & Dunstable Rd. Water	\$500,000	Close to Complete
Fletcher Fire Station Balance	\$1,500,000	Close to Complete

**TAX COLLECTOR-TREASURER**—CONTINUED

The March 2019 Town Meeting authorized borrowing for the following projects:

<u>Project Descriptions</u>	<u>Amount Authorized</u>	<u>Funding Source</u>
Roadway Improvements	\$500,000	General Fund
Town Farm Rd Water Tank	\$1,200,000	Water Rates

Note: Amounts borrowed reflect the actual principal repayment required for each project after considering any premiums received at closing.

The Tax Collector-Treasurer’s office has three full-time staff members: Christine Collins the Town Collector-Treasurer; Patricia Studer, the Assistant Treasurer; and Sheila Finegan, the Assistant Tax Collector. We also have one part-time administrative person, Marie Bolton. It was a busy year for us!

Please see the following pages for collection information, debt service payment detail, and loan balance summary information.

**TAX COLLECTOR-TREASURER – CONTINUED**

YEAR	7/1/2018	+	-	+	-	Deferred & Tax Title		6/30/2019
	Balance	Commit- ments	Abate- ments	Refunds	Collections		Adj *	Balance
<b>REAL ESTATE</b>								
2019		76,749,569	(379,652)	164,613	(75,465,968)	(224,842)		843,720
2018	417,753		(13,082)	65,364	(364,895)		(1)	105,139
2017	19,456				(11,568)			7,888
2016	6,536							6,536
2015	1,209							1,209
TOTAL	444,954	76,749,569	(392,734)	229,977	(75,842,431)	(224,842)	(1)	120,772
<b>EXCISE</b>								
2019		3,587,591	(59,046)	36,512	(3,342,554)		29	222,532
2018	196,771	402,750	(36,798)	34,961	(567,891)		7	29,800
2017	30,523		(3,168)	3,202	(18,424)		1	12,134
2016	8,010		(5,052)	5,166	(3,005)			5,119
2015	8,095				(256)			7,839
2014	6,673				(80)			6,593
2013	10,936				(64)			10,872
2012	6,084				(280)			5,804
2011	5,628				(86)			5,542
TOTAL	272,720	3,990,341	(104,064)	79,841	(3,932,640)	-	37	83,703
<b>PERSONAL PROPERTY</b>								
2019		1,554,592	(22,650)	20,439	(1,520,674)		(10,661)	21,046
2018	19,548		(49,364)	48,904	(7,719)			11,369
2017	10,953		(63,812)	63,548	(652)		(2)	10,035
2016	4,414				(534)			3,880
2015	1,478			70	(190)			1,358
2014	294							294
2013	164							164
2012	52							52
Prior	159							159
TOTAL	37,062	1,554,592	(135,826)	132,961	(1,529,769)	-	(10,663)	27,311
<b>COMMUNITY PRESERVATION ACT</b>								
2019		1,897,538	(29,349)	5,168	(1,843,822)	(2,495)		27,040
2018	12,518		(376)	548	(10,044)			2,646
2017	491				(294)			197
2016	129							129
2015	28							28
TOTAL	13,166	1,897,538	(29,725)	5,715	(1,854,160)	(2,495)	-	3,000

\*Adjustments = parcel corrections made before actual tax file is generated & small write offs.

**TAX COLLECTOR-TREASURER – CONTINUED**

Long Term Debt Inside the Debt Limit	Outstanding July 1, 2018	+ New Debt Issued	- Retirements	= Outstanding June 30, 2019	Interest Paid in FY2019
Buildings	17,190,000	1,145,000	2,230,000	16,105,000	498,600
Departmental Equipment	520,000	564,275	95,000	989,275	10,400
School Buildings	14,545,000	0	2,680,000	1,865,000	675,445
School - All Other	0			-	
Sewer	90,000	465,000	90,000	465,000	1,800
Solid Waste	0			-	
Other Inside	897,000	6,495,725	769,000	6,623,725	37,030
<b>SUB - TOTAL Inside</b>	<b>33,242,000</b>	<b>8,670,000</b>	<b>5,864,000</b>	<b>36,048,000</b>	<b>1,223,275</b>

Long Term Debt Outside the Debt Limit	Outstanding July 1, 2018	+ New Debt Issued	- Retirements	= Outstanding June 30, 2019	Interest Paid in FY2019
Airport	0			-	
Gas/Electric Utility	0			-	
Hospital	0			-	
School Buildings	4,515,000	0	1,420,000	3,095,000	148,050
Sewer	0			-	
Solid Waste	0			-	
Water	8,145,716	0	1,090,553	7,055,163	265,196
Other Outside	8,028		4,014	4,014	336
<b>SUB - TOTAL Outside</b>	<b>12,668,744</b>	<b>0</b>	<b>2,514,567</b>	<b>10,154,177</b>	<b>413,582</b>
<b>TOTAL Long Term Debt</b>	<b>45,910,744</b>	<b>8,670,000</b>	<b>8,378,567</b>	<b>46,202,177</b>	<b>1,636,857</b>

**TAX COLLECTOR-TREASURER – CONTINUED**

Short Term Debt	Outstanding July 1, 2018	+ Issued	- Retired	= Outstand- ing June 30, 2019	Interest Paid in FY2019
RANs - Revenue Anticipation				-	
BANs - Bond Anticipation:					
Buildings	6,000,000	2,500,000	0	8,500,000.00	186,083
School Buildings	3,190,000	300,000	25,000	3,465,000.00	15,188
Sewer	500,000	0	500,000	-	3,422
Water	2,000,000	3,200,000	0	5,200,000.00	6,844
Other BANs	3,687,725	845,000	3,187,725	1,345,000.00	32,711
SANs-State Grant Anticipation	0			-	
FANs-Federal Gr. Anticipation	0			-	
Other Short Term Debt	0			-	
<b>TOTAL Short Term Debt</b>	<b>15,377,725</b>	<b>6,845,000</b>	<b>3,712,725</b>	<b>18,510,000.00</b>	<b>244,249</b>
<b>GRAND TOTAL All Debt</b>	<b>61,579,902</b>	<b>15,515,000</b>	<b>12,091,292</b>	<b>64,712,176.82</b>	<b>1,881,106</b>
<b>Authorized and Unissued Debt</b>					
Purpose	Date of Vote	Article Number	Amount Authorized	- Issued - Retired - Rescinded	= Unissued 6/30/2019
School Remodeling	March 22, 2014	11	4,101,750	3,200,000.00	901,750
Center Fire Station	March 28, 2015	8	11,772,200	11,500,000.00	272,200
Prospect Hill Water Tank	March 24, 2017	7	3,200,000	3,200,000.00	0
Roudenbush Rehab	March 24, 2017	9	7,012,612	7,000,000.00	12,612
Abbot School Roof	March 24, 2018	10	3,016,442	2,300,000.00	716,442
Vine Brook Water System	March 24, 2018	12	1,820,000	1,500,000.00	320,000
Road Bonds	March 24, 2018	8	845,000	845,000.00	0
Groton&Dunstable Rd Water Ext	March 24, 2018	8	500,000	500,000.00	0
Road Bonds	March 23, 2019	3	500,000	-	500,000
Town Farm Rd. Water Tank	March 23, 2019	3	1,200,000	-	1,200,000
Land Acquisition (Lowell Rd.)	March 24, 2018	13	4,293,000	4,293,000.00	0
					3,923,004
<b>SUB - TOTAL from additional sheet(s)</b>					<b>0</b>
<b>TOTAL Authorized and Unissued Debt</b>					<b>3,923,004</b>

**TAX COLLECTOR-TREASURER** – CONTINUED

Long Term Debt Inside the Debt Limit Report by Issuance	Outstanding July 1, 2018	+ New Debt Issued	- Retirements	= Outstanding June 30, 2019	Interest Paid in FY2019
Abbot Boiler #1	40,000	0	10,000	30,000.00	800
Abbot Elevator	225,000	0	45,000	180,000.00	4,500
Adams Land Lowell Rd	0	4,090,000	0	4,090,000.00	0
Center Sewer Ext Refunding	90,000	0	90,000	-	1,800
Elementary School Construction	7,135,000	0	1,305,000	5,830,000.00	339,638
Middle School Construction	6,795,000	0	1,245,000	5,550,000.00	323,508
Highway Garage Refunding	2,535,000	0	515,000	2,020,000.00	50,700
Main Street Reconstruction	0	1,895,000	0	1,895,000.00	0
Plain Rd. Sidewalk	0	510,725	0	510,725.00	0
Town Hall CPC Share	587,300	0	587,300	-	12,906
Town Hall Gen Fund Share	787,700	0	787,700	-	17,281
Town Hall CPC Share-Refunding	0	492,350	0	492,350.00	0
Town Hall GF Share-Refunding	0	652,650	0	652,650.00	0
School Boilers	20,000	0	20,000	-	400
East Boston Camps	730,000	0	730,000	-	29,200
Dump Truck	115,000	0	20,000	95,000.00	2,300
Fire Truck	325,000	0	55,000	270,000.00	6,500
Fire Truck Eng #4	0	564,275	0	564,275.00	0
Police Base Radio	80,000	0	20,000	60,000.00	1,600
WA Bleachers	330,000	0	55,000	275,000.00	6,600
WA Waste Water Upgrade	0	465,000	0	465,000.00	0
Dispatch Center	975,000	0	55,000	920,000.00	22,363
Fletcher Fire Station #1	10,000,000		100,000	9,900,000.00	310,000
Senior Center Refunding	2,305,000	0	185,000	2,120,000.00	85,350
Stepinski Land Refunding	167,000	0	39,000	128,000.00	7,830
<b>TOTAL</b>	<b>33,242,000</b>	<b>8,670,000</b>	<b>5,864,000</b>	<b>36,048,000.00</b>	<b>1,223,275</b>

**TAX COLLECTOR-TREASURER** – CONTINUED

Long Term Debt Outside the Debt Limit Report by Issuance	Outstanding July 1, 2018	+ New Debt Issued	- Retirements	= Outstanding June 30, 2019	Interest Paid in FY2019
Academy Refunding 1	2,615,000	0	1,320,000	1,295,000.00	104,600
Contract 1 Water Share	50,922	0	3,465	47,457.14	984
Contract 1 Gen Fund Share	533,140	0	36,279	496,861.70	10,300
Contract 2 Water	721,789	0	49,116	672,673.57	13,945
Filtration Plant 2	3,620,000	0	680,000	2,940,000.00	153,989
Filtration Plant 1	450,000	0	145,000	305,000.00	16,463
Rte 40 Water Main Revised	156,864	0	10,694	146,170.41	3,030
Water Sys Imprv Art 21 3/12	430,000	0	25,000	405,000.00	10,725
Water Sys Imprv Art 7 10/11	1,185,000	0	65,000	1,120,000.00	29,538
Title Five	8,028	0	4,014	4,014.00	336
Day & Robinson School Windows	1,900,000	0	100,000	1,800,000.00	43,450
Graniteville Rd. Water	380,000	0	20,000	360,000.00	8,690
Pleasant St. Water	475,000	0	25,000	450,000.00	10,863
Byrne Ave Refunding	143,000	0	31,000	112,000.00	6,670
<b>Total</b>	<b>12,668,744</b>	<b>0</b>	<b>2,514,567</b>	<b>10,154,176.82</b>	<b>413,582</b>

**TAX COLLECTOR-TREASURER** – CONTINUED

Short Term Debt Report by Issuance	Outstanding July 1, 2018	+ Issued	- Retired	= Outstand- ing June 30, 2019	Interest Paid in FY2019
School Windows	1,190,000	0	25,000	1,165,000.00	15,188
Abbot School Roof	2,000,000	300,000	0	2,300,000.00	0
Storm Water Master Plan	76,000		76,000	-	917
Intersection Design	91,000		91,000	-	1,183
Plain Rd. Sidewalks	510,725		510,725	-	5,540
Main St. Reconstruction	1,895,000		1,895,000	-	20,862
Roudenbush Bldg Remodel	6,000,000	1,000,000	0	7,000,000.00	186,083
Waste Water Upgrade	500,000		500,000	-	3,422
Prospect Hill Water Tank	1,000,000	2,200,000	0	3,200,000.00	6,844
Vine Brook Water System	1,000,000	500,000	0	1,500,000.00	0
Street Lights	500,000		0	500,000.00	0
Fire Truck	615,000		615,000	-	4,209
Roadway Improvements 17	0	845,000	0	845,000.00	0
Groton & Duns Rd Water Impr	0	500,000	0	500,000.00	0
Fletcher Fire Station	0	1,500,000	0	1,500,000.00	0
				-	
<b>TOTAL</b>	<b>15,377,725</b>	<b>6,845,000</b>	<b>3,712,725</b>	<b>18,510,000.00</b>	<b>244,249</b>

## TAX POSSESSION SALES COMMITTEE

The Tax Possession Sales Committee suspended regularly scheduled meetings as of January 30, 2018 until such time as meetings are required. No meetings of the committee were held in FY 2019.

**Donald Costley  
David Earl  
Joe Foti  
William Harman  
Rose O'Donnell**

Paul Morris moved from Westford and Ryan Donovan's term expired June 30, 2019.

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 shall determine. 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.

At the start of FY 2019, the TPSC had one parcel in its care and custody. The TPSC ended FY 2019 with the same parcel in its care and custody. A listing of inventory in the custody of the TPSC is available on the town website at:

[westfordma.gov/812/Unofficial-Tax-Possession-List](http://westfordma.gov/812/Unofficial-Tax-Possession-List)

Agendas and meeting locations are available on the town calendar.

