

# TOWN OF WESTFORD



*Westford Fire Fighter ~ 1940s*

## Annual Report

For Year Ending  
December 31<sup>st</sup> 2007

### On the Cover

100 years ago at the March 18, 1907 Annual Town Meeting, Westford's Fire Department had its beginning. Under Article 32, it was voted that a Committee be appointed in regard to the appropriation of money "for the purchase of apparatus for protection against fire." Under Article 34, it was "voted that the matter of protection against fire and installing a system of hydrants be referred to the Committee chosen under Article 32." The Committee members were George T. Day, Julian A. Cameron, Oscar R. Spalding, Charles M. Trull and Edward Fisher.

Excerpts from the first report of the Engineers of the Fire Department are on the back cover.

Photo courtesy of the Westford Fire Department. "Engine 3" on the truck door indicates it was from the Graniteville station. The 1 on the fire fighter's hat indicates he was a member of the hose company from Westford Centre.



*Printed on recycled paper (30% post-consumer waste).*

2007 Annual Town Report

Town of Westford

**TOWN OF WESTFORD  
MASSACHUSETTS**

**Annual Report**

For the year ending December 31, 2007

Annual Town Election  
to be held  
Tuesday, May 6, 2008

Annual Town Meeting  
to be held  
Saturday, May 10, 2008



## IN MEMORIAM



One can truly say that Westford is a much better place because of Dick's dedication and vision which he applied through his service on numerous committees including the School Committee, Board of Selectmen and Conservation Commission for some 50 years. His legacy lives on in the Richard Emmet Conservation Land and the Mass Audubon Nashoba Brook Sanctuary.

Richard S. Emmet  
1924 – 2007

In his nearly half a century of service to the town, Sam served on at least 13 committees and boards – the Library Trustees, Zoning Board of Appeals, Master Plan Committee, Finance Committee and School Committee, just to name a few. He generously shared his knowledge and experience, always with good humor, common sense and insight. Along with his wife Carole, Sam contributed much to what we have in Westford today.



Sam Frank  
1935 – 2007







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## ELECTED OFFICIALS AS OF DECEMBER 31, 2007

### Date Term Expires

#### **Board of Health**

##### *3-year term*

Kevin Borselli	124 Carlisle Road	5/2008
Zac Cataldo	121 Depot Street	5/2008
Joseph Guthrie, Jr.	2 Old Wood Road	5/2008
Thomas J. Mahanna	4 Butterfield Lane	5/2010
Joanne Martel	6 Marie Ann Drive	5/2009

#### **Housing Authority**

##### *5-year term*

Muriel Drake	8 LaSalette Road	5/2009
Carol Engel	26 Lowell Road	5/2011
Scott Hazelton	76 Nutting Road	5/2012
Phyllis Koulouras	10 School Lane	5/2008

#### **JV Fletcher Library Trustees**

##### *3-year term*

Elizabeth Diercks	56 Depot Street	5/2010	
Marianne Fleckner	23R Almeria Circle	5/2009	
Sandy Kelly	3 Sterling Lane	5/2008	
Hajo Koester	65 Providence Road	5/2008	Appointment to fill a vacancy
Robert Price	18 Stratton Hill Road	5/2008	
Jack Wrobel	13 Monadnock Drive	5/2010	

#### **Moderator**

##### *3-year term*

Ellen Harde	39 Main Street	5/2008
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#### **Planning Board**

##### *5-year term*

Dennis J. Galvin	90 Concord Road	5/2010	
Michael Green	11 Hidden Valley Road	5/2009	
Allen Nudler	176 Concord Road	5/2008	3-year (unexpired) term
Fred Palmer	147 Main Street	5/2011	
Andrea Peraner-Sweet	21 Kirsi Circle	5/2012	

*Elected Officials*

**School Committee**

***3-year term***

Elizabeth F. Andrews	87 West Street	5/2009
Arthur Benoit	26 Country Road	5/2010
Judith E. Culver	34 Stone Ridge Road	5/2010
John Moran	14 Fairview Drive	5/2009
Margaret A. Murray	11 Sassafras Road	5/2009
Mariclare T. O'Neal	12 Dana Drive	5/2008
Diane Weir	122 Lowell Road	5/2008

**Selectmen**

***3-year term***

Dini Healy-Coffin	19 Frances Hill Road	5/2008
Robert Jefferies	11 Boston Road	5/2010
Nancy L. Rosinski	13 North Hill Road	5/2010
Jim Sullivan	118 Carlisle Road	5/2009
Valerie Wormell	25 Vose Hill Road	5/2008

## APPOINTED OFFICIALS AS OF DECEMBER 31, 2007

### **Affordable Housing Committee:** *Appointed by Town Manager*

#### **2-year term**

Ross Altobelli	Town Planner	Ex officio member
Bruce Caldwell	112 Keyes Road	
Ann Eno	5 Fisher Way	
Mary Lynn Galgano	5 Daniel Drive	
Scott Hazelton	76 Nutting Road	
Diane Holmes	59 Lowell Road	
Carl Lyman	102 Forge Village Road	
Chris Pude	Westford Housing Authority Director	Ex officio member
Jim Silva	98 Chamberlain Road	

### **Affordable Housing Trust Committee:** *Appointed by Board of Selectmen*

#### **2-year term**

Daniel Burke	12 Misty Lane
Diane Holmes	59 Lowell Road
Elaine Nickerson	4 Jelley Road
Jim Sullivan	118 Carlisle Road
Robert Waskiewicz	120 Groton Road

### **Agricultural Commission:** *Appointed by Board of Selectmen*

#### **3-year term**

Mathew Foti	76 Carlisle Road
Marci Gamester	22 Griffin Road
Robert Haigh	6 Durkee Lane
Paul Rohs	38 Forge Village Road
Robert Webb	52 Pine Ridge Road

### **Board of Assessors:** *Appointed by Town Manager*

#### **3-year term**

Kevin Burke	7 Sherlock Lane
Diane Holmes	59 Lowell Road
Titus Palmer	21 Vose Road

*Appointed Officials*

**Board of Cemetery Commissioners:** *Appointed by Town Manager*

**3-year term**

Barbara Greenslade	65 Tadmuck Road
Daniel Provost	27 Orchard Street
George Rogers	60 Pleasant Street

**Board of Water Commissioners:** *Appointed by Town Manager*

**3-year term**

Robert Carter	8 Nutting Road
Elizabeth Denly	458 Groton Road
Hugh C. Maguire	127 Cold Spring Road
Leslie Thomas	8A Old Colony Drive

**Bruce Freeman Rail Trail Project**

Dini Healy-Coffin	19 Frances Hill Road
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**Burial Agent of Deceased Soldiers:** *Appointed by Town Manager*

**1-year term**

Paul Murray	12 Wilshire Avenue
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**Bylaw Review Committee:** *Appointed by Board of Selectmen*

Amber Brown	11 Lake Shore Drive South	
David Chandler	26 Hillside Avenue	
Lynn Cohen	16 Fletcher Road	
Kaari Mai Tari	Town Clerk	Ex officio member

**Communication Advisory Committee:** *Appointed by Board of Selectmen*

**1-year term**

Marc Davidson	69 Providence Road
Dave Levy	354 Groton Road
Jim Silva	98 Chamberlain Road
Tony Vacca	93 Main Street
Ken Woods	74 Tenney Road

**Community Preservation Committee:** *Appointed by Board of Selectmen*

**3-year term**

Elizabeth Adams	63 Main Street	At-large member
Marilyn Frank	6 Chamberlain Road	Conservation Commission rep.
Ken Hanley	26 Kirsi Circle	Recreation Commission representative
Scott Hazelton	76 Nutting Road	Housing Authority representative

*Appointed Officials*

Kathleen Healy	95 North Main Street	At-large member
Christine MacMillan	12 Maple Street	At-large member
Elizabeth Michaud	11 Beaver Dam Drive	At-large member
Andrea Peraner-Sweet	21 Kirsi Circle	Planning Board representative
Bob Shaffer	7 Blakes Hill Road	Historical Commission representative

**Comprehensive Master Plan Committee:** *Appointed by Planning Board*

*until task is complete*

John Cunningham	4 Butternut Drive
Ryan Dunn	Enterprise Bank
Peter Ewing	21 Old Homestead Road
Kate Hollister	25 Vine Brook Road
Jim Kottas	99 Concord Road
Marian McCurly	55 Vine Brook Road
Gideon Moran	39R Flagg Road
Alan Rubin	3 Meadow View Lane
Peter Severance	3 Snow Drive
Jim Silva	98 Chamberlain Road
Tom Spuhler	232 Concord Road
Catherine Stewart	7 Rooks Way
Ed Thomas	10 Snow Drive
Carol Tucker	20 Swedes Crossing
Victor Weisenbloom	25 Chippewa Road
Carol Winge	33 Meadow Lane
Valerie Wormell	25 Vose Hill Road

**Conservation Commission:** *Appointed by Board of Selectmen*

*3-year term*

Eric Fahle	9 Long Sought For Pond Road
Marilyn Frank	6 Chamberlain Road
Ann Jefferies	11 Boston Road
Peter Mahler	25 Vine Brook Road
Marian McCurley	55 Vine Brook Road
Michael Taevs	8 Hildreth Street
Frank Winters	15 Dunstable Road

*Appointed Officials*

**Council on Aging:** *Appointed by Town Manager*

**3-year term**

Nancy Cook	PO Box 869
Helena Crocker	34 West Street
Dorothy Hall	10 Highland Road
Cecilia Healy	57 North Main Street
Patricia Holmes	15 Salem Street
George P. Rogers	60 Pleasant Street
Robert Tierney	10 Tallard Road

**Cultural Council:** *Appointed by Board of Selectmen*

**3-year term**

Barbara Bergin	50 Elm Road
Mary Lyman	3 Tadmuck Lane
Alice Phalen	50 North Street
Stephen Pixley	62 Pleasant Street
Kristin Vegeto	7 Abby Road
Carol Winge	33 Meadow Lane
Aurora Winters	15 Dunstable Road

**East Boston Camps Master Plan Committee:** *Appointed by Board of Selectmen*

**no expiration of term**

Denise Brunelle	180 Groton Road	At-large member
George Fletcher	3 Plain Road	At-large member
Angela Harkness	15 Castle Road	At-large member
Toody Healy	95 North Main Street	Community Preservation Committee
Dini Healy-Coffin	19 Frances Hill Road	Selectmen representative
Daniel Lamb	49 Lakeshore Drive North	At-large member
Peter Mahler	25 Vine Brook Road	Conservation Commission rep.
Nancy Rosinski	13 North Hill Road	Land Preservation Foundation rep.
Leslie Thomas	8A Old Colony Drive	Water Department representative
Mary Ellen Tynan	10 Kirsi Circle	Recreation Committee representative
Kirk Ware	5 Granada Drive	At-large member

**Emergency Management Committee:** *Appointed by Town Manager*

**1-year term**

Joe Targ	Fire Department
Tim Whitcomb	Police Department

**Finance Committee:** *Appointed by Moderator*

**3-year term**

Alicia Corvino	5 Grove Street	2-year (unexpired) term
Jeanne Drula	14 Hopkins Place	
Al Herget	8 Wayne Road	
David C. Murray	11 Sassafras Road	
Ingrid Nilsson	6 Depot Street	
Rose O'Donnell	8 Sassafras Road	
Thomas Price	87 Chamberlain Road	
Michael Princi	111 Depot Street	2-year (unexpired) term
Kelly Ross	7 Carriage Way	

**Friends of Bruce Freeman Rail Trail Project:** *Appointed by Board of Selectmen as long as needed*

Chris Barrett	13 Vose Hill Road
Emily Teller	9 Texas Road

**Highway Garage Building Committee:** *Appointed by Board of Selectmen until task is complete*

Richard Barrett	Highway Superintendent
George Fletcher	3 Plain Road
John A. Healy III	26 Broadway Street
Robert Jefferies	11 Boston Road
Gaylord MacCartney	16 Patriot Lane
James Pearson	25 Colonial Drive

**Historical Commission:** *Appointed by Board of Selectmen*

**3-year term**

Sally Benedict	1 Hildreth Street
John Cunniffe	8 Patten Road
Phil Gilbert	16 Frances Hill Road
Jane Hinckley	24 Boston Road
Stacey Perron	PO Box 2115
Robert Shaffer	7 Blakes Hill Road
Rita Shipley	6 Bayberry Road
James Zegowitz	178 Carlisle Road

*Appointed Officials*

**Land Acquisition Oversight Committee:** *Appointed by Town Manager*

***no expiration of term***

Diane Holmes	59 Lowell Road
Ronald H. Johnson	77 Carlisle Road
Bob LaPorte	15 Kylemore Drive
Christine MacMillan	12 Maple Street
Peter Mahler	25 Vine Brook Road
Elaine McKenna	58 Newport Drive
Leslie Thomas	8A Old Colony Drive