The TPSC Rules and Procedures can be found at:

[westfordma.gov/DocumentCenter/View/2974/Rules-and-Procedures-Revised-2015-PDF](http://westfordma.gov/DocumentCenter/View/2974/Rules-and-Procedures-Revised-2015-PDF)

## TAX RELIEF FOR THE ELDERLY AND DISABLED COMMITTEE – TREAD PROGRAM

On November 16, 1998, the Town of Westford voted to accept the provisions of M.G.L. Ch. 60, §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 Collectors office for more information about how to give at 978-692-5506.

**Nancy Cook  
Christine Collins  
Sandy Collins  
Diane Holmes  
Patricia 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: Tax Collector/Treasurer, a representative from the Board of Assessors, and 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 FY 2019 totaled \$13,350 and expenditures totaled \$10,000. We helped residents in varying amounts based upon their need.

### Qualifications:

- Must own and occupy the property for which taxes are assessed
- Must be 65 years old or older or have a state-recognized disability
- Must file a completed application disclosing exemptions and household income and expenses for all members of the household age 18 or older

For more information about applying to receive a TREAD award, contact the Council on Aging at 978-692-5523.

This is a wonderful program that helps some of Westford's most vulnerable residents. Thank you to those who contributed to TREAD regularly last year. Your generosity makes a difference.

## TECHNOLOGY DEPARTMENT

During FY 2019 the Technology Department continued to develop its role in all areas of municipal activities from day-to-day operations in the classroom to planning and equipping new buildings. This process is likely to continue in the next fiscal year as we work with the new Facilities Department to review and upgrade equipment in the various buildings. In addition, we have been involved in the Town and Schools Safety Task Force activities with communications being highlighted as a key area for improvements.

**Mike Wells**  
*Director*

### Infrastructure and Hardware

Demand for wireless coverage, particularly in the schools, continues to grow with stable, high-capacity networks being needed throughout all grades. During the year we supported both the largest concurrent online MCAS testing use we have ever seen, plus rolled out support for additional online testing. Both these were almost entirely trouble-free from the infrastructure perspective.



*A battery backup system in one of our data centers.*

During the winter the town suffered a series of power failures which highlighted some weaknesses in the provision of uninterruptable power to core infrastructure in many buildings. We completed a review of how those core devices are supplied with power, replaced or added battery backup systems, and made sure those systems are also on generator-provided power when possible. Key battery backup systems are now also monitored continuously from the Tech Center so that we are aware of power problems in the various buildings.

Many of our own web-based applications were transferred to a more up-to-date server. This allows us to implement security updates as they are released and eliminates some significant risks particularly for those applications that are exposed to the Internet.

During the summer of 2018 we introduced more new computers into the schools than ever before, some 2,500. This was a combination of the decision to provide Chromebooks for both the incoming Westford Academy freshmen and the WA seniors (so that all WA students were part of the One-to-World program), and the replacement of expensive desktop systems with larger number of inexpensive Chromebooks. Because the decision to give the WA seniors Chromebooks was a “one off,” this is likely to remain the high watermark for new computer systems for some time.



*Students use Chromebooks to collaborate on work at Westford Academy.*

We assisted with the setup and activation of both the new fire station on Boston Road and the refurbished Roudenbush Community Center.

### Software

This year a lot of time and effort has gone into the project to migrate the town and school users off the FirstClass email system. The town users were converted to Exchange/

## TECHNOLOGY DEPARTMENT – CONTINUED



Outlook during October/November and the school users were scheduled to be converted to Gmail early in July. This move proved to be timely as the company that hosted and operated FirstClass for us was declared bankrupt at the end of the year, so we largely avoided having to take emergency measures to continue service.

As another part of the same objective, the website for the schools ([westfordk12.us](http://westfordk12.us)) was transferred to a new platform. This leaves the J. V. Fletcher Library website as the only remaining “live” service on FirstClass, and there are plans underway to migrate that, too.

### Other Projects

Once again cyber security was a major preoccupation for the department as more and more local government and public-school departments are falling victim to attacks designed either to just cause trouble or for financial gain. Through our



membership in the MS-ISAC we keep abreast of current threats and emerging trends and get access to testing and assessment tools.

As well as improvements to our technical defenses, we renewed our drive to have all staff trained in how to spot email-based phishing and other exploits. These are now far and away the most common means for gaining entry to secure networks and systems so deserve at least as much attention as technical measures. A variety of metrics are used to generate a numeric value that indicates how well the staff is prepared to resist such threats, and that number is tracked to monitor our performance.

### Staffing for FY 2019

Director – Mike Wells  
Applications – Steve Wirch  
GIS – Chris Coutu  
Systems – Matt Emanouil  
Operations - Kate Maguire  
Networks – Kevin Murphy (schools)  
Tech Coordinator – Gail Anselmetti (schools)  
Assistant Technician – Nick Lambert (schools)  
Assistant Technician – Caroline Martin (schools)  
Technician – Anne Millerick (schools)  
Technician – Carl Poist (schools)  
Technician – Tim Wahl (schools)

## 35 TOWN FARM ROAD TASK FORCE

An item on the April 9, 2019 Board of Selectmen's agenda to "Discuss Demolition Delay Bylaw procedures for 35 Town Farm Road" elicited comments from several residents attending the meeting. Those speaking were very concerned about plans to demolish the 1837 Town Farm building at 35 Town Farm Road given its historical significance. Selectmen explained that two Requests for Proposals issued by their office in 2017 did not bring forth a successful bidder and therefore the chair chose to place the Demolition Delay item on the agenda as a possible next step.

The residents at the meeting asked for six months to be able to identify a new purpose for the Town Farm building. At their April 23, 2019 meeting, the Board of Selectmen appointed the 35 Town Farm Road Task Force and gave the task force the following charge:

"Using the Evaluation Criteria on pages 8 and 9 of the 'Request for Proposals (RFP) Sale of 35 Town Farm Road from May 2017' the Town Farm Task Force is charged with

- Establishing the best use for the 1837 building at 35 Town Farm Road
- Identifying an individual or corporation who can present a plan to implement this use while preserving the building's historic and architectural features.

"The Town Farm Task Force will work closely with the Assistant Town Manager who oversaw the initial Request for Proposals, Westford Fire Department, Historical Commission, Westford Historical Society, Westford Housing Authority, Community Preservation Committee and with preservationists who have previously restored historic buildings in Westford."

The Task Force was asked to report their progress to the Board of Selectmen after three months and present a final report for the November 12, 2019 meeting of the board.

### **Proposal to the Selectmen from Don Mills of Mills Whitaker Architects**

At the first meeting of the Task Force on May 6, the Task Force decided to seek advice from Don Mills, architect for the recent Roudenbush Community Center renovation and advisor to the Board of Selectmen about the 63 Main Street property (the fire-damaged building next to Roudenbush that was acquired by the town in October 2018).

On receiving Mills Whitaker's June 25<sup>th</sup> proposal, members of the Task Force decided that it made sense to go back to Mr. Mills and ask that the proposal be revised into two stages. For the first stage, the Task Force needed to know if the Town Farm building is in a condition that can be renovated for any purpose at all at a cost that is not prohibitive. Once that was known, the Task Force would be able to decide on stage 2: the best use for the building and the budget to achieve that use. It was voted to ask the Selectmen to authorize up to \$20,000 to fund stage 1. Don Mills' revised proposal was to be sent to the Task Force by Wednesday July 3 for inclusion in the Selectmen's July 9<sup>th</sup> meeting packet.

**Nancy Cook**  
*Council on Aging*

**Lynn Cohen**

**David Gutbrod**  
*Historical Commission*

**Wanda Hall**  
**Ellen Harde**

**Scott Hazelton**  
*Board of Selectmen*

**Roberta McGuire**  
**George Murray**

**Joe Targ**  
*Fire Chief*

**Robert Waskiewicz**

*Advisory*  
**Marilyn Day**  
**Diane Hendriks**  
**Pat Louch**  
**Juliette Mount**

## 35 TOWN FARM ROAD TASK FORCE – CONTINUED

### Steps Taken to Date by the Task Force

From April 23 to June 30, the Task Force held three meetings, all at the Town Farm building. Members were allocated tasks and divided into subcommittees to work on the following:

- Find all documents relative to the Town Farm including its history as a poor farm, previous uses for the building(s), previous proposals for the site, and past studies.
- Meet with the Council on Aging and the Westford Food Pantry who have requested that the Town Farm building be considered for approximately nine affordable congregate housing units for seniors and that one or both of the Town Farm outbuildings be made available as a new home for the food pantry, now housed in the basement of the Cameron Senior Center.
- Look at possibilities for either relocating the access to the Fire Department training area from Town Farm Road to East Prescott Street, or relocating the training area to allow greater flexibility in use of the Town Farm buildings and land.
- Talk with the Conservation/Resource Planner about the wetlands abutting 35 Town Farm Road.
- Meet with Facilities Director Paul Fox.
- Meet with State Representative Jim Arciero to ask about possible available state funds.
- Research the availability of Community Preservation funds for both affordable housing and historic preservation.
- Review the WestfordCAT tape of the discussion of Article 9 at the April 2, 2016 Annual Town Meeting when the voters were asked to authorize the sale of 35 Town Farm Road.
- Speak with the Principal Assessor about the tax impact of having 35 Town Farm Road sold to an individual or business that would put the property on the tax rolls vis à vis its status (since 1837) as a town-owned property generating no property tax revenue.

In addition, the Task Force reached out to Chris Yule of Yule Development who had responded to the Town's RFP in 2017 and learned Mr. Yule no longer had interest in the property. A second developer, Charlie Gaudet of Birch Hollow Development, attended our June 24<sup>th</sup> meeting to present his preliminary concept of market-rate housing with an affordable component of two handicap-accessible one-bedroom units on the first floor for senior housing.

In FY 2020 the Task Force will prepare and present our final report to the Board of Selectmen.

## TOWN ACCOUNTANT

The Financial Statements for the Fiscal Year ended June 30, 2019 are herewith submitted.

The data represent 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.

An audit of the Town's financial records by Melanson Heath, Certified Public Accountants, has been completed and the results of that audit are available for public inspection in the office of the Town Accountant.

I would like to thank David Andrus, Elizabeth Turgeon, and Pamela Florek for their dedicated service to the department. Finally, thank you to all the boards, commissions, committees, and departments for their cooperation during the year.

**Jesse Beyer**  
*Town Accountant*

**David Andrus**  
*Assistant Town Accountant*  
*Budget & Finance Analyst*

**Elizabeth Turgeon**  
*Payroll Administrator*

**Pamela Florek**  
*Administrative Analyst*

TOWN ACCOUNTANT – CONTINUED

Combined Balance Sheet - All Fund Types and Account Groups  
as of June 30, 2019  
(Unaudited)

	Governmental Fund Types		Capital Projects	Proprietary Fund Types		Fiduciary Fund Types Trust and Agency	Account Groups		Totals (Memorandum Only)
	General	Special Revenue		Enterprise	Long-term Debt				
<b>ASSETS</b>									
Cash and cash equivalents	18,282,826.14	12,894,768.33	4,774,317.10	6,462,669.31	15,408,734.05			57,823,314.93	
Receivables:									
Personal property taxes	48,358.65							48,358.65	
Real estate taxes	964,493.22	30,040.81						994,534.03	
Deferred taxes	361,069.02	210.78						361,279.80	
Allowance for abatements and exemptions	(939,864.36)							(939,864.36)	
Special assessments	47,026.34							47,026.34	
Tax liens	601,400.62	10,069.72		226.88				611,697.22	
Tax foreclosures	15,169.61			851.12				16,020.73	
Motor vehicle excise	313,100.03							313,100.03	
User fees								571,785.65	
Other receivables				926,836.75				926,836.75	
Due from other governments		475,262.00						475,262.00	
Amounts to be provided - payment of bonds							46,202,176.47	46,202,176.47	
Total Assets	19,693,579.27	13,410,351.64	4,774,317.10	7,962,369.71	15,408,734.05		46,202,176.47	107,451,528.24	

# TOWN ACCOUNTANT – CONTINUED

	Governmental Fund Types			Proprietary Fund Types	Fiduciary Fund Types	Account Groups	Totals (Memorandum Only)
	General	Special Revenue	Capital Projects				
<b>LIABILITIES AND FUND EQUITY</b>							
Liabilities:							
Accounts payable							
Warrants payable				1,587.71			1,999,154.13
Accrued payroll and withholdings	1,290,762.24	198,519.86	389,416.55	23,336.16			1,475,741.55
Other liabilities	1,330,943.35	49,451.22					120,470.43
Deferred revenue:							
Real and personal property taxes	72,987.51	30,040.81					103,028.32
Deferred taxes	361,069.02	210.78					361,279.80
Special assessments	47,026.34						47,026.34
Tax liens	601,400.62	10,069.72		226.88			611,697.22
Tax foreclosures	15,169.61			851.12			16,020.73
Motor vehicle excise	313,100.03						313,100.03
User fees				571,785.65			571,785.65
Other receivables				926,836.75			926,836.75
Due from other governments		475,262.00				46,202,176.47	475,262.00
Bonds payable			18,510,000.00				46,202,176.47
Notes payable							18,510,000.00
Total Liabilities	4,152,929.15	763,554.39	18,899,416.55	24,923.87		46,202,176.47	71,733,579.42
Fund Equity:							
Reserved for encumbrances	925,846.25			31,790.19			957,636.44
Reserved for expenditures	83,500.00	3,303,912.25		125,000.00			3,512,412.25
Reserved for continuing appropriations	2,887,054.50			999,750.23			3,886,804.73
Reserved for petty cash	5,500.00			100.00			5,600.00
Reserved for debt service	6,188,399.96				735,061.69		6,188,399.96
Reserved for endowment					14,648,748.49		735,061.69
Undesignated fund balance	5,450,349.41	9,342,885.00	(14,125,099.45)				15,316,883.45
Unreserved retained earnings				5,115,150.30			5,115,150.30
Total Fund Equity	15,540,650.12	12,646,797.25	(14,125,099.45)	6,271,790.72		0.00	35,717,948.82
Total Liabilities and Fund Equity	19,693,579.27	13,410,351.64	4,774,317.10	7,962,369.71		46,202,176.47	107,451,528.24