**Long Range Fiscal Policy Committee:** *Appointed by Board of Selectmen*

***until task is complete***

Elizabeth F. Andrews	87 West Street
Judy Culver	34 Stone Ridge Road
David Murray	11 Sassafras Road
Everett V. Olsen, Jr.	Superintendent of Schools
Ellen Rainville	20 Carlisle Road
Kelly Ross	7 Carriage Way
Pat Savage	Recreation Director
Jim Sullivan	118 Carlisle Road
Diane Weir	122 Lowell Road
Valerie Wormell	25 Vose Hill Road

**Monument Advisory Committee:** *Appointed by Town Manager*

***3-year term***

Nancy Cook	PO Box 869
Patricia Dubey	30 Pleasant Street
Ellen Harde	39 Main Street
Paul Murray	12 Wilshire Avenue
Stacey Perron	PO Box 2115
Jonathan Revis	Parks and Grounds Operations Supervisor
Jack Wrobel	13 Monadnock Drive

**Nashoba Valley Technical High School District:** *Appointed by Selectmen, School Committee, & Moderator*

***3-year term***

Hajo Koester	65 Providence Road
Douglas Morin	1 Whitney Drive
Joan O'Brien	11 Cold Spring Road

**Northern Middlesex Council of Government:** *Appointed by Board of Selectmen*

***1-year term***

Robert Jefferies	11 Boston Road
Alan Nudler	176 Concord Road
Jim Silva	98 Chamberlain Road

**Parkerville Schoolhouse Committee:** *Appointed by Town Manager*

***3-year term***

Charles Cusson	248 Groton Road
Susan Cusson	248 Groton Road
Heidi Hatke	78R Carlisle Road
June Kennedy	31 Old Lowell Road
Roger Plaisted	175 Carlisle Road
John Wilder	61 Carlisle Road

**Parks & Recreation Commission:** *Appointed by Town Manager*

***3-year term***

Colleen Barisano	62 Main Street
Kevin Caviston	14 Morning Glory Circle
Wayne D'Agostino	27 Patten Road
Ken Hanly	26 Kirsi Circle
John McNamara	11 Hillside Avenue
Carolyn Metcalf	46 Lakeshore Drive North

**Permanent School Building Committee:** *Appointed by Board of Selectmen*

***no expiration of term***

Arthur Benoit	26 Country Road
Steven Brierley	16 Phillips Drive
Karen Cavanagh	8 Dempsey Way
Thomas Ellis	5 Chicory Lane
Angela Harkness	15 Castle Road
Robert Jefferies	11 Boston Road
Kenneth Morgan	4 Dutchman Lane
Michael Mulligan	4 Polley Road
George Murray	14 Heywood Drive
Kirk Ware	5 Grenada Drive
Victor Weisenbloom	25 Chippewa Road

*Appointed Officials*

**Permanent Town Building Committee:** *Appointed by Board of Selectmen*

**3-year term**

Karen Cavanagh	8 Dempsey Way
Nancy Cook	25 North Main Street
Paul Davies	6 Crest Drive
Thomas Mahanna	4 Butterfield Lane
Lawrence Order	9 Lillian Road

**Personnel Advisory Committee:** *Appointed by Board of Selectmen*

Jerry Berkowitz	10 Douglas Road
Susan Flint	7 Swanson Lane
Elizabeth Michaud	11 Beaver Dam Drive

**Pesticide Policy Committee:** *Appointed by Board of Selectmen*

**1-year term**

Danielle Battle	80 Providence Road
Jessica Cajigas	Water Department
Diane Duane	4 Howard Road
Eric Fahle	9 Long Sought For Pond Road
Robin Fullford	Water Department
William Harman	10 Chamberlain Road
Rose Marie Koester	65 Providence Road
Jean LaRoche-Owens	7 Hildreth Street
Stephanie McElligott	29 Caldwell Drive
Roberta McGuire	60 Chamberlain Road
Everett V. Olsen, Jr.	Superintendent of Schools
Jonathan Revis	Parks and Grounds Operations Supervisor
Pat Savage	Recreation Director

**Records and Archives Management Committee:** *Appointed by Town Manager*

**3-year term**

Ellen Harde	39 Main Street
Jane Hinckley	24 Boston Road
Sandy Martinez	95 Main Street
Virginia Moore	J.V. Fletcher Library
Bob Oliphant	3 Robinson Road
Kaari Mai Tari	Town Clerk

**Recycling Commission:** *Appointed by Town Manager*

**3-year term**

Joanne Bergamini	78 Graniteville Road
Andrew Bergamini	78 Graniteville Road
Kris Erickson	41 Keyes Road
Abby Foster	25 Bradford Street
Ellen Harde	39 Main Street
Elizabeth Sawyer	4 Cherry Lane
Barbara Theriault	8 Tadmuck Lane

**Registrars of Voters:** *Appointed by Board of Selectmen*

**3-year term**

Philip R. McGee	2 Beaver Brook Road
Kaari Mai Tari	Town Clerk
Victor Weisenbloom	25 Chippewa Road
Donald Whitehouse	3 Providence Road

**Representative Town Meeting Study Committee:** *Appointed by Board of Selectmen*

**no expiration of term**

John Cunningham	4 Butternut Road	
Elizabeth Diercks	56 Depot Street	
Marianne Fleckner	21R Almeria Circle	
Robert Jefferies	11 Boston Road	Selectmen representative
George E. Murray	14 Heywood Road	
Robert Phillips	9 Bates Lane	
Bob Price	18 Stratton Hill Road	
Valerie Wormell	25 Vose Hill Road	Selectmen representative

**Roudenbush Community Center Committee:** *Appointed by Town Manager*

**3-year term**

Christine Coughlin	27 Phillips Drive
Mary Gala-Yao	1 Cobblestone Lane
Arlene Hammel	17 Colonial Drive
Gary Hultgren	8 Kylemore Drive
Stacey Mantenuto	1 Carolina Lane
Frank Pisano	11 Joyce Circle
Marshall-Ben Tisdale	11 East Prescott Street
Jack Viera	12 Kirsi Circle

*Appointed Officials*

**Smart Growth Advisory Committee:** *Appointed by Town Manager*

***1-year term***

Jessica Cajijas	Water Department
John Livsey	Town Engineer
Darren MacCaughey	Director of Environmental Services
Peter Severance	3 Snow Drive
Paul Starratt	Assistant Town Engineer
Carol Tucker	20 Swedes Crossing