TOWN ACCOUNTANT – CONTINUED

Page 1 of 8

DEPARTMENT/PURPOSE	FY 2018 Budget Basis - General Fund				FY 2019 Budget Basis - General Fund				FY2019 Encumbered & Carried Fwd	Closed to Fund Balance
	FY2018 Encumbered & Carried Fwd	A.T.M. 3/18 Budget	A.T.M. 3/18 Art/Transf	S.T.M. 10/18 A.T.M. 3/19 Art/Transf	FY2019 Encumbered & Carried Fwd	Expended	Reserve Fd Transfers	Comp Reserve		
122 SELECTMEN	-	23,750.00	-	-	-	21,440.03	-	-	-	2,349.97
Expenses	-	-	-	-	-	-	-	-	-	-
Capital	-	-	-	700,000.00	-	647,943.41	-	-	52,356.59	-
123 TOWN MANAGER	-	402,040.00	-	-	-	409,087.08	-	-	-	13,680.92
Personal Services	-	-	-	-	-	-	20,728.00	-	-	-
Expenses	-	21,475.00	-	200,000.00	-	111,595.86	-	37,690.00	145,384.98	2,184.16
Perchlorate	153,168.66	-	-	53,909.00	-	99,610.69	-	-	107,466.97	-
Capital	-	-	-	-	-	-	-	-	-	-
131 FINANCE COMMITTEE	-	9,088.00	-	-	-	8,207.15	-	-	-	880.85
Expenses	-	-	-	-	-	-	-	-	-	-
Reserve Fund	-	150,000.00	-	-	-	(79,338.00)	-	-	-	70,662.00
132 FINANCE DIRECTOR	-	131,262.00	-	-	-	133,540.49	-	-	-	1.51
Personal Services	142.17	1,360.00	-	-	-	979.74	-	-	27.96	494.47
Expenses	-	-	-	-	-	-	2,260.00	-	-	-
135 TOWN ACCOUNTANT	-	285,698.00	-	-	-	248,882.49	-	-	-	28,082.51
Personal Services	-	42,860.00	-	(8,733.00)	-	41,426.65	-	-	-	2,176.03
Expenses	742.68	-	-	-	-	-	-	-	-	-
141 ASSESSORS	-	260,565.00	-	8,733.00	-	268,314.02	-	-	-	2,436.98
Personal Services	-	-	-	-	-	-	2,053.00	-	-	-
Expenses	11,925.00	23,900.00	-	-	-	33,998.85	-	-	-	1,826.15
145 TREASURER/COLLECTOR	-	263,122.00	-	-	-	249,646.77	-	-	-	15,481.23
Personal Services	-	46,105.00	-	-	-	43,684.74	-	-	-	2,420.26
Expenses	-	-	-	-	-	-	-	-	-	-
151 LEGAL SERVICES	4,000.00	235,000.00	-	-	-	146,745.62	-	-	7,000.00	85,254.38
Expenses	-	-	-	-	-	-	-	-	-	-
152 HUMAN RESOURCES	-	214,543.00	-	-	-	218,797.10	-	-	-	0.90
Personal Services	7,688.90	20,893.00	-	-	-	24,457.39	-	-	620.00	3,504.51
Expenses	-	150,000.00	-	-	-	13,647.12	-	(72,452.00)	-	63,900.88
Comp Reserve	-	-	-	-	-	-	-	-	-	-

TOWN ACCOUNTANT – CONTINUED

DEPARTMENT/PURPOSE	FY2018		S.T.M. 10/18		FY2019		Page 2 of 8
	Encumbered & Carried Fwd	A.T.M. 3/18 Budget	A.T.M. 3/18 Art/Transf	A.T.M. 3/19 Art/Transf	Encumbered & Carried Fwd	Reserve Fd Transfers	
155 TECHNOLOGY							
Personal Services	-	431,261.00	-	-	433,568.74	-	2.26
Expenses	11,613.13	555,235.00	-	-	571,339.27	7,270.00	18,238.86
Capital	146,327.30	-	-	501,931.00	239,663.71	408,594.59	-
161 TOWN CLERK							
Personal Services	-	262,433.00	-	-	238,271.18	-	25,826.82
Expenses	-	23,670.00	-	-	21,377.15	-	2,292.85
Capital	-	-	-	-	-	-	-
170 PERMITTING							
Personal Services	-	239,991.00	-	-	218,373.13	-	26,319.87
Expenses	209.99	41,394.00	-	-	35,690.38	3,076.00	2,837.61
171 CONSERVATION COMMISSION							
Personal Services	-	87,626.00	-	-	87,626.19	-	0.81
Expenses	-	6,305.00	-	-	5,562.66	370.00	372.34
Capital	414.39	-	-	-	413.00	-	1.39
175 PLANNING BOARD							
Personal Services	-	75,560.00	-	-	74,546.58	-	1,013.42
Expenses	185.00	13,645.00	-	-	8,134.57	1,385.00	4,310.43
Capital	-	-	-	-	-	-	-
176 ZONING BD OF APPEALS							
Expenses	185.00	2,395.00	-	-	2,220.00	360.00	-
Capital	-	-	-	-	-	-	-
192 TOWN HALL							
Personal Services	-	44,799.00	-	-	42,997.40	-	1,801.60
Expenses	662.00	79,540.00	-	-	70,592.81	7,900.81	1,708.38
Capital	-	-	-	-	-	-	-
199 PUBLIC BUILDINGS							
Personal Services	-	81,912.00	-	-	53,402.70	-	28,509.30
Expenses	1,400.00	18,100.00	-	-	16,919.59	550.00	2,030.41
Capital	550,141.31	-	-	200,000.00	178,922.25	563,939.16	7,279.90
<b>GENERAL GOVERNMENT</b>	<b>888,805.53</b>	<b>4,245,567.00</b>	<b>-</b>	<b>1,655,840.00</b>	<b>5,021,926.51</b>	<b>(90,986.00)</b>	<b>338,545.96</b>
				<b>(32,452.00)</b>		<b>1,306,302.06</b>	

TOWN ACCOUNTANT – CONTINUED

DEPARTMENT/Purpose	FY2018		S.T.M. 10/18		FY2019		Closed to Fund Balance
	Encumbered & Carried Fwd	A.T.M. 3/18 Budget	A.T.M. 3/18 Art/Transf	A.T.M. 3/19 Art/Transf	Encumbered & Carried Fwd	Expended	
210 POLICE							
Personal Services	-	4,716,352.00	-	-	3,891.00	4,659,028.41	43,214.59
Expenses	7,654.70	552,041.00	-	-	-	574,265.87	245.94
Capital	-	-	-	-	-	-	-
215 PUBLIC SAFETY COMM							
Personal Services	-	806,886.00	-	-	-	755,716.88	51,169.12
Expenses	-	38,324.00	-	-	15,126.00	53,171.33	278.67
Capital	4,388.39	-	-	65,000.00	-	62,660.58	-
220 FIRE							
Personal Services	-	3,187,489.00	-	-	5,009.00	3,158,197.59	34,300.41
Expenses	-	286,110.00	-	14,500.00	-	309,463.76	26.24
Capital	81,420.00	-	-	62,315.00	-	80,467.75	33.25
241 BUILDING DEPARTMENT							
Personal Services	-	367,383.00	-	-	2,571.00	382,175.71	113.29
Capital	-	-	-	-	-	-	-
244 SEALER WEIGHTS & MEASURES							
Expenses	-	3,000.00	-	-	-	3,000.00	-
291 EMERGENCY MGMT							
Personal Services	-	8,784.00	-	-	-	8,784.00	-
Expenses	-	4,400.00	-	-	-	4,376.01	23.99
Capital	-	-	-	-	-	-	-
292 ANIMAL CONTROL							
Personal Services	-	61,725.00	-	-	-	30,127.14	31,597.86
Expenses	225.00	3,300.00	-	-	3,000.00	4,223.74	1,260.68
294 TREE WARDEN							
Personal Services	-	2,176.00	-	-	-	2,176.00	-
Expenses	-	35,000.00	-	-	-	33,601.00	1,399.00
<b>PUBLIC SAFETY</b>	<b>93,688.09</b>	<b>10,074,970.00</b>	-	<b>141,815.00</b>	<b>11,471.00</b>	<b>10,121,435.77</b>	<b>81,176.28</b>
300 WESTFORD PUBLIC SCHC	740,640.44	57,997,394.00	-	-	-	58,279,772.35	17,270.70
Capital	37,000.00	-	-	252,782.00	-	51,746.40	5.60
Bill of Prior Year	-	-	-	-	-	-	-
310 NASHOBA VALLEY TECH	-	828,888.00	-	-	-	828,888.00	-
<b>EDUCATION</b>	<b>777,640.44</b>	<b>58,826,282.00</b>	-	<b>252,782.00</b>	-	<b>59,160,406.75</b>	<b>679,021.39</b>
							<b>17,276.30</b>

# TOWN ACCOUNTANT – CONTINUED

DEPARTMENT/PURPOSE	FY2018		S.T.M. 10/18		FY2019		Page 4 of 8 Closed to Fund Balance
	Encumbered & Carried Fwd	A.T.M. 3/18 Budget	A.T.M. 3/18 Art/Transf	A.T.M. 3/19 Art/Transf	Encumbered & Carried Fwd	Expended	
<b>410 ENGINEERING</b>							
Personal Services	-	237,638.00	-	-	-	241,419.26	152.74
Expenses	3,975.00	8,910.00	-	-	-	8,300.58	4,584.42
Capital	942,773.64	-	-	390,000.00	-	358,657.24	974,116.40
<b>421 HIGHWAY</b>							
Personal Services	-	1,594,328.00	-	-	-	1,473,600.44	122,901.56
Expenses	37,190.90	1,169,678.00	-	400,000.00	-	1,552,675.62	6,452.51
Capital	101,743.37	-	-	422,146.00	-	91,295.24	10,448.13
<b>427 STORMWATER MGMT</b>							
Personal Services	-	-	-	-	-	-	-
Expenses	4,019.96	48,000.00	-	-	-	46,916.30	5,103.66
<b>432 RECYCLING</b>							
Recycling Expenses	-	508,890.00	-	155,000.00	-	588,343.63	8,941.23
<b>433 SOLID WASTE</b>							
Solid Waste Expenses	953.80	1,220,338.00	-	-	-	1,196,195.27	24,898.13
Capital	-	-	-	-	-	-	-
<b>442 WASTEWATER TREATMENT</b>							
Expenses	-	237,169.00	-	-	-	224,826.66	12,332.34
Capital	15,227.31	-	-	-	-	14,433.78	793.53
<b>491 CEMETERY</b>							
Personal Services	-	90,112.00	-	-	-	89,628.72	3,461.28
Expenses	1,289.00	17,820.00	-	-	-	19,108.30	0.70
Capital	40,381.85	-	-	-	-	10,762.92	-
<b>PUBLIC WORKS</b>	<b>1,147,554.83</b>	<b>5,132,873.00</b>	<b>-</b>	<b>1,367,146.00</b>	<b>9,086.00</b>	<b>5,916,153.96</b>	<b>200,070.23</b>
<b>510 BOHEMENVIRONMENTAL</b>							
Personal Services	-	438,554.00	-	-	-	440,758.04	2,144.96
Expenses	-	31,700.00	-	-	-	26,974.35	5,725.65
Capital	-	-	-	70,000.00	-	44,368.98	25,631.02
<b>540 SENIOR CENTER</b>							
Personal Services	-	165,870.00	-	-	-	149,537.06	6,332.94
Expenses	-	67,725.00	-	-	-	66,094.88	2,630.12
Capital	-	-	-	-	-	-	-
<b>541 COUNCIL ON AGING</b>							
Personal Services	-	268,997.00	-	-	-	263,120.11	44.89
Expenses	-	30,200.00	-	-	-	25,186.67	2,988.97
Capital	-	-	-	-	-	-	-
<b>543 VETERANS SERVICES</b>							
Personal Services	-	71,465.00	-	-	-	70,881.11	1,072.89
Expenses	-	72,200.00	-	-	-	52,085.06	20,114.94
<b>HUMAN SERVICES</b>	<b>-</b>	<b>1,126,711.00</b>	<b>-</b>	<b>70,000.00</b>	<b>9,006.00</b>	<b>1,137,006.26</b>	<b>41,055.36</b>

TOWN ACCOUNTANT – CONTINUED

DEPARTMENT/PURPOSE	FY2018		A. T. M. 3/18		S. T. M. 10/18		Reserve Fd Transfers	Expended	FY2019 Encumbered & Carried Fwd	Page 5 of 8 Closed to Fund Balance
	Encumbered & Carried Fwd	Budget	A. T. M. 3/18	A. T. M. 3/18	A. T. M. 3/18	A. T. M. 3/18				
610 LIBRARY										
Personal Services	-	1,343,060.00	-	-	-	-	-	1,281,113.90	-	64,835.10
Expenses	-	351,171.00	-	-	-	-	-	350,647.61	-	523.39
Capital	-	-	-	-	-	-	-	-	-	-
630 RECREATION										
Capital	122,384.56	-	-	-	-	-	-	19,577.61	102,660.00	146.95
650 PARKS-GROUNDS BLDG MAINT										
Personal Services	-	221,843.00	-	-	-	-	-	196,784.52	-	23,058.48
Expenses	-	49,500.00	-	-	-	-	-	49,260.22	-	239.78
Capital	-	-	-	-	-	-	-	-	-	-
660 LAND MANAGEMENT										
Expenses	-	42,000.00	-	-	-	-	-	41,900.77	-	99.23
Capital	-	-	-	-	-	-	-	-	-	-
670 HISTORICAL COMMISSION										
Expenses	512.69	16,700.00	-	-	-	-	-	11,453.71	5,000.00	758.99
Capital	-	-	-	-	-	-	-	-	-	-
<b>CULTURE &amp; RECREATION</b>	<b>122,897.25</b>	<b>2,024,274.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,352,738.34</b>	<b>107,660.00</b>	<b>89,661.91</b>
710 DEBT SERVICE										
Expenses	-	7,044,829.00	-	-	-	-	-	6,871,725.32	-	173,103.68
<b>DEBT SERVICE</b>	<b>-</b>	<b>7,044,829.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,871,725.32</b>	<b>-</b>	<b>173,103.68</b>
940 UNCLASSIFIED										
Direct/Indirect off	-	(1,038,336.00)	-	-	-	-	-	(1,038,336.00)	-	-
945 UNCLASSIFIED										
Risk Management	50,000.00	18,200,299.00	(860,115.00)	-	-	-	(37,690.00)	16,782,419.36	70,000.00	500,074.64
990 TRANSFERS TO OTHER FUNDS										
Transfers to Spec	-	-	-	-	17,820.83	-	-	17,820.83	-	-
Transfers to Capital Projects	-	-	-	-	217,800.00	-	-	217,800.00	-	-
Transfers to Enterprise	-	-	-	-	634,060.00	-	-	634,060.00	-	-
Transfers to Trust	-	-	-	-	470,000.00	-	-	1,330,115.00	-	-
<b>TOTAL UNCLASSIFIED</b>	<b>50,000.00</b>	<b>17,161,963.00</b>	<b>-</b>	<b>-</b>	<b>1,339,680.83</b>	<b>-</b>	<b>(37,690.00)</b>	<b>17,943,879.19</b>	<b>70,000.00</b>	<b>500,074.64</b>
<b>GRAND TOTAL GENERAL</b>	<b>3,080,586.14</b>	<b>105,637,469.00</b>	<b>-</b>	<b>-</b>	<b>4,827,263.83</b>	<b>-</b>	<b>(84,345.00)</b>	<b>108,125,272.10</b>	<b>3,812,250.75</b>	<b>1,523,451.12</b>

TOWN ACCOUNTANT – CONTINUED

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WATER ENTERPRISE	FY2018		S.T.M. 10/18		FY2019		Closed to Fund Balance
	Encumbered & Carried Fwd	A.T.M. 3/18 Budget	A.T.M. 3/18 Ant/Transf	A.T.M. 3/19 Ant/Transf	Encumbered & Carried Fwd	Expended	
OPERATING:							
Personal Services	-	1,166,526.00	-	8,000.00	-	1,160,836.63	13,689.37
Expenses	26,877.01	1,566,821.00	(30,000.00)	-	200,000.00	1,514,980.70	224,691.31
Reserve Fund	-	250,000.00	-	200,000.00	(400,000.00)	-	50,000.00
Debt	-	1,342,816.00	-	-	-	996,163.34	346,652.66
Capital	1,109,534.31	-	-	575,000.00	200,000.00	850,261.50	37,633.08
<b>WATER ENTERPRISE TOTAL</b>	<b>1,136,411.92</b>	<b>4,326,163.00</b>	<b>(30,000.00)</b>	<b>783,000.00</b>	<b>-</b>	<b>4,522,242.17</b>	<b>672,666.42</b>

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RECREATION ENTERPRISE	FY2018		S.T.M. 10/18		FY2019		Closed to Fund Balance
	Encumbered & Carried Fwd	A.T.M. 3/18 Budget	A.T.M. 3/18 Ant/Transf	A.T.M. 3/19 Ant/Transf	Encumbered & Carried Fwd	Expended	
OPERATING:							
Personal Services	-	1,188,064.00	-	-	-	991,014.90	197,049.10
Expenses	-	432,921.00	-	50,000.00	-	402,309.86	3,972.25
Capital	-	-	-	-	-	-	-
<b>RECREATION ENTERPRISE TOTAL</b>	<b>-</b>	<b>1,620,985.00</b>	<b>-</b>	<b>50,000.00</b>	<b>-</b>	<b>1,393,324.76</b>	<b>273,687.99</b>

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AMBULANCE ENTERPRISE	FY2018		S.T.M. 10/18		FY2019		Closed to Fund Balance
	Encumbered & Carried Fwd	A.T.M. 3/18 Budget	A.T.M. 3/18 Ant/Transf	A.T.M. 3/19 Ant/Transf	Encumbered & Carried Fwd	Expended	
OPERATING:							
Personal Services	-	829,590.00	-	-	-	791,160.42	38,429.58
Expenses	608.00	561,233.00	-	7,000.00	-	564,323.59	3,791.94
Capital	324,453.62	-	-	27,254.00	-	348,591.50	125.47
<b>AMBULANCE ENTERPRISE TOTAL</b>	<b>325,067.62</b>	<b>1,390,823.00</b>	<b>-</b>	<b>34,254.00</b>	<b>-</b>	<b>1,704,675.51</b>	<b>38,567.27</b>

# TOWN ACCOUNTANT – CONTINUED

## Special Revenue Funds - FY 2019

		Balance July 1, 2018	Receipts	Expenditures	Transfers In/(Out)	Balance June 30, 2019
<b>Fund 250 Federal Grants</b>						
25210215	Bullet Proof Vests DJ-Fed Reim	22,519.00	16,065.05	18,225.00	-	20,359.05
25210248	Police-Traffic Grant FY18	(902.40)	3,405.60	2,503.20	-	-
25210249	Police-Traffic Grant FY19	-	1,336.68	5,105.24	-	(3,768.56)
25510511	BOH-Medical Reserve	19,919.88	6,545.00	19,621.46	-	6,843.42
25510512	BOH- Emerg Prep Coalition	23,808.50	24,750.00	36,260.00	-	12,298.50
25510514	BOH- NAACHD	30,045.14	-	6,847.50	-	23,197.64
25510522	BOH- FDA Standards	(1,081.79)	5,204.34	3,971.85	-	150.70
		<b>94,308.33</b>	<b>57,306.67</b>	<b>92,534.25</b>	<b>-</b>	<b>59,080.75</b>
<b>Fund 255 School Federal Grants</b>						
25235317	Sped 94-142 DESE 240 FY17	2,391.92	-	2,391.92	-	-
25235318	Sped 94-142 DESE 240 FY18	10,165.58	59,291.00	69,456.58	-	-
25135301	Sped 94-142 DESE 240 FY19	-	973,092.00	960,332.06	-	12,759.94
25239344	Title IVa FY19	-	5,618.00	5,618.00	-	-
25239308	Title II Teacher Quality	-	52,400.00	54,652.00	-	(2,252.00)
25239319	Early Childhood 262 FY19	-	19,543.00	19,542.98	(0.02)	-
25239348	Federally Displaced Students FY19	-	4,455.00	4,455.00	-	-
		<b>12,557.50</b>	<b>1,114,399.00</b>	<b>1,116,448.54</b>	<b>(0.02)</b>	<b>10,507.94</b>
<b>Fund 260 State Grants</b>						
26123129	Green Communities Grant FY19	-	250,000.00	250,000.00	-	-
26123190	Transport/Rideshare Grant	-	3,622.30	1,347.10	-	2,275.20
26175632	Reg Recreation Trail	1,573.23	-	1,500.00	(73.23)	-
26179179	NMCOG-MassGIS	1,777.45	-	1,777.45	-	-
26210208	Police-Pedestrian & Bicycle 18	-	445.56	445.56	-	-
26210209	Police-Pedestrian & Bicycle 19	-	-	1,518.95	-	(1,518.95)
26210266	Police 911 Support-FY15	(5,928.29)	-	-	5,928.29	-
26210296	Police 911 Training FY16	(10,073.61)	-	-	10,073.61	-
26215267	Police 911 Support-FY17	0.00	-	-	-	-
26215268	Police 911 Support-FY18	(18,356.55)	18,356.55	-	-	-
26215269	Police 911 Support-FY19	-	42,558.96	53,292.92	-	(10,733.96)
26215297	Police 911 Training FY17	(1,853.61)	34.68	-	1,818.93	-
26215298	Police 911 Training FY18	(9,965.26)	9,965.26	-	-	-
26215299	Police 911 Training FY19	-	-	7,734.05	-	(7,734.05)
26220217	S.A.F.E. -Fire FY17 Grant	3,382.02	-	1,011.05	-	2,370.97
26220218	S.A.F.E. -Fire FY18 Grant	4,308.00	-	-	-	4,308.00
26291240	Emerg Mgmt Performance	0.00	4,650.00	4,650.00	-	-
26410419	Eng-DEP Stormwater	-	36,079.60	55,498.69	-	(19,419.09)
26432432	Recycling SMRP Grant	-	1,250.00	1,250.00	-	-
26450453	Water-Stony Brook Flow Grant	(101,610.36)	101,611.00	0.64	-	-
26510515	Tobacco Control Grant	1,810.96	1,470.00	523.00	-	2,757.96
26510523	BOH-Local Health Mini	232.07	-	232.07	-	-
26510526	BOH-Greater Lowell	265.95	-	12.86	-	253.09
26541541	Elders Affairs-COA Formula	213.90	40,034.10	40,248.00	-	-
26541542	Lowell Reg Trans Auth-Van	10,125.43	93,084.87	110,563.64	-	(7,343.34)
26610610	Librarg Lig-Meg	29,109.47	26,191.55	24,549.31	-	30,751.71
26610615	LSTA Grant	2,187.89	-	2,187.89	-	-
26630639	Forge Beach Improvements	-	100,000.00	100,000.00	-	-
26695695	Cultural Council Grant	6,784.64	5,817.98	5,400.56	-	7,202.06
		<b>(86,016.67)</b>	<b>735,172.41</b>	<b>663,733.74</b>	<b>17,747.60</b>	<b>3,169.60</b>

# TOWN ACCOUNTANT – CONTINUED

## Special Revenue Funds - FY 2019

		Balance July 1, 2018	Receipts	Expenditures	Transfers In/(Out)	Balance June 30, 2019
<b>Fund 265 School State Grants</b>						
26316347	Day Playground Grant	-	50,000.00	50,000.00	-	-
		-	<b>50,000.00</b>	<b>50,000.00</b>	-	-
<b>Fund 270 Receipts Reserved</b>						
27145145	Reserved Excess Premiums - Long	265,902.75	597,104.99	181,551.50	(668,223.31)	13,232.93
27145145	Water 20 Year Excess Premiums	3,467.08	-	-	(3,467.08)	-
27145146	Reserved Excess Premiums - Short	-	77,538.10	44,653.50	(3,525.04)	29,359.56
27171171	Conservation-Wetlands	32,614.62	9,630.00	2,633.00	-	39,611.62
27199901	Town Wide-Insurance > \$20K	35,541.90	-	-	(35,541.90)	-
27491491	Cemetery-Sale of Lots	164,270.62	16,291.84	180.00	-	180,382.46
		<b>501,796.97</b>	<b>700,564.93</b>	<b>229,018.00</b>	<b>(710,757.33)</b>	<b>262,586.57</b>
<b>Fund 280 Town Revolving Funds</b>						
28122110	Scholarship Fund-Twn Tax	14,764.55	608.52	-	-	15,373.07
28122111	Arts & Technology-Twn Tax	529.56	261.12	-	-	790.68
28122122	Town Building Leases 53E1/2	119,630.49	22,798.22	4,980.25	-	137,448.46
28123*	Farmer's Market Revolving 52E1/2	-	3,775.00	-	-	3,775.00
28171172	East Boston Camp 53E1/2	122,214.00	69,911.00	34,745.39	-	157,379.61
28179177	Community Gardens 53E1/2	11,976.93	6,160.00	1,455.63	-	16,681.30
28192920	Insurance Recovery-Town	3,503.04	34,093.53	29,885.59	-	7,710.98
28210920	Insurance Recovery-Police	78.79	19,233.88	19,312.67	-	-
28300920	Insurance Recovery-School	-	6,170.30	6,170.30	-	-
28294494	Town Forestry Revol 53E1/2	915.20	-	-	-	1,075.20
28432432	Recycling Revolving 53E1/2	9,269.24	20,145.00	17,520.93	-	11,893.31
28510524	BOH-Immuniz/Clinical 53E1/2	98,539.93	38,377.23	28,417.81	-	108,499.35
28540546	Senior Ctr Programs 53E1/2	28,542.54	51,124.44	37,886.41	-	41,780.57
28541543	Elder & Disabled Tax-TREAD	29,920.48	13,834.99	10,000.00	-	33,755.47
28541545	Senior Ctr Fitness Rm 53E1/2	42,284.46	14,504.50	10,624.92	(3,000.00)	43,164.04
28630634	Recreation Revolving 53 D	9,500.00	252.77	9,752.77	-	-
28630636	Rec-Field Maint Revol 53E1/2	55,798.17	113,124.16	84,911.62	-	84,010.71
		<b>547,467.38</b>	<b>414,534.66</b>	<b>295,664.29</b>	<b>(3,000.00)</b>	<b>663,337.75</b>
<b>Fund 285 School Revolving Funds</b>						
28303381	School Activity Fees	176,123.04	677,512.45	668,764.70	-	184,870.79
28303385	Sch Bus Transportation 53E1/2	32,566.01	773,031.00	604,425.00	-	201,172.01
28304375	School Building Usage	14,081.21	7,851.68	10,072.42	-	11,860.47
28304376	School Outside Details	1,026.60	42,494.68	43,521.28	-	-
28304386	School Parking w/A 53E1/2	5,744.49	16,700.00	19,462.45	-	2,982.04
28311389	Full Day Kindergarten	181,702.30	669,780.00	631,980.64	-	219,501.66
28310380	Preschool-Sped (Integrated)	56,378.69	308,707.43	296,498.15	-	68,587.97
28311378	Sch Extended Day-Elem	73,410.98	63,900.00	65,714.99	-	71,595.99
28331382	School Lost Books	3,443.52	2,870.44	1,742.42	-	4,571.54
28331393	School-Tech Fee	18,806.15	40,000.00	28,533.16	-	30,272.99
28332384	School Athletic Revolving	84,582.03	609,362.50	595,505.73	-	98,438.80
		<b>647,865.02</b>	<b>3,212,210.18</b>	<b>2,966,220.94</b>	<b>-</b>	<b>893,854.26</b>