**Stepinski Land Acquisition Negotiating Committee:** *Appointed by Town Manager*

***for as long as needed***

Paul Alphen	9 Boutwell Hill Road	
Michael Bonenfant	18 Concord Road	
Bob Carter	8 Nutting Road	
Dini Healy-Coffin	19 Frances Hill Road	
Norman Khumalo	Assistant Town Manager	Ex officio member
Steve Ledoux	Town Manager	Ex officio member
David Murray	11 Sassafras Road	
Andrea Peraner-Sweet	21 Kirsi Circle	
Bob Shaffer	7 Blakes Hill Road	
Jim Silva	98 Chamberlain Road	
Leslie Thomas	8A Old Colony Drive	
Christie Williams	32 North Street	

**Tax Possession Sale Committee:** *Appointed by Board of Selectmen*

***3-year term***

Ernest Hyde	59 Depot Street
Kate Paquin	89 Nutting Road
Darrin Wizst	1 Noonan Way

**Town Forest Committee:** *Appointed by Town Manager*

***1-year term***

Richard Barrett	Highway Superintendent
Hugh Maguire	127 Cold Spring Road
Carlton Rooks	Tree Warden

**Town Report Committee:** *Appointed by Board of Selectmen*

***2-year term***

Lynn Cohen	16 Fletcher Road
Ellen Harde	39 Main Street

**TREAD Committee:** *Appointed by Town Manager*

**3-year term**

Nancy Cook	PO Box 869
Timothy Donovan	21 Flagg Road
Dorothy Hall	10 Highland Road
Diane Holmes	59 Lowell Road
Eugene Jungbluth	10 Brookview Drive
Suzanne Marchand	Finance Director

**Tree Warden:** *Appointed by Town Manager*

**1-year term**

Carlton Rooks	Tree Warden
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**Veterans Service Officer:** *Appointed by Town Manager*

**1-year term**

Paul Murray	12 Wilshire Avenue
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**Zoning Board of Appeals:** *Appointed by Board of Selectmen*

**5-year term**

Mark Conlon	20 Sherwood Drive	
David Earl	17 Depot Street	
Jay Enis	13 Pine Tree Trail	
Roger Hall	53 North Street	Associate member
Robert Herrmann	101 Concord Road	
James Kazeniac	4 Robinson Road	Associate member
Scott MacKay	7 Crown Road	
Chris Romeo	1 Betty Lane	Associate member

## GENERAL MEETING TIMES FOR BOARDS & COMMITTEES

<b>Board/Committee</b>	<b>Day of the Month</b>	<b>Time</b>	<b>Location</b>
Affordable Housing Committee	2 <sup>nd</sup> Wednesday	7:15 am	Millennium Building
Affordable Housing Trust Committee	2 <sup>nd</sup> Tuesday	7:30 am	Police Station Chief's Conference Room
Board of Health	2 <sup>nd</sup> & 4 <sup>th</sup> Monday	7:00 pm	Westford Academy Library
Board of Selectmen	2 <sup>nd</sup> & 4 <sup>th</sup> Tuesday	7:30 pm	Fletcher Library Meeting Room
Cemetery Commission	2 <sup>nd</sup> Wednesday in Jan, Apr, July, Oct	8:00 am	Pine Grove Cemetery Office
Communication Advisory Committee	4 <sup>th</sup> Tuesday	7:00 pm	Fletcher Library Mary Atwood Room
Conservation Commission	2 <sup>nd</sup> & 4 <sup>th</sup> Wednesday	7:30 pm	Millennium Building
Council on Aging	2 <sup>nd</sup> Wednesday	4:00 pm	Cameron Senior Center
Historical Commission	3 <sup>rd</sup> Wednesday	7:00 pm	Museum Cottage
Housing Authority	2 <sup>nd</sup> Thursday	7:00 pm	Alternates between 7 Cross St. and 65 Tadmuck Rd.
Library Trustees	1 <sup>st</sup> Monday	7:30 pm	Fletcher Library
Nashoba Valley Technical High School	2 <sup>nd</sup> Tuesday	7:30 pm	Nashoba Valley Technical High School
Parks & Recreation	1 <sup>st</sup> Monday	7:00 pm	Town Farm Building
Permanent Town Building Committee	Every other Wednesday	7:00 pm	Cameron Senior Center
Planning Board	1 <sup>st</sup> & 3 <sup>rd</sup> Monday	7:30 pm	Millennium Building
Recycling Commission	2 <sup>nd</sup> Thursday	7:30 pm	Cameron Senior Center
Roudenbush Community Center Committee	Last Wednesday	7:30 pm	Roudenbush Community Center
School Committee	Every other Monday	7:30 pm	Millennium Building
Water Commission	1 <sup>st</sup> & 3 <sup>rd</sup> Wednesday	5:30 pm	Water Dept. Operation Center
Zoning Board of Appeals	3 <sup>rd</sup> Wednesday	7:00 pm	Millennium Building

As of December 31, 2007, the official meeting posting board was temporarily in the Police Station at 53 Main Street, due to the closing of Town Hall.

Every effort is made to keep the meeting postings up to date on the online Town Clerk's Meeting Posting page at [www.westfordma.gov](http://www.westfordma.gov).

## SPECIAL TOWN ELECTION, JANUARY 9, 2007

### Official Results

Precinct	1	2	3	4	5	6	Total
<b>Question 1</b>							
Blanks	0	0	0	0	0	0	0
Yes	185	355	153	220	268	143	1324
No	274	345	415	293	405	390	2122
TOTALS	459	700	568	513	673	533	3446
Total Registered Voters	2236	2371	2504	2456	2641	2322	14530
Precinct Totals	459	700	568	513	673	533	3446
% Voter Turnout	20.5%	29.5%	22.7%	20.9%	25.5%	23.0%	23.7%

### QUESTION 1:

Shall the Town of Westford be allowed to exempt from the provisions of proposition two and one half, so called, the amounts required to pay for the bond issued in order to purchase land known as Graniteville Woods?