# TOWN ACCOUNTANT – CONTINUED

## Special Revenue Funds - FY 2019

		Balance			Transfers	Balance
Fund 290 Town Other Spec Rev Funds		July 1, 2018	Receipts	Expenditures	In/(Out)	June 30, 2019
29122717	Town Wide Sidewalk Gift	81,304.20	-	-	-	81,304.20
29122719	Disability/Handicap Parking	100.02	600.68	-	-	700.70
29122913	Newport Improvements	150,000.00	50,000.00	-	-	200,000.00
29122964	Coalition Non-Violence Gift	5,350.04	2,000.00	600.00	-	6,750.04
29122967	Business Guide Gift	2,000.00	-	-	-	2,000.00
29123127	MIA Flex	1,846.85	-	1,846.85	-	-
29152152	BCBS Innovation Award	5,000.00	-	-	-	5,000.00
29161161	Extended Polling Hours	5,855.37	4,536.00	403.92	-	9,988.05
29170971	PVAH Gift	278,184.83	-	17,169.90	-	261,014.93
29170972	Tadmuck/Rte 110 Gift	16,360.21	-	2,669.91	-	13,690.30
29170974	2 Robbins Rd Sidewalk Gift	-	35,000.00	-	-	35,000.00
29170976	2 Robbins Rd Transportation Gift	-	131,400.00	-	-	131,400.00
29171945	Cons Com Stream Team Equip	1,090.35	-	816.00	-	274.35
29171950	Cons Comm-Gift	1,857.21	-	-	-	1,857.21
29171953	Cons Comm-Mass Elec Gift	4,311.92	-	-	-	4,311.92
29171940	EBC Bath House Gift	-	-	15,000.00	15,000.00	-
29175962	Plan Bd Summer Village Insp Gift	11,235.52	-	-	-	11,235.52
29175965	Plan Bd Summer Village Gift	107,800.00	-	-	(95,000.00)	12,800.00
29179178	Community Gardens Gift	52.64	-	52.64	-	-
29210990	Drug Investigation	10,930.17	8,416.00	3,485.50	-	15,860.67
29210911	Police K-9 Gift	1,642.43	500.00	701.57	-	1,440.86
29300936	Norman Day Playground	30,000.00	-	30,000.00	-	-
29300937	Westford Academy Track	47,060.00	-	47,060.00	-	-
29410938	Groton/Dunstable Intersection	100,000.00	-	-	-	100,000.00
29421426	National Grid Paving Gift	114,705.65	-	114,705.65	-	-
29510973	BOH-Circle Health Gift	9,082.62	-	635.85	-	8,446.77
29510949	BOH-Lowell Comm Fdn Gift	2,488.00	-	442.00	-	2,046.00
29510955	BOH-Health Gift	20,717.58	5,295.00	767.00	-	26,245.58
29510956	BOH-AED Defibrillator Gift	3,082.89	-	-	-	3,082.89
29510958	BOH-Dental Gift	1,355.11	2,500.00	2,349.80	-	1,505.31
29540540	COA Friends Gift	4,898.73	24,000.00	16,823.36	-	12,075.37
29541544	COA Gift	3,945.01	5,831.60	6,914.39	-	2,462.22
29541547	COA Unmet Transportation Needs	-	4,000.00	250.00	-	3,750.00
29543950	Veteran's Gift	3,585.00	155.00	-	-	3,740.00
29610928	Library Job Seekers Network	3,947.85	-	-	-	3,947.85
29610925	Library Restitution	2,464.45	2,536.21	2,906.10	-	2,094.56
29610950	Library Memorial Gift	17,594.01	33,092.00	26,730.46	-	23,955.55
29630131	Basketball Court Resurfacing	-	-	-	20,000.00	20,000.00
29630132	Forge Pond Beach Phase 1	-	-	1,485.50	60,000.00	58,534.50
29630965	Recreation Forge/Edward Beach	38,874.34	-	10,066.73	-	28,807.61
29630950	Recreation Gifts	1,500.00	5,000.00	-	-	6,500.00
29691950	Historic Comm Gift	752.00	-	-	-	752.00
		<b>1,090,575.60</b>	<b>314,862.49</b>	<b>303,863.13</b>	<b>-</b>	<b>1,101,574.96</b>
<b>Fund 295 School Other SRF</b>						
29231357	Verizon App Grant	-	-	-	-	-
29231359	WA Trustees Donations	43,750.00	-	43,750.00	-	-
29239350	Sch Reed Living Lab Donation	3,542.04	-	407.94	-	3,134.10
29239354	Misc School Donations	33,170.29	5,582.67	10,684.52	-	28,068.44
29239355	WEF Mini Grants	10,300.83	17,537.34	27,921.43	-	(83.26)
29239356	School Inventors Fair	152.00	-	-	-	152.00
29239361	School Scholarship Donations	-	2,000.00	2,000.00	-	-
29239362	School Innovation Gift	-	-	-	-	-
29241663	Day Playground Donations	65,886.82	-	36,104.05	-	29,782.77
29243164	WA Track Donations	2,290.00	14,915.93	17,205.93	-	-
29302390	School Choice	611,780.16	550,928.00	548,060.97	-	614,647.19
29302391	Foundation Reserve-Displaced Stu	2,320.00	154.11	2,474.11	-	-
29302392	Circuit Breaker Sped DOE#520	1,010,616.00	1,737,174.00	1,494,585.00	-	1,253,205.00
29302394	Special Educ Reserve Fund	75,000.00	33,724.96	-	-	108,724.96
		<b>1,858,808.14</b>	<b>2,362,017.01</b>	<b>2,183,193.95</b>	<b>-</b>	<b>2,037,631.20</b>
220	School Lunch	467,853.19	1,920,875.29	1,737,621.19	-	651,107.29
230	Highway Chapter 90	(289,867.64)	1,078,478.62	798,046.17	-	(9,435.19)
240	Community Preservation	7,046,917.33	2,370,518.92	2,489,739.93	-	6,927,696.32
299	Title V	36,250.61	-	-	-	36,250.61
		<b>7,261,153.49</b>	<b>5,369,872.83</b>	<b>5,025,407.29</b>	<b>-</b>	<b>7,605,619.03</b>
<b>TOTALS</b>		<b>11,928,515.76</b>	<b>14,330,940.18</b>	<b>12,926,084.13</b>	<b>(696,009.75)</b>	<b>12,637,362.06</b>

# TOWN ACCOUNTANT – CONTINUED

## Capital Projects Funds - FY 2019

Fund 310 - Town		FY 2018	Revenue	Other	BAN		Continued	
Org/Obj	Description	Balance Fwd	Perm Bonds	Revenue	Paydowns	Expended	Transfers	Appropriation
31174128	46 Lowell Rd Land Purchase	-	4,090,000.00	-	-	4,293,000.00	203,000.00	-
31199199	Roundenbush Rehab 3/17 #9	(2,178,477.31)	-	-	-	4,379,928.97	-	(6,558,406.28)
31199777	Natl Grid Lights 3/17 #8	(37,129.20)	-	85,159.80	-	153,629.32	-	(105,598.72)
31220726	Boston Rd Fire Sta 3/15 #8	11,772,200	2,951,205.68	-	-	3,888,885.96	265,902.75	(671,777.53)
31220747	Fire Truck 3/13 Art#16 5544K	-	4.04	-	-	4.04	-	-
31220757	Fire Truck 3/17 Art#7 5615K	(5,200.00)	615,000.00	-	-	609,800.00	-	-
31410739	Eng - Main St Recons 4/16 #7	\$1,895,000	(1,898,075.79)	1,895,000.00	-	53,785.74	-	143,138.47
31410746	Eng - Master Design 3/13 #16	\$600k	(81,902.14)	-	167,000.00	53,110.73	-	31,987.13
31410748	Eng - Plain Rd Sidewalk 4/16 #7	-	(498,349.00)	510,725.00	-	4,233.85	-	8,122.15
31410758	Eng Keyes Recons 3/15 #6	\$647,401	121,678.01	-	-	-	-	121,678.01
31421773	Hvy-Heavy Dump Truck 3/18 #8	\$222K	222,000.00	-	-	222,000.00	-	-
31421774	Hvy-Front End Loader 3/18 #8	-	260,000.00	-	-	259,999.55	(0.45)	0.00
31421776	Roadway Repairs \$845K	-	-	-	-	573,757.91	-	(573,757.91)
<b>Total Town Capital</b>		<b>(944,265.71)</b>	<b>7,110,725.00</b>	<b>85,159.80</b>	<b>167,000.00</b>	<b>14,492,136.07</b>	<b>468,902.30</b>	<b>(7,604,614.68)</b>

Fund 320 - School		FY 2018	Revenue	BAN		MSBA	Continued
Org/Obj	Description	Balance Fwd	Perm Bonds	Paydowns	Expended	Reimbursement	Appropriation
32314770	Robinson/Day Windows 3/14 #11	(1,189,613.15)	-	25,000.00	-	693,929.00	(470,684.15)
32300775	MSBA Abbot Roof \$3,016,442	(63,712.61)	-	-	2,087,579.40	-	(2,151,292.01)
<b>Total School Capital</b>		<b>(1,253,325.76)</b>	<b>-</b>	<b>25,000.00</b>	<b>2,087,579.40</b>	<b>693,929.00</b>	<b>(2,621,976.16)</b>

Fund 360 - Water Enterprise		FY 2018	Revenue				Continued
Org/Obj	Description	Balance Fwd	Perm Bonds	Expended	Transfers	Appropriation	
36450771	Water Tank \$3.2M 3/17 Art#7	(896,028.13)	-	1,215,579.31	-	(2,111,607.44)	
36450778	Water Main Extension \$500K 03/18 #8	-	-	373,333.25	-	(373,333.25)	
36450779	Vine Brook Bettement \$1.82M	(38,880.00)	-	1,407,535.27	-	(1,446,415.27)	
36450780	Vine Brook Bettement-Paving 10/18 Art#4	-	-	175,517.46	217,800.00	42,282.54	
36450787	Main Patriot 3/14 Art#9 \$400K	1,806.42	-	-	-	(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	552.86	-	-	-	(552.86)	
<b>Total Water Enterprise Capital</b>		<b>(713,827.05)</b>	<b>-</b>	<b>3,171,965.29</b>	<b>(3,281.08)</b>	<b>(3,889,073.42)</b>	

Fund 370 - Town Water Related Projects		FY 2018	Revenue			Continued
Org/Obj	Description	Balance Fwd	Perm Bonds	Expended	Transfers	Appropriation
37442772	WA WWTF \$500K 3/17 Art#7	(260,086.73)	500,000.00	-	239,913.27	-
<b>Total Water Enterprise Capital</b>		<b>(260,086.73)</b>	<b>500,000.00</b>	<b>-</b>	<b>239,913.27</b>	<b>-</b>

**Transfers**

- \$ 265,902.75 From Fire Station Premium
- \$ 217,800.00 STM10/18 Art#4 Vinebrook Paving
- \$ 1,806.42 Main/Patriot 3/14 Art#9 \$400K, project closed transfer to Water ENT
- \$ 55,576.24 Rt 110 St Mary 3/12 Art#21 \$750K, project closed transfer to Water ENT
- \$ 163,145.56 System Imprv 10/11 Art#7 \$1.5M, project closed transfer to Water ENT
- \$ 552.86 Abbot to Pine 3/14 Art#9 \$660K, project closed transfer to Water ENT

TOWN ACCOUNTANT – CONTINUED

Trust Fund Activity - Fiscal Year 2019

	Fund Balance July 1, 2018	Receipts	Investment Income	Expenditures	Transfers In	Transfers Out	Market Value Adj	Balance June 30, 2019
<b>Non-Expendable Trusts:</b>								
810 Cemetery Perpetual Care	467,494.50	31,650.00	-	-	-	-	-	499,144.50
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 Plainville Educ	84,395.00	-	-	-	-	-	-	84,395.00
Library Benefactors Trust	5,384.00	-	-	-	-	-	-	5,384.00
Whitney Shade Tree	2,500.00	-	-	-	-	-	-	2,500.00
Whitney Education	10,000.00	-	-	-	-	-	-	10,000.00
<b>Total Non Expendable</b>	<b>703,411.69</b>	<b>31,650.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>735,061.69</b>
<b>Expendable Trusts:</b>								
820 Conservation Fund	794,831.81	-	13,761.24	504,300.00	-	-	-	304,293.05
Conservation-Salamander	39,555.24	-	684.60	-	-	-	-	40,239.84
Cemetery Perpetual Care	15,984.30	-	8,703.05	12,045.45	-	-	-	12,041.90
Charles Colburn Cem	3,611.64	-	88.47	-	-	-	-	3,700.11
William Wright Cem	5,054.19	-	174.02	-	-	-	-	5,228.21
Lyman Wilkins Cem	4,326.95	-	99.33	-	-	-	-	4,426.28
J.H. Fletcher Cem	2,881.24	-	77.53	-	-	-	-	3,058.77
Alonzo Reed Cem	3,071.64	-	79.12	-	-	-	-	3,150.76
Metcalf & Soldiers	3,454.04	-	82.26	-	-	-	-	3,536.30
Library Book Fund	1,572.81	-	251.27	1,000.00	-	-	-	824.08
Library Lecture Fund	2,184.40	-	550.17	597.07	-	-	-	2,137.50
Library All Purpose	368.44	-	304.05	481.42	-	-	-	191.07
Library Trustee	2,528.60	-	1,037.01	1,038.26	-	-	-	2,587.35
J.V. Fletcher Library	27,668.56	-	484.91	493.00	-	-	-	27,440.47
Ellen Plainville Educ	3,476.51	-	1,520.15	-	-	-	-	4,996.66
Library Benefactors Trust	77,251.90	-	14,239.89	-	-	-	-	78,881.79
Whitney Shade Tree	18,345.18	-	360.77	-	-	-	-	18,705.95
Whitney Playground	31,223.91	-	713.58	-	-	-	-	31,943.49
Affordable Housing Trust	681,422.51	-	11,576.26	90,547.00	-	-	-	602,451.77
Capital Stabilization Fund	864,802.80	-	7,539.07	-	270,000.00	(700,000.00)	-	442,341.87
Health Stabilization Fund	639,626.88	-	11,070.36	-	-	-	-	650,697.24
Stabilization Fund	5,289,369.65	-	91,545.91	-	-	-	-	5,380,915.56
OPFB Stabilization Fund	3,730,426.74	-	132,653.73	-	1,060,115.00	-	161,883.93	5,085,079.40
Water OPFB Stabilization	824,125.64	-	23,198.98	-	30,000.00	(17,474.00)	40,121.98	839,872.61
<b>Total Expendable</b>	<b>13,066,771.56</b>	<b>-</b>	<b>308,025.73</b>	<b>611,102.20</b>	<b>1,360,115.00</b>	<b>(717,474.00)</b>	<b>202,005.92</b>	<b>13,608,342.03</b>
<b>TOTALS</b>	<b>13,770,183.27</b>	<b>31,650.00</b>	<b>308,025.73</b>	<b>611,102.20</b>	<b>1,360,115.00</b>	<b>(717,474.00)</b>	<b>202,005.92</b>	<b>14,343,403.72</b>

## TOWN ACCOUNTANT – CONTINUED

### Agency Fund Activity - FY 2019

	<b>Balance July 1, 2018</b>	<b>Additions</b>	<b>Deductions</b>	<b>Balance June 30, 2019</b>
Performance Bonds	679,349.97	76,789.45	165,429.11	590,710.31
Developer Escrow	179,367.98	128,666.09	105,286.62	202,747.45
Water Developer Escrow	-	-	-	-
Rail Tree Hill	5,271.82	-	-	5,271.82
Villanova Drive Deposit	9,294.01	-	-	9,294.01
Cumberland Farm Deposit	3,300.00	-	-	3,300.00
Vose Hill Road	959.39	-	-	959.39
Timberstone Deposit	10,000.00	-	10,000.00	-
Police-Outside Details	(210,066.94)	851,848.32	801,321.26	(159,539.88)
License to Carry	6,817.50	22,975.00	21,450.00	8,342.50
Police-Holding Account	10,525.96	5,010.00	9,226.00	6,309.96
Fire-Outside Details	(1,354.56)	31,410.00	33,765.44	(3,710.00)
Student Activity	291,162.51	1,629,268.48	1,543,710.09	376,720.90
<b>TOTALS</b>	<b>984,627.64</b>	<b>2,745,967.34</b>	<b>2,690,188.52</b>	<b>1,040,406.46</b>
Student Activity-Rita Miller	7,733.65	5,413.61	12,075.21	1,072.05
Student Activity-Nabnasset	8,063.76	13,291.51	13,475.70	7,879.57
Student Activity-Robinson	1,007.19	11,414.09	11,926.95	494.33
Student Activity-Abbot	8,684.85	21,225.06	21,225.41	8,684.50
Student Activity-Crisafulli	7,293.83	21,364.09	26,683.21	1,974.71
Student Activity-Norman Day	4,482.75	27,174.89	25,354.22	6,303.42
Student Activity-Blanchard	36,984.19	69,619.68	94,279.38	12,324.49
Student Activity-Stonybrook	51,838.14	100,909.62	94,332.49	58,415.27
Student Activity-Westford Acad	165,074.15	1,358,855.93	1,244,357.52	279,572.56
<b>Total Student Activity</b>	<b>291,162.51</b>	<b>1,629,268.48</b>	<b>1,543,710.09</b>	<b>376,720.90</b>

## TOWN CLERK

### Registrars: Census & Elections

FY 2019 was an interesting year. It included a 90-degree-heat State Primary day, a State election in November, and the town election in May.

A petition for a district-wide recount of the votes at the September 4, 2018 Democratic State Primary for Representative for the 3<sup>rd</sup> Congressional District was filed. The recount order was received on September 10 and the recount needed to be completed by September 17. It was all hands on deck and I am forever grateful to the election workers who jumped in to help on such short notice, Lauren Goldberg and John Giorgio from KP Law, the Westford Police for allowing the use of their training room for the day, Concord Town Clerk Kaari Tari, and Town Hall personnel. At the end of a very painstaking process, it was determined that the original tally and the recount tally were identical.

The November 6, 2018 State election had a 69.77% turnout in Westford. Early voting was offered for the second time in Massachusetts and 2,820 people voted at the Town Hall before the election.

The Annual Town Election had a small turnout with only 5.5% attending. Those results are reported elsewhere in this report.

The chart below shows how new voters registered in FY 2019 along with the total voters currently registered for each party and political designation.

Party/Political Designation	Party Code	New Registrations During FY 2019	Total Voters Registered as of 6/30/2019
American Independent	Q	3	8
American Term Limits	BB	0	1
Conservative	A	4	6
Constitution Party	K	1	2
<b>Democrat*</b>	D	177	3,535
Green Party USA	G	0	2
Green-Rainbow	J	3	12
Interdependent 3 <sup>rd</sup> Party	T	3	9
<b>Libertarian*</b>	L	9	50
Mass Independent Party	O	4	9
Pizza Party	AA	0	1
<b>Republican*</b>	R	21	2,057
Socialist	S	0	2
<b>Unenrolled**</b>	U	380	11,072
United Independent	CC	0	82
We the People	H	0	3
<b>Total</b>		<b>605</b>	<b>16,851</b>

**Patricia Dubey**  
*Town Clerk*

**Andrew Sherman**  
*Assistant Town Clerk*

**Tina Landry**  
*Records Supervisor*

**Marilyn Frank**  
*Administrative Assistant*

## TOWN CLERK—CONTINUED

**\*Political Party.** Political parties hold primaries. All political designations are now allowed to participate in the primary of their choosing, like Unenrolled voters. Members enrolled in a political party may only vote in their party’s primary.

**\*\*Unenrolled Voters.** Registered voters who have not selected a political party or designation are called unenrolled voters. This is often referred to as an “Independent” or “Unaffiliated” voter.

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.

Polling places remain as follows:

Precinct 1 Abbot School, 25 Depot Street  
 Precinct 2 Blanchard Middle School, 14 West Street  
 Precinct 3 Abbot School, 25 Depot Street  
 Precinct 4 Robinson School, 60 Concord Road  
 Precinct 5 Stony Brook School, 9 Farmer’s Way  
 Precinct 6 Rita Edwards Miller School, 1 Mitchell Way – off Russell’s 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. Election Officers work long hours to bring election day to the voters at the polls. Regardless of 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. They have taken on the task of banner lettering and hanging before every Town Meeting and election and provided us with “I voted” stickers that voters wear proudly on election days. Many League members work at the polls and have helped us recruit election workers. With the League also hosting Town Meeting Forums and Candidates Nights, few communities are as lucky as Westford to have such positive energy focused on civic engagement.

### Vital Statistics

Vital statistics are reported on a calendar-year basis. The table that follows shows figures over the last several years. The Town Clerk’s office has custody of vital records dating back to 1729, the time of the town’s incorporation. Early records are available on microfilm at the J. V. Fletcher Library.

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
<b>Births</b>	144	156	153	124	142	175	134	147	162	144
<b>Marriages</b>	53	69	54	68	63	59	81	61	66	62
<b>Deaths</b>	153	145	166	162	139	148	166	183	167	176

## TOWN CLERK – CONTINUED

### 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	FY13	FY14	FY15	FY16	FY17	FY18	FY19	Notes
<b>Bulk Stickers</b>	1,954	2,070	2,478	3,193	3,127	4,071	2,610	
<b>Business Certificate</b>	121	148	138	121	100	149	79	
<b>Dogs</b>	2,452	2,513	2,538	2,626	2,615	2,633	2,528	Calendar year
<b>Flammable Storage Registration</b>	41	41	41	41	36	35	37	Calendar year
<b>Notarizations</b>	578	502	469	743	714	745	593	
<b>Raffle Permits</b>	10	8	7	8	8	6	6	
<b>Certified Copies of Vital Records</b>	1,180	1,088	1,117	1,276	1,398	1,264	989	

### Selectmen's Annual Licensing

Alongside his duties as Assistant Town Clerk, Andy Sherman provides administrative support to the Selectmen for their annual licensing. The table below shows annual licensing payments that were received for the processing of applications and/or renewals.

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>All Alcohol Club</b>	7	7	7	7	7	7	7	7	7	7
<b>All Alcohol Package Store</b>	7	7	7	7	7	7	7	7	7	7
<b>All Alcohol Innholder</b>	2	2	2	2	2	2	2	2	2	2
<b>All Alcohol Restaurant</b>	15	16	17	21	21	21	21	21	21	18
<b>Beer &amp; Wine Package Store</b>	3	3	4	5	5	5	5	5	5	5
<b>Beer &amp; Wine Restaurant</b>	1	2	1	1	3	3	3	4	5	5

## TOWN CLERK – CONTINUED

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>Common Victualler</b>	40	44	44	57	57	58	54	56	57	54
<b>Automatic Amusement</b>	198	102	97	90	90	90	90	126	126	136
<b>Class I New Car</b>				1	1	1	1	1	1	1
<b>Class II Used Car</b>	7	9	9	9	9	10	9	9	9	10
<b>Class III Junk Car</b>	1	0	1	1	1	1	1	1	1	0

### Meetings

Meetings of governmental bodies are open to the public and handicap accessible. Executive sessions are allowed under the Open Meeting Law for reasons that must be stated in the agenda. Meeting agendas are posted on the town website at [westfordma.gov/AgendaCenter](http://westfordma.gov/AgendaCenter), 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](mailto:townclerk@westfordma.gov). Minutes are available online through the Town's Document Management system at [westfordma.gov/767/Document-Management-System](http://westfordma.gov/767/Document-Management-System) and in the Town Archives at the Town Clerk's office as soon as they are approved by the board/committee.

### Boards and Committees

Civic involvement in Westford is still going strong thanks to the hundreds of residents who volunteer time from their busy lives to help continually improve our wonderful community. Committee membership is printed in the front of this book and is available online at [data.westfordma.gov/bc/](http://data.westfordma.gov/bc/). Boards and committees are subject to the Open Meeting and Conflict of Interest Laws.

Appointment letters, oaths of office, and 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 [data.westfordma.gov/bc/](http://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. Special thanks to Barbara Saunders and Barbara Murch for their dedication and efforts.

## TOWN FOREST COMMITTEE

The Town Forest Committee is the Town body responsible for managing town forest properties under the care and custody of the Board of Selectmen. The Committee also looks toward acquiring forest lands on behalf of the Town. The Town Forest Committee is comprised of three members, each serving three-year terms, appointed by the Town Manager. The Town Forest Committee is currently responsible for managing approximately 270 acres of forest lands scattered throughout Westford. The Committee's management goals are long-term: to actively maintain and enhance forest health, improve wildlife habitat, provide recreational opportunities and protect both soil and water quality.

**Hugh Maguire**  
*Chair*

**Richard (Chip) Barrett**  
*Tree Warden*

**James Gozzo**  
*Penman*

### **Martina Gage Forest Active Management**

In 2017 the Committee selected the Martina Gage Town Forest parcel along Gage Road as our next active management forestry project. This parcel consists of about 75 acres of mixed hardwoods and softwoods and was donated to the Town in 1936, in accordance with the terms of Ms. Gage's will. In September 2017, the Committee selected Mr. John Robbins, Consulting Forester, Massachusetts License #210, to prepare a forest stewardship plan. This was the first step in actively managing the Martina Gage Forest for long-term forest health.

To prepare the stewardship plan, Mr. Robbins walked the property and mapped the



*From left, James Gozzo, Town Forest Committee; John Robbins, Consulting Forester; and Hugh Maguire and Chip Barrett of the Town Forest Committee at a Gage Forest site visit.*

various tree stands, measured the species density and assessed the overall health of the forest. The stewardship plan was completed in November 2017 and approved by the Massachusetts Department of Conservation and Recreation's State Forester. The plan mapped/identified four distinct stands within the forest and recommended a thinning operation be conducted on one of the four stands located in the center of the forest that is predominantly white pine. The pines constitute about 90% of this stand and are quite mature, being two-three feet in diameter and 100 feet in height. There is a small understory of other species in this stand but they are being stunted by

the dense shade of the larger mature pines. The stewardship plan recommends leaving the other three stands in their natural condition as they provide good wildlife habitat, some wetlands protection, and there is a mix of hardwood species along with other pines and berry-producing shrubs.