## ANNUAL TOWN ELECTION, MAY 1, 2007

### Official Results

Precinct	1	2	3	4	5	6	Total
<b>Board of Selectmen (3 Year Term) - Vote for 2</b>							
Blanks	84	125	78	117	148	76	628
<b>Robert S. Jefferies</b>	<b>89</b>	<b>176</b>	<b>151</b>	<b>157</b>	<b>185</b>	<b>83</b>	<b>841</b>
<b>Nancy L. Rosinski</b>	<b>120</b>	<b>193</b>	<b>166</b>	<b>181</b>	<b>241</b>	<b>98</b>	<b>999</b>
Chris Romeo	2	1	4	1	2	3	13
James Silva		2	3				5
Misc. Write Ins	5	5	2	6	4	8	30
TOTALS	300	502	404	462	580	268	2516
<b>Board of Health (3 Year Term) -Vote for 2</b>							
Blanks	180	290	227	278	341	162	1478
<b>Thomas J. Mahanna</b>	<b>114</b>	<b>204</b>	<b>170</b>	<b>179</b>	<b>224</b>	<b>103</b>	<b>994</b>
Todd Lobbo	1		2	2			5
Write Ins	5	8	5	3	15	3	39
TOTALS	300	502	404	462	580	268	2516
<b>Housing Authority (5 year term) - Vote for 1</b>							
Blanks	40	52	31	55	73	33	284
<b>John Scott Hazelton</b>	<b>110</b>	<b>199</b>	<b>171</b>	<b>176</b>	<b>216</b>	<b>100</b>	<b>972</b>
Write Ins	0	0	0	0	1	1	2
TOTALS	150	251	202	231	290	134	1258
<b>Library Trustees (3 year term) - Vote for 2</b>							
Blanks	70	128	74	96	135	71	574
<b>John E. Wrobel, Jr.</b>	<b>112</b>	<b>201</b>	<b>168</b>	<b>191</b>	<b>231</b>	<b>101</b>	<b>1004</b>
<b>Elizabeth S. Diercks</b>	<b>118</b>	<b>173</b>	<b>162</b>	<b>175</b>	<b>213</b>	<b>94</b>	<b>935</b>
Write Ins	0	0	0	0	1	2	3
TOTALS	300	502	404	462	580	268	2516
<b>Planning Board (5 year term) - Vote for 1</b>							
Blanks	39	63	32	52	70	42	298
<b>Andrea Peraner-Sweet</b>	<b>110</b>	<b>187</b>	<b>170</b>	<b>177</b>	<b>219</b>	<b>91</b>	<b>954</b>
Write Ins	1	1	0	2	1	1	6
TOTALS	150	251	202	231	290	134	1258
<b>School Committee (3 year term) - Vote for 2</b>							
Blanks	24	58	55	67	93	36	333
<b>Arthur F. Benoit</b>	<b>101</b>	<b>179</b>	<b>117</b>	<b>156</b>	<b>161</b>	<b>90</b>	<b>804</b>
<b>Judith E. Culver</b>	<b>87</b>	<b>131</b>	<b>109</b>	<b>134</b>	<b>183</b>	<b>71</b>	<b>715</b>
Raymond E. Riddick, Jr.	85	134	121	105	142	70	657
Write Ins	3	0	2	0	1	1	7
TOTALS	300	502	404	462	580	268	2516
Total Registered Voters	2182	2320	2473	2402	2584	2264	14225
<b>Precinct Totals:</b>	150	251	202	231	290	134	1258
Total Voter Turnout	6.9%	10.8%	8.2%	9.6%	11.2%	5.9%	8.8%

## SPECIAL STATE PRIMARY ELECTION, SEPT. 4, 2007

### Democratic Primary Official Results

Precinct	1	2	3	4	5	6	Total
<b>Representative in Congress (Vote for 1)</b>							
Blanks	0	1	0	2	2	5	10
Eileen M. Donoghue	114	131	124	115	152	108	744
James B. Eldridge	31	41	33	43	39	16	203
Barry R. Finegold	26	25	25	23	35	14	148
James R. Miceli	3	8	16	5	6	17	55
<b>Nicola S. Tsongas</b>	<b>152</b>	<b>186</b>	<b>182</b>	<b>156</b>	<b>224</b>	<b>121</b>	<b>1,021</b>
Write Ins	0	2	2	1	0	0	5
<i>Democratic Precinct</i>							
<b>Totals:</b>	326	394	382	345	458	281	2,186

### Republican Primary Official Results

Precinct	1	2	3	4	5	6	Total
<b>Representative in Congress (Vote for 1)</b>							
Blanks	1	2	1	0	3	1	8
<b>Jim Ogonowski</b>	<b>129</b>	<b>154</b>	<b>121</b>	<b>136</b>	<b>154</b>	<b>120</b>	<b>814</b>
Thomas P. Tierney	8	20	15	18	11	19	91
Write Ins	2	3	0	0	2	0	7
<i>Republican Precinct</i>							
<b>Totals:</b>	140	179	137	154	170	140	920

### Green-Rainbow Party Primary Official Results

Precinct	1	2	3	4	5	6	Total
<b>Representative in Congress (Vote for 1)</b>							
Blanks	0	0	0	0	0	0	0
Write Ins	0	0	0	1	0	0	0
<b>Green-Rainbow</b>	0	0	0	1	0	0	0
<i>Precinct Totals:</i>							

### Working Families Party Primary Official Results

Precinct	1	2	3	4	5	6	Total
<b>Representative in Congress (Vote for 1)</b>							
Blanks	0	0	0	0	1	0	1
Write Ins	0	0	1	0	1	0	2
<i>Working Families</i>							
<b>Precinct Totals:</b>	0	0	1	0	2	0	3

### Combined Precinct Totals for all Primaries

Precinct	1	2	3	4	5	6	Total
Precinct Totals	466	573	520	500	630	421	3,110
Total Registered Voters	2,185	2,312	2,461	2,391	2,598	2,272	14,219
<b>Total Voter Turnout</b>	21.33%	24.78%	21.13%	20.91%	24.25%	18.53%	21.87%

## SPECIAL TOWN ELECTION, SEPTEMBER 4, 2007

### Official Results

Precinct	1	2	3	4	5	6	Total
<b>Ballot Question</b>							
Blanks	1	0	0	0	0	0	1
<b>Yes</b>	<b>260</b>	<b>363</b>	<b>292</b>	<b>316</b>	<b>386</b>	<b>212</b>	<b>1,829</b>
No	208	229	227	186	252	215	1,317
<b>TOTALS</b>	<b>469</b>	<b>592</b>	<b>519</b>	<b>502</b>	<b>638</b>	<b>427</b>	<b>3,147</b>
Total Registered Voters	2,185	2,312	2,461	2,391	2,598	2,272	14,219
Precinct Totals	469	592	519	502	638	427	3,147
Total Voter Turnout	21.46%	25.61%	21.09%	21.00%	24.56%	18.79%	22.13%

### Ballot Question Text

Shall the Town be allowed to exempt from the provisions of proposition two and one half, (2 1/2) so called the amount required to pay for the bond issued in order to design, engineer as well as renovate and/or expand the Cameron Senior Center?