In the early part of 2018, our forester marked the specific trees recommended for thinning and prepared a Cutting Plan. In June 2018, the Board of Selectmen approved the

## TOWN FOREST COMMITTEE—CONTINUED

Cutting Plan and in July 2018 the Cutting Plan received final approval from the Department of Conservation and Recreation's State Forester.

About the same time as the Cutting Plan was being approved, a relatively violent summer storm hit Westford. Interstate 495 was shut down for a time due to a power line fire and trees were downed all over town and into Chelmsford. Several portions of the Gage Forest sustained severe damage and many large pines in areas, not originally planned for thinning, were downed. We amended the approved Cutting Plan to include the removal of some of the downed trees to reduce risk of fire and to clear some blocked hiking trails.

In the Fall of 2018, when we solicited bids for the amended Cutting Plan, two factors worked against us. Overall falling oil and natural gas energy prices and other market conditions depressed the value of standing timber, and our requirement to remove the storm-damaged trees (which have very limited value as pulpwood) resulted in no bids being received. We reviewed our plan and decided to increase the southern area (surrounding the largest storm blowdown) to be thinned. Originally, this area had been avoided because of concern that existing invasive plants would thrive when the canopy was opened, but since Mother Nature already opened the canopy with her summer storm, we elected to include this area in the Cutting Plan. In early 2019 we received Board of Selectmen and State Forester approval on another amended cutting plan and solicited bids again. This time a contract was awarded to Blanchflower Logging, Inc. of Leominster, a small family-owned business. As this report is being prepared in August 2019, Blanchflower has indicated they will begin thinning imminently.

### **Thanks**

The Committee would like to thank the residents living in the vicinity of the Gage Forest for their cooperation and understanding as we conduct silviculture operations on this site. While we try to schedule the most intrusive work for the briefest periods of times and in locations that will have the least impacts to abutters, we understand that these operations can involve relatively loud equipment. We thank you for your understanding and assure you that the forestry activities will result in a healthier forest and a better environment for the long term.

### **Other Activities**

The Town Forest Committee members are also active participants on other town committees. Hugh Maguire is Vice Chairman of the Water Commissioners, Chip Barrett is the Town Tree Warden and Highway Superintendent and is our representative on the Northern Middlesex Stormwater Collaborative, James Gozzo serves as a Conservation Commissioner and Election Officer (Precinct Warden).

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 ([westfordma.gov/AgendaCenter](http://westfordma.gov/AgendaCenter)) and the 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, reporting 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 hazardous trees within the Town right-of-ways
- Emergency removal of storm-damaged trees
- Determining, with the assistance of the Engineering Department, ownership of trees needing to be removed or trimmed (based on GIS measurements)
- Determining the condition of trees, particularly with respect to public safety
- The care and maintenance of parts of trees and shrubs that extend or overhang the limits of any public roads or grounds
- The removal, or causing to be removed, of all illegally erected signs or advertisements placed upon trees within any public road or place under the Warden's jurisdiction

The Tree Warden maintains public shade trees predominantly in response to requests from citizens for service. 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 are implementing a silviculture project that includes the thinning of the mature growth of standing trees on the Town Forest parcel located at Gage Road and Old Lowell 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 Town Forest Committee, 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 continues to struggle in its charge to advise the Board of Selectmen on the disposition of this iconic property. The complicated configuration of parcels has led to a lengthy and unproductive series of Requests for Proposals from which we were not able to realize a viable party to which the Town could transfer ownership.

The team of dedicated town residents and select members of Town staff hope to resolve plans for the future of the Graniteville site within the coming fiscal year.

**Thomas Barry  
Nancy Bissell  
Jane Calvin  
Nancy Cook  
Robert Downing  
David Gutbrod  
Jane Hughes  
Eric Heideman  
William Kenison  
William Nussbaum  
Andrea Peraner-Sweet  
Jeff Stephens  
James Vanbever  
Robert Waskiewicz  
Dennis Wrona**

## VETERANS SERVICES DEPARTMENT

*This office is not affiliated with the U.S. Department of Veterans Affairs or the Massachusetts Department of Veterans' Service.*

**Ryan Cobleigh**  
*Veterans Service Officer/  
Veterans Agent*

### Programs and Services

The Veterans Services office is in the Millennium Building located behind Abbot School at 23 Depot Street.



The Town of Westford's Veterans Services Department 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 M.G.L. Ch. 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 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.

### Summary

According to the 2018 Street Listing, Westford has over 770 veterans who may be eligible for benefits along with surviving spouses of veterans. The largest group of veterans is Vietnam-era veterans with World War II and Korean-era veterans right behind them in numbers. The area VA medical facilities have been ramped up to support returning troops 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, NH that also host the community-based clinics scattered throughout New England. Our veterans are reporting excellent care from the VA.

Close to 270 Westford veterans are enrolled with the area VA healthcare facilities and over 150 are being treated. During the last reporting period, the VA was paying over \$15,000 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 no co-pay for medications. Some may get their hearing aids or eyeglasses for free, if eligible.

In FY 2019, 107 residents/veterans received a M.G.L. Ch. 59, §5 Clause 22(a-f) exemption resulting in over \$159,000 reduction of their property taxes.

## VETERANS SERVICES DEPARTMENT – CONTINUED

In this reporting period, we handled several hundred inquiries from our veterans and their families. We currently have several active Chapter 115 recipients who receive monthly financial assistance. In FY 2019, over \$45,000 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](http://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 walk almost right to the veteran's gravesite. This is an ongoing project.

This past Christmas holiday season, a local resident organized a Wreaths Across America fundraising effort to place holiday wreaths on the graves of veterans at Fairview, Russian Brotherhood, and Pine Grove cemeteries. A group of volunteers placed 720 wreaths on the graves. To learn more about this program and donate to this effort, go to [wreathscrossamerica.org/pages/22016](http://wreathscrossamerica.org/pages/22016).

Notifications about flags to be displayed at half staff are posted electronically on the town's website calendar as well as on 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 occasionally we miss a veteran's 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 our veterans and their families can tap into any of the resources available to them.

Please check our internet presence at the following links:

Westford Veterans Services homepage: [westfordma.gov/394/Veterans-Services-Department](http://westfordma.gov/394/Veterans-Services-Department)

Westford Military Burial Index: [data.westfordma.gov/vets](http://data.westfordma.gov/vets)

Westford Honor Roll: [data.westfordma.gov/honorroll](http://data.westfordma.gov/honorroll)

Facebook: [www.facebook.com/WestfordDVS](http://www.facebook.com/WestfordDVS)

### **Veterans Services Department Staff**

Director – Ryan Cobleigh

Senior Assistant – Heather Monahan

## 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. Environmental Protection Agency (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](http://westfordma.gov/507/Board-of-Water-Commissioners).

### Board of Water Commissioners

**Elizabeth Denly**  
*Chair*

**Hugh C. Maguire**  
*Vice-Chair/Chair*

**Titus Palmer**  
*Secretary/Vice-Chair*

**Chauncey Chu**  
*Alternate Secretary*



### Water Department Staff

Stephen Cronin, *Superintendent*

Dave Crocker, *Operations Manager*

Mark Warren, *Environmental Compliance Manager*

Larry Panaro, *Business Manager*

Wayne Beauregard, Paul (Pip) Ricard, *Foremen*

Rob Daley, Joe Emerson, Scott Harkins, Chris Macpherson, Keith McLaughlin, Justin

VanCott, *Licensed Well Specialists*

Sandra Kane, *Records Supervisor II*

Dianne Tyman, *Administrative Assistant*

Susan Silvia, *Department Assistant*

### Prospect Hill

Major construction on the new Prospect Hill storage tank was completed in the spring of 2019. The new tank replaces the original 172,000 gallon storage tank with a 600,000 gallon composite welded-steel tank. The new tank will provide the Town Center with improved fire protection and water quality. In addition, the added volume will provide the area with increased emergency storage. The new tank will go into service in the summer of 2019, and demolition of the original 1907 tank is anticipated for the fall of 2019.

### Water Management Act Grant

*Stony Brook Flow Restoration Project Continuation.* The Westford Water Department was a joint recipient of a MassDEP Water Management Act Grant in FY 2019. This grant provided funding to continue work from the previous year assessing opportunities for improved streamflow in the Stony Brook watershed through development of a coordinated Streamflow Restoration Plan. The project included stakeholder meetings, several stream-gauging events, an experimental release of water from an impoundment,

## **WATER DEPARTMENT** – CONTINUED

and a drinking water supply usage optimization study. A final report detailing the project's activities and recommendations was prepared and provided to the Westford Water Department.

### **Vine Brook Estates Connection to Westford Water**

Connection to town water for the Vine Brook Estates neighborhood was completed at the end of 2018. This project included replacement of the original plastic distribution mains with approximately 2,000 linear feet of 6-inch ductile iron water main, and approximately 3,000 linear feet of 8-inch ductile iron water main. In addition approximately 4,000 linear feet of customer service line and new water meters were installed; eight new fire hydrants, three 8-inch gate valves, and five 6-inch gate valves were installed. This project provided 78 new customers with improved water quality and service reliability.

### **Filter Media Replacement**

The Water Department completed the replacement of the filter media in all three filter vessels at the Forge Village Water Treatment Plant in March of 2019. This is the first replacement of media since the plants went online in 2004. All the old media was removed and replaced with new anthracite, Manganese Greensand Plus, and gravel. The Manganese Greensand Plus is an improved material over the original Greensand in that it is harder material allowing for longer filter runs between backwashing, less backwash waste, and a greater lifespan. The Nutting Water Treatment Plant is slated for filter media replacement starting in the winter of 2021.

### **Nabnasset Emergency Water Main Replacement**

Water main breaks on Gasset Road and Forrest Road during the summer of 2018 exposed the deteriorated status of the area water mains and prompted an emergency replacement of the existing mains. This project included the replacement of 1,600 linear feet of the existing galvanized steel pipe with 8-inch PVC plastic pipe on Forrest Road from Oak Hill to Gasset Road, George Avenue from Forrest Road to Gasset Road, and Cross Road from Forrest Road to Gasset Road. Customer services within the project area were replaced. In addition, several new fire hydrants and gate valves were installed. In addition to increasing the resiliency of the distribution system, water quality and fire protection should also be improved.

### **Rain Barrel Sale**

The Water Department partnered with Great American Rain Barrel of Hyde Park, MA, for a rain barrel sale in the spring of 2019. 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 29 rain barrels were sold in FY 2019 under the Westford community program.

### **Infrastructure Improvement**

- Repainted 481 fire hydrants
- Replaced 3 fire hydrants
- Added 16 fire hydrants
- Added 1.4 miles of water main

## WATER DEPARTMENT – CONTINUED

### Perchlorate Investigation and Treatment

The Water Department continued its active role in the ongoing perchlorate remediation and treatment project operations of the Highway Garage perchlorate treatment plant and additional monitoring functions.

### 2019 Public Outreach

The Water Department continued its public outreach efforts in FY 2019 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.

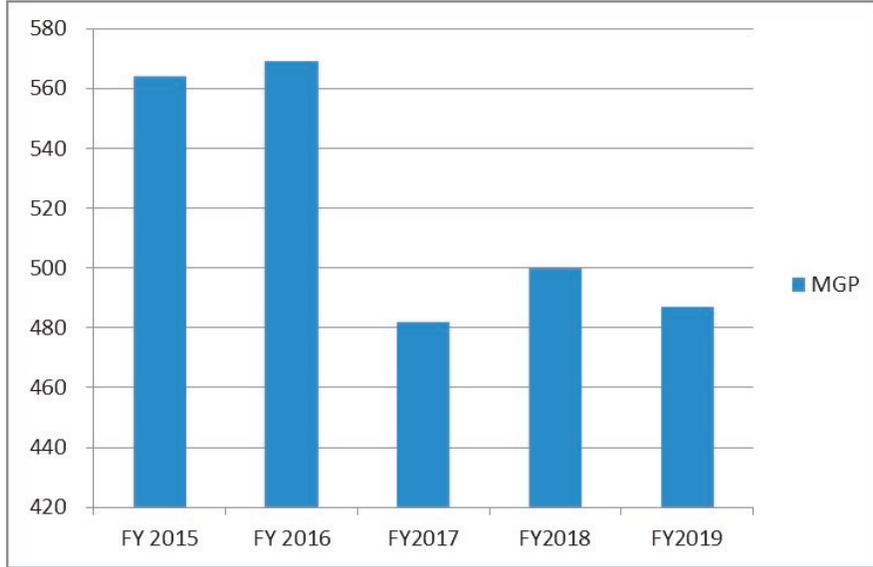
**Treated Water Usage at a Glance (millions gallons pumped)**

Month	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
July	71.985	70.373	70.080	56.513	70.39
August	65.421	73.594	46.569	58.527	54.81
September	57.752	73.257	39.776	49.294	50.68
October	37.514	42.269	34.144	41.560	36.70
November	29.830	33.141	30.237	31.541	31.80
December	31.994	32.951	32.377	31.555	31.97
January	32.455	30.303	32.532	31.901	32.81
February	31.565	28.519	28.741	28.015	28.71
March	36.303	30.354	34.221	31.327	33.50
April	36.678	32.469	32.625	31.347	33.42
May	67.810	47.805	44.056	44.219	37.39
June	64.625	74.311	56.326	64.088	44.37
<b>Total</b>	563.934	569.346	481.685	499.887	486.55

Note: The fiscal year runs from July 1 through June 30.