## SPECIAL STATE ELECTION, OCTOBER 16, 2007

### Official Results

Precinct	1	2	3	4	5	6	Total
Representative in Congress (Vote for 1)							
Blanks	0	0	0	0	1	0	1
<b>Jim Ogonowski</b>	<b>362</b>	<b>369</b>	<b>380</b>	<b>359</b>	<b>406</b>	<b>341</b>	<b>2,217</b>
Nicola S. Tsongas	302	341	372	351	410	256	2,032
Kurt Hayes	12	6	6	7	8	8	47
Patrick O. Murphy	10	13	17	13	11	15	79
Kevin J. Thompson	0	5	3	1	4	1	14
Write Ins	0	0	0	0	0	0	0
<b>TOTALS</b>	<b>686</b>	<b>734</b>	<b>778</b>	<b>731</b>	<b>840</b>	<b>621</b>	<b>4,390</b>
Total Registered Voters	2,193	2,319	2,480	2,398	2,608	2,279	14,277
Total Voter Turnout	31.28%	31.65%	31.37%	30.48%	32.21%	27.25%	30.75%

## ANNUAL TOWN MEETING, MAY 5, 2007

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, May 5, 2007, called to commence at 10:00 am, the following business was transacted:

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

Ellen Harde, Town Moderator, called the meeting to order at 10:00 am.

It was VOTED unanimously to allow town staff and consultants who are not Westford voters to sit with boards and address the meeting.

It was VOTED unanimously to accept as the official motions the wording that is on a green-colored handout available at the back table dated May 5, 2007 and on file with the Town Clerk.

### ARTICLE 1. Town Reports

It was VOTED unanimously that the Town accept the Reports of Town Officers, Boards and Committees for the calendar year 2006 as amended.

The original motion was amended to add the following figures to the Board of Health's report of communicable diseases and clinics on page 120 that were left out of the published report in error:

Reported Communicable Diseases		Clinics	
Animal bites	21	Flu inoculations	2082
Salmonella	2	Pneumonia inoculations	68
Group A strep	1	Tuberculosis testing	20
Giardia	2	Immunizations (Td, MMR, meningitis)	110
Hepatitis B	5	Pap smear clinic	13
Pertussis	6	Hypertension screenings	450
Campylobacter	7	Home visit	42
Lyme	42	Lead screening	7
Tuberculosis	2	Cholesterol screening	53
Cryptosporidiosis	3	Well child clinic	4
Ecoli 0157:H7	1	Babesiosis	1

### ARTICLE 2. FY 2007 Budget Supplemental Appropriations

It was VOTED unanimously to dismiss this article.

### ARTICLE 3. FY 2007 Budget Transfers

It was VOTED unanimously to dismiss this article.

### ARTICLE 4. Unpaid Bills from Previous Fiscal Year(s)

It was VOTED unanimously that the Town appropriate from Free Cash the sum of \$866.00 (EIGHT HUNDRED SIXTY-SIX DOLLARS) to pay outstanding bills owed by the Police Department to Sully's Auto Repair & Towing in accordance with the provisions of MGL Chapter 44, Section 64.

**ARTICLE 5. Amendment to the Wage and Classification Plan**

It was VOTED that the Town amend the Pay Classification Plan effective July 1, 2006, as follows:

Add New Band:

BAND	MIN	MID	MAX
10	\$99,350	\$106,173	\$113,000

Reclassify Positions:

Fire Chief and Police Chief from Band 9 to Band 10

Change Position Title and Band:

Finance Technician Band 1 to Payroll Administrator Band 2

An amendment was made and seconded to change the minimum in Band 10 to \$75,100. The motion FAILED for lack of majority.

**ARTICLE 6. Fiscal Year 2008 Operating Budget**

It was VOTED that the Town appropriate EIGHTY THREE MILLION THREE HUNDRED THIRTY EIGHT THOUSAND ONE HUNDRED THIRTY (\$83,338,130) DOLLARS for the operation and maintenance of Town Departments for the Fiscal Year July 1, 2007 through June 30, 2008, such sums to be expended for such purposes under the direction of the respective Town Officers, Boards and Committees.

<b>GENERAL GOVERNMENT</b>		<b>141 BOARD OF ASSESSORS</b>	
		Personal Services	230,380
122 SELECTMEN		Expenses	22,500
Personal Services	-	Total	252,880
Expenses	11,859		
Total	11,859	<b>145 TAX COLLECTOR</b>	
		Personal Services	163,663
123 TOWN MANAGER		Expenses	63,015
Personal Services	302,175	Total	226,678
Expenses	63,200		
Total	365,375	<b>151 TOWN COUNSEL</b>	
		Personal Services	-
131 FINANCE COMMITTEE		Expenses	225,000
Personal Services	-	Total	225,000
Expenses	8,180		
Reserve Fund	192,000	<b>152 HUMAN RESOURCES</b>	
Transfers Out	-	Personal Services	170,798
Total	200,180	Expenses	227,854
		Transfers Out	-
132 FINANCE DEPARTMENT		Total	398,652
Personal Services	192,252		
Expenses	10,450	<b>155 TECHNOLOGY</b>	
Audit	36,000	Personal Services	248,950
Total	238,702	Expenses	699,165
		Total	948,115
135 TOWN ACCOUNTANT			
Personal Services	184,080	<b>161 TOWN CLERK</b>	
Expenses	7,475	Personal Services	190,395
Total	191,555	Expenses	22,199
		Total	212,594

170 PERMITTING DEPARTMENT	
Personal Services	143,210
Expenses	8,100
Total	151,310

171 CONSERVATION COMMISSION	
Personal Services	64,339
Expenses	4,810
Total	69,149

175 PLANNING BOARD	
Personal Services	55,819
Expenses	57,100
Total	112,919

176 ZONING BOARD OF APPEALS	
Personal Services	-
Expenses	7,000
Total	7,000

179 GIS	
Personal Services	56,106
Expenses	58,000
Total	114,106

192 TOWN HALL MAINTENANCE	
Personal Services	43,439
Expenses	137,200
Total	180,639

<b>TOTAL GENERAL GOVERNMENT</b>	<b>3,906,713</b>
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**PUBLIC SAFETY**

210 POLICE DEPARTMENT	
Personal Services	3,677,054
Expenses	369,616
Total	4,046,670

220 FIRE DEPARTMENT	
Personal Services	2,089,318
Expenses	212,170
Total	2,301,488

241 BUILDING DEPARTMENT	
Personal Services	231,344
Expenses	23,649
Total	254,993

244 SEALER WEIGHTS/MEASURE	
Personal Services	-
Expenses	3,000
Total	3,000

291 EMERGENCY MANAGEMENT	
Personal Services	7,000
Expenses	6,695
Total	13,695

292 ANIMAL CONTROL	
Personal Services	118,058
Expenses	22,800
Offset	(36,000)
Total	104,858

294 TREE WARDEN	
Personal Services	2,000
Expenses	33,000
Total	35,000

<b>TOTAL PUBLIC SAFETY</b>	<b>6,759,704</b>
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**EDUCATION**

300 WESTFORD PUBLIC SCHOOLS		41,342,317
310 NASHOBA VALLEY TECH		653,797

<b>TOTAL EDUCATION</b>	<b>41,996,114</b>
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**PUBLIC WORKS**

410 ENGINEERING DEPARTMENT	
Personal Services	145,097
Expenses	20,400
Total	165,497

421 HIGHWAY DEPARTMENT	
Personal Services	1,203,656
Expenses	1,160,060
Total	2,363,716

427 STORMWATER MANAGEMENT	
Personal Services	-
Expenses	65,000
Total	65,000

432 RECYCLING	
Personal Services	-
Recycling Expenses	189,583
Offset/Revolving	-
Total	189,583

433 SOLID WASTE	
Solid Waste Expenses	1,270,504
Total	1,270,504

440 SEWERAGE COLLECTION	
Expenses	5,000
Total	5,000

491 CEMETERY DEPARTMENT	
Personal Services	38,003
Expenses	17,200
Total	55,203

<b>TOTAL PUBLIC WORKS</b>	<b>4,114,503</b>
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**HEALTH & HUMAN SERVICES**

510 BOARD OF HEALTH  
 Personal Services 324,214  
 Expenses 55,070  
 Total 379,284

539 ADULT SUPPORTIVE DAY CARE  
 Personal Services 86,166  
 Expenses 8,432  
 Offset (70,000)  
 Total 24,598

540 SENIOR CENTER  
 Personal Services 127,521  
 Expenses 32,330  
 Total 159,851

541 COUNCIL ON AGING  
 Personal Services 169,600  
 Expenses 78,594  
 Total 248,194

542 VETERANS SERVICES  
 Personal Services 7,800  
 Expenses 26,500  
 Total 34,300

**TOTAL HEALTH & HUMAN SERVICES 846,227**

**CULTURE & RECREATION**

610 LIBRARY  
 Personal Services 1,065,687  
 Expenses 335,425  
 Total 1,401,112

630 RECREATION  
 Personal Services 175,186  
 Expenses 11,950  
 Offset (4,200)  
 Total 182,936

650 PARKS  
 Personal Services 180,319  
 Expenses 32,500  
 Offset (62,000)  
 Total 150,819

660 LAND MANAGEMENT  
 Personal Services -  
 Expenses 50,000  
 Total 50,000

670 HISTORICAL COMMISSION  
 Personal Services -  
 Expenses 16,600  
 Total 16,600

673 ROUDENBUSH COMM CTR  
 Personal Services 64,219  
 Expenses -  
 Offset (64,219)  
 Total -

692 CELEBRATIONS  
 Personal Services -  
 Expenses -  
 Total -

**TOTAL CULTURE & RECREATION 1,801,467**

**DEBT SERVICE**  
 710 DEBT SERVICE  
 (Principal & Interest) 10,140,598

**TOTAL DEBT SERVICE 10,140,598**

**UNCLASSIFIED**  
 945 EMPLOYEE BENEFITS & MISC. 8,929,290

**TOTAL UNCLASSIFIED 8,929,290**

**TOTAL GENERAL FUND 78,494,616**

**COMMUNITY PRESERVATION FUND**

240 COMMUNITY PRESERVATION FUND  
 Debt Service Principal & Interest 795,495  
**Total 795,495**

**WATER ENTERPRISE FUND**

600 WATER ENTERPRISE FUND  
 Personal Services 913,882  
 Expenses 1,524,560  
 Capital 691,726  
**Total 3,130,168**

**AMBULANCE ENTERPRISE FUND**

640 AMBULANCE ENTERPRISE FUND  
 Personal Services 589,116  
 Expenses 328,735  
 Capital -  
**Total 917,851**

**TOTAL ENTERPRISE FUNDS 4,843,514**

**TOTAL OPERATING BUDGET 83,338,130**

and further that all items be raised and appropriated except for the following:

Fund 240 Community Preservation Fund: \$784,181.77 shall be appropriated from Community Preservation Fund Revenue and \$11,313.15 shall be appropriated from Fund Balance-Premiums on Bond Anticipation Notes.

Fund 600 Water Enterprise Fund: \$2,636,000 shall be appropriated from Water Enterprise Revenue and \$494,168 shall be appropriated from Water Enterprise Free Cash.

Fund 640 Ambulance Enterprise Fund: \$500,000 shall be appropriated from Ambulance Enterprise Revenue.

It was voted to have the Moderator continue the practice of reading each department name and voters to announce "hold" if they have a question about that department's budget.

It was voted to reduce the personal services line item under 291 Emergency Management by \$31,320 to become \$7,000.

It was voted to amend the line item under 310 Nashoba Valley Tech to \$653,797.

A correction was made to page 15 of the Finance Committee report. The amount of money included in the library budget for books and subscriptions should read \$26,685 instead of \$51,405 that is printed.

A motion was made and seconded to amend the Fire Department budget by increasing it as follows:

220 Fire Dept Personal Services	420,377
640 Ambulance Personal Services	89,635
910 Benefits	40,000
220 Fire Dept Expenses	25,756
<b>TOTAL</b>	<b>575,768</b>

A motion was further made to appropriate the amended amount through a proposition 2 1/2 override.

Both motions FAILED for lack of majority.

A motion was made and seconded to amend the Land Management budget to zero. The motion FAILED for lack of majority.

\* \* \*

The School Superintendent, Everett Olsen, and School Committee member, John Moran, then presented the Gordon B. Seavey Appreciation Award to the Westford Parent Connection for their support of the Westford Public Schools. Mary Ann Serapin was present to receive the award on behalf of the Foundation.

\* \* \*

A MOTION was made and seconded to reduce the line item under 300 Westford Public Schools by \$580,000 to fund the Fire Department. The motion FAILED for lack of majority.

A MOTION was made and seconded to amend the line item under 660 Land Management to zero. The motion FAILED for lack of majority.

A MOTION was made and seconded to TABLE line 660 Land Management. The motion FAILED for lack of majority.

**ARTICLE 7: Property Tax Exemption Increase by 100% for the Blind, Elderly or Disabled Veterans / Board of Assessors**

It was VOTED unanimously that the Town accept the provisions of Chapter 73, Section 4 of the Acts of 1986, as amended by Chapter 126 of the Acts of 1988, by providing for additional property tax exemptions for qualified residents who may be blind, elderly, surviving spouses or minors, or who are disabled veterans, and to continue the present percentage increase of 100%.