**WATER DEPARTMENT** – CONTINUED

**Water Treated**



MGP = million gallons pumped

**Water Department Statistics:**

Total system water storage capacity = 4.85 million gallons

**FY 2019 number of:**

Total water dept. fire hydrants	1,088	Total miles water main	137.8
Total active accounts	5,676	Water main breaks and repairs	5
New service connections	103	Total miles water main added	1.4
Total active service connections	5,495	Service leaks renewed or repaired	12

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

### Staff

Jeffrey Morrisette  
*Director of Land Use Management*

Rebecca Cheney  
*Town Planner (4/19-present)*

Rebecca Cheney  
*Interim Town Planner (1/19-4/19)*

Rebecca Cheney  
*Assistant Planner (through 1/19)*

Josh Chase  
*Town Planner (8/18-1/19)*

Matthew Salem  
*Assistant Planner (6/19-present)*

Erin Toothaker  
*Permitting Program Assistant*

The Zoning Board of Appeals (BOA) typically meets the third Wednesday of each month in Meeting Room 201 at Town Hall. Meetings are open to the public.

There were four active lawsuits involving the BOA as of June 30, 2019. One relates to the 0 & 37 Carlisle Road application for the construction of 25 market-rate age-restricted residential dwelling units, and the remaining three relate to the 11 and 73 Brookside Road applications for the construction of a Personal Wireless Service Facility (cell tower).

Throughout FY 2019, the BOA held 12 regular meetings, two special meetings and two executive sessions. The Board acted on 34 applications, with some of the applications consisting of multiple petitions. Some examples of requests include the following:

- Variances for additions to homes that do not meet setback standards
- Variances to allow uses not otherwise permitted by the Zoning Bylaw
- Variance to alter a nonconforming structure
- Variances authorizing reductions to accessory dwelling units standards
- Special Permits to allow Personal Wireless Service Facility
- Special Permits to create accessory dwelling units or home occupations
- Special Permits for the demolition and reconstruction of nonconforming structures
- Modifications and a time extension to prior approvals

**Bob Herrmann**  
*Chair*

**Scott MacKay**  
*Vice-Chair*

**James Kazeniak**  
*Clerk*

**Jay Enis**  
**Paul MacMillan**

**David Earl**  
**Scott Fitzgerald**  
*Associate Members*

## ZONING BOARD OF APPEALS – CONTINUED

### Board of Appeals Decisions *issued* between July 1, 2018 and June 30, 2019:

Board of Appeals Petitions	Approved	Denied	Withdrawn	Total
Variances*	27	0	3	30
Special Permits**	19	0	5	24
Modifications	4	1	0	5
Comprehensive Permits (40B)	0	0	0	0
Administrative Appeals	0	0	0	0
<b>Totals</b>	<b>50</b>	<b>1</b>	<b>8</b>	<b>59</b>

#### \*Summary of Variances granted:

13	Setbacks (6 side yard, 4 front yard, 2 building height, 1 rear yard)
4	Use
4	Reduction in accessory dwelling unit standards
2	Authorizing more than 1 structure per lot
2	Alteration of nonconforming structure
1	Reduction in landscape standards
1	Reduction in home occupation standards (number of vehicles)
1	Reduction in parking standards

#### \*\*Summary of Special Permits granted:

10	Nonconforming uses or structures
5	Accessory Dwelling Units
2	Use
1	Cell tower
1	Home occupation

### What Is the 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 two 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. Ch. 40B. The Town of Westford has surpassed the state’s goal under M.G.L. Ch. 40B that more than 10% of housing units in a municipality (including both rental and ownership) be maintained as affordable through permanent deed restrictions and is now in “safe harbor.” As of May 15, 2019, the state’s Subsidized Housing Inventory (SHI) listing for the Town of Westford has increased to 13.78%.

Webpage: [www.westfordma.gov/295/Zoning-Board-of-Appeals](http://www.westfordma.gov/295/Zoning-Board-of-Appeals)



## GENERAL MEETING TIMES OF BOARDS AND COMMITTEES

*The chart below lists the general meeting times and locations of many town boards and committees. Their meeting times and locations are subject to change, and boards and committees not listed do not have regularly scheduled meetings and meet as posted. For up-to-date information about boards' and committees' scheduled meetings, check the town website at [westfordma.gov/AgendaCenter](http://westfordma.gov/AgendaCenter) or the bulletin board inside Town Hall's back door, or contact the Town Clerk's office at [townclerk@westfordma.gov](mailto:townclerk@westfordma.gov) or 978-692-5515.*

<b>Board/Committee</b>	<b>Day of the Month</b>	<b>Time</b>	<b>Location</b>
Affordable Housing Committee	1 <sup>st</sup> Wednesday	7:30pm	Westford Housing Community Room, 65 Tadmuck Rd.
Affordable Housing Trust Fund	1 <sup>st</sup> Wednesday	7:00pm	Westford Housing Community Room, 65 Tadmuck Rd.
Board of Health	2 <sup>nd</sup> Monday	7:00pm pm	Town Hall, 55 Main St.
Board of Selectmen	2 <sup>nd</sup> & 4 <sup>th</sup> Tuesday	7:30pm	Town Hall, 55 Main St.
Capital Planning Committee	Friday (Sept.–Feb.)	8:30am	Town Hall, 55 Main St.
Cemetery Commission Commission	2 <sup>nd</sup> Tuesday	8:30am	Pine Grove Cemetery Office, 68 Forge Village Rd.
Commission on Disability	4 <sup>th</sup> Thursday	7:00pm	Town Hall, 55 Main St.
Conservation Commission	2 <sup>nd</sup> & 4 <sup>th</sup> Wednesday	7:30pm	Town Hall, 55 Main St.
Council on Aging	2 <sup>nd</sup> Wednesday	4:00pm	Cameron Senior Center, 20 Pleasant St.
Economic Development Committee	3 <sup>rd</sup> Thursday	8:15am	Town Hall, 55 Main St.
Historical Commission	3 <sup>rd</sup> Wednesday	7:00pm	Museum Cottage, 4 Boston Rd.
Housing Authority	2 <sup>nd</sup> Thursday	7:00pm	Alternates between the Sargent School, 7 Cross St. and Westford Housing Community Room, 65 Tadmuck Rd.
Library Trustees	1 <sup>st</sup> Monday	7:00pm	Fletcher Library, 50 Main St.
Nashoba Valley Technical High School	2 <sup>nd</sup> Tuesday	7:30pm	Nashoba Valley Technical High School, 100 Littleton Rd.

**GENERAL MEETING TIMES OF BOARDS AND COMMITTEES –**  
CONTINUED

Parks & Recreation Commission	1 <sup>st</sup> Monday	6:30pm	Roudenbush Community Center, 65 Main. St.
Permanent Town Building Committee	1 <sup>st</sup> & 3 <sup>rd</sup> Monday	6:30pm	Cameron Senior Center, 20 Pleasant St.
Planning Board	1 <sup>st</sup> & 3 <sup>rd</sup> Monday	7:30pm	Town Hall, 55 Main St.
Recycling Commission	2 <sup>nd</sup> Thursday	7:00pm	Town Hall, 55 Main St.
School Committee	Every other Monday	7:30pm	Millennium School, 23 Depot St.
Water Commission	1 <sup>st</sup> & 3 <sup>rd</sup> Thursday	9:00am	Water Dept. Operations Center, 60 Forge Village Rd.
Zoning Board of Appeals	3 <sup>rd</sup> Wednesday	7:00pm	Town Hall, 55 Main St.

## DIRECTORY OF TOWN DEPARTMENTS

Department	Address	Office Hours	Main Phone
Animal Control Department	Town Manager's office Town Hall 55 Main St.	Leave message or call Police Dispatch (emergency only)	978-692-4574 978-399-2345
Assessors' Office	Town Hall 55 Main St.	M-F, 8am-4pm	978-692-5504
Bylaw Enforcement	Town Hall 55 Main St.	M-F, 8am-4pm	978-692-5527
Cameron Senior Center/ Council on Again	20 Pleasant St. P.O. Box 2223	M-F, 8am-4pm	978-692-5523
Cemetery Department	Pine Grove Cemetery Office 68 Forge Village Rd.	M-F, 7am-3:30pm	978-692-5526
Conservation Commission	Town Hall 55 Main St.	M-F, 8am-4pm	978-692-5524
Emergency Management Agency	<i>Contact Public Safety Communications Department to be connected to an Emergency Management Director</i>		978-399-2345
Engineering Department	Town Highway Facility, 28 North St.	M-F, 7:30am-3:30pm	978-692-5520
Facilities Department	Millennium School 23 Depot St.	M-F, 8am-4pm	978-399-2435
Finance Department	Town Hall 55 Main St.	M-F, 8am-4pm	978-391-2573
Fire Department	65 Boston Rd. P.O. Box 296	M-F, 8am-4pm (dispatch 24 hours/day)	Business: 978-692-5542 Emergencies: 911
GIS Department	Town Highway Facility, 28 North St.	M-F, 7:30am-3:30pm	978-399-2533
Health Department	Town Hall 55 Main St.	M-F, 8am-4pm	978-692-5509
Highway Department	Town Highway Facility, 28 North St.	M-F, 7:30am-3:30pm	978-692-5520
Housing Authority	65 Tadmuck Rd.	M-F, 8:30am-1:30pm	978-692-6011
Human Resource Department	Town Hall 55 Main St.	M-F, 8am-4pm	978-399-2915
J. V. Fletcher Library	50 Main St.	M-Th 10am-9pm Fri 1pm-5pm Sat 10am-5pm <i>(closed Memorial Day and Labor Day weekends)</i> Sun 2pm-5pm (Jan-April)	978-692-5555
Land Use Management	Town Hall 55 Main St	M-F, 8am-4pm	978-692-5524

## DIRECTORY OF TOWN DEPARTMENTS – CONTINUED

Department	Address	Office Hours	Main Phone
Museum	2-4 Boston Rd.	Sun 2pm-4pm Office hours: M,W,F, 9am-1pm	978-692-5550
Parking Clerk	Town Clerk's office Town Hall 55 Main St.	M-F, 8am-4pm	978-692-5515
Parks & Recreation Department	Roudenbush Community Center 65 Main St.	M-F, 8am-4pm	978-692-5532
Police Department	53 Main St.	M-F, 8am-4pm (dispatch 24 hours/day)	Business: 978-399-2345 Emergencies: 911
Public Safety Communications Department	53 Main St.	M-F, 8am-4pm (dispatch 24 hours/day)	Business: 978-399-2345 Emergencies: 911
School Department	Millennium School 23 Depot St.	M-F, 8am-4pm	978-692-5560
Tax Collector-Treasurer	Town Hall 55 Main St.	M-F, 8am-4pm	978-399-2526
Technology Department	1 East Prescott St.	M-F, 8am-4pm	978-399-2418
Town Accountant	Town Hall 55 Main St.	M-F, 8am-4pm	978-392-4450
Town Clerk	Town Hall 55 Main St.	M-F, 8am-4pm	978-692-5515
Town Manager	Town Hall 55 Main St.	M-F, 8am-4pm	978-692-5501 ext.1
Tree Warden	Town Highway Facility, 28 North St.	M-F, 7:30am-3:30pm	978-399-2731
Veterans Services Department	Millennium School 23 Depot St.	M-Th, 8am-4pm (Th, 8am-noon at Cameron Sr. Center) F, 8am-4pm by appointment only	978-392-1170
Water Department	60 Forge Village Rd.	M-F, 7:30am-4pm	978-692-5529

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**WESTFORD**  
**AT A GLANCE**

Incorporated	September 23, 1729
Population	
2010 U.S. Census results	21,951
July 1, 2018 U.S. Census estimate	24,296
Miles of town-accepted roads	151.92
Total area	30.2 square miles
FY 2019 tax rates	
Residential & personal property	\$16.56 per thousand
Commercial & industrial property	\$16.56 per thousand
Form of government	Open Town Meeting Board of Selectmen Town Manager
Website	<a href="http://www.westfordma.gov">www.westfordma.gov</a>

### **On the back cover**

#### The Story of the Town Farm Cow Weather Vane

According to the Overseers of the Town Farm report for 1924, “Drinking bowls for the cattle were installed in the barn, and above all, a picturesque weather vane was placed on top of the cupola.” It was in 1982 that Maurice Rooks donated that weather vane to the Westford Historical Society. It was still grungy with gold paint and punctured with three bullet holes. And here, as Paul Harvey would say, is the rest of the story.

Maurice Rooks and his wife Gladys were the caretakers at the Town Farm from 1949 until 1959 when the Town Farm closed. They remained on the property as caretakers until other arrangements were made for the building. In an article published in the Nov. 19, 1982 *Westford Eagle*, Maurice told Angela Cosgrove that one day he looked up at the top of the barn and realized the cow weather vane was gone, missing. Following an insider tip, the Westford Police eventually found the cow, but by then it had been spray-painted gold. Mr. Rooks said he tried to clean it but to no avail. After that, he didn’t have it reinstalled on the roof of the barn, but hid it inside the barn instead.

In 1970, with the Fire Department now in charge of the barn, it was decided the structure should be torn down and the debris burned as a training exercise for the firefighters, but someone beat them to it, setting the pile of rubble afire. Just before the barn was torn down, though, Mr. Rooks had gone back into the building and carried out the weather vane. After that near disaster, he decided to store it inside the Town Farm, until 1982, when, after rescuing the cow weather vane twice, he decided it was time to donate it to the Westford Historical Society. It can be found today on the second floor of the Westford Museum.