**ARTICLE 8: Revolving Funds**

It was VOTED that the Town, pursuant to MGL Chapter 44, Section 53E 1/2, establish revolving funds for the following departments for the specific purposes outlined below for the fiscal year beginning July 1, 2007 and ending June 30, 2008:

Council on Aging - Adult Supportive Day Care Center: Fees received for the Supportive Day Care Program to be expended for the purpose of program maintenance and the hiring of necessary personnel and consulting services, said expenditures to be approved by the Council on Aging; and not to exceed ONE HUNDRED THOUSAND (\$100,000) DOLLARS during fiscal year 2008.

Recycling Commission: Revenues received from the sale of recycled materials to be expended to meet the expenses of the recycling program, said expenditures to be approved by the Recycling Commission; and not to exceed TWENTY THOUSAND (\$20,000) DOLLARS during fiscal year 2008.

Recreation Commission-Programs: Fees received for recreation programs to be expended for the purpose of program maintenance and the hiring of necessary personnel and consulting services, said expenditures to be approved by the Recreation Commission; and not to exceed TWO HUNDRED FIFTY THOUSAND (\$250,000) DOLLARS during fiscal year 2008.

Recreation Commission-Field Maintenance: Fees received for field permits to be expended for the purpose of field maintenance and related hiring of necessary personnel and consulting services, said expenditures to be approved by the Recreation Commission and not to exceed TWO HUNDRED FIFTY THOUSAND (\$250,000) DOLLARS during fiscal year 2008.

Town Manager-Westford Partnership for Children: Fees received for programs sponsored by the Westford Partnership for Children to be expended for the purpose of program materials, supplies, administration, staffing, and facility use, said expenditures to be approved by the Town Manager and not to exceed FIVE HUNDRED THOUSAND (\$500,000) DOLLARS during fiscal year 2008.

School Department-Parking Fees: Fees received for student parking to be expended for the purpose of maintenance and expansion of parking facilities and any other related costs, said expenditures to be approved by the School Committee and not to exceed TWENTY THOUSAND (\$20,000) DOLLARS during fiscal year 2008.

School Department-Bus Fees: Fees received for student bus transportation to be expended for the purpose of paying for the costs of providing student transportation, said expenditures to be approved by the School Committee and not to exceed FOUR HUNDRED NINETY THOUSAND (\$490,000) DOLLARS during fiscal year 2008.

**ARTICLE 9: Highway Department Chapter 90 Funds**

It was VOTED unanimously that the Town appropriate the sum of SIX HUNDRED FIFTY FIVE THOUSAND THREE HUNDRED FORTY SIX (\$655,346) DOLLARS from the proceeds due to the Town under the provisions of MGL Chapter 90.

**ARTICLE 10: Street Betterments - Pond Road**

It was VOTED unanimously to dismiss this article.

**ARTICLE 11: Capital Requests / Various Departments**

That the Town appropriate the sum of \$1,667,000 (ONE MILLION SIX HUNDRED SIXTY SEVEN THOUSAND DOLLARS) to provide for the following capital requests:

<i>DEPARTMENT</i>	<i>AMOUNT</i>	<i>PURPOSE</i>
Technology	\$401,700	Hardware, software, maintenance, and any other related costs
Town Clerk	\$5,500	Microfilming/preservation of town records, purchase of Thermohyrometer, and any other related costs
Town Hall	\$50,000	Feasibility study for the renovation of Town Hall and any other related costs
Police Department	\$122,000	Bullet proof vests, 3 cruisers and accessories, and any other related costs
Fire Department	\$117,700	Replacement of radios and SCBA (Self Contained Breathing Apparatus), and any other related costs
Building Department	\$24,000	Replacement vehicle and accessories, and any other related costs
Westford Public Schools	\$308,000	<u>Abbot Elementary School:</u> Replacement of acoustic tile, classroom carpeting with tile, chalkboards, hall door magnetic holdbacks, bathroom floor tile, and bathroom fixtures, and exterior cupola repairs and any other related costs; <u>Blanchard Middle School:</u> Replacement of Media Center door, HVAC upgrade and any other related costs; <u>Day Elementary School:</u> New telephone system, replacement of classroom carpet with tile and any other related costs; <u>Nabnasset Elementary School:</u> Emergency generator, new telephone system and replacement of classroom carpet with tile and any other related costs; <u>Robinson Elementary School:</u> Replacement of bathroom fixtures and of chalkboards and any other related costs; <u>Systemwide:</u> Baseball/Softball Infield Groomer and accessories and any other related costs
Engineering	\$15,000	Stormwater Phase II second 5 year plan and any other related costs
Highway Department	\$225,000	Highway trucks, accessories, equipment and any other related costs
Library	\$44,100	Painting, roofing, replacement carpeting, replacement heat pumps, and any other related costs
Parks, Recreation & Cemeteries	\$17,000	Fencing of the new tennis court area at Veterans' Memorial Complex and any other related costs
Land Management	\$50,000	Miscellaneous capital improvements-East Boston Camps Town-owned land
Historical Commission	\$45,000	Stormwater drainage improvements-Phase I construction at the Museum and Cottage, exterior lighting improvements at the Museum and Cottage, electrical upgrade at the Cottage, and any other related costs
Water Enterprise	\$30,000	Vehicle and accessories and any other related costs
Ambulance Enterprise	\$212,000	Replacement ambulance and accessories, replacement radios, and any other related costs

And further that all items be raised and appropriated except for the following:

Water Enterprise Fund: \$30,000 shall be appropriated from Water Enterprise Free Cash.

May 5, 2007 Annual Town Meeting

Ambulance Enterprise Fund: \$212,000.00 shall be appropriated from Ambulance Enterprise Free Cash.

Transfer from the unexpended balance remaining under "Article 12: Town Center Sewer Installation" of the Annual Town Meeting of May 7, 2005 - \$320,534.62.

Transfer from the unexpended balance remaining under "Article 10: Capital Town Manager" of the Special Town Meeting of October 18, 2004 – \$35,388.29

A motion was made and seconded to appropriate \$25,000 to the Town Manager to pay for a Department of Public Works study and any other related costs. This was part of the original motion. The motion FAILED for lack of majority.

**ARTICLE 12: Proposed Cameron Senior Center Expansion - Architectural & Engineering Funds**

It was VOTED to appropriate the sum of \$385,000 (THREE HUNDRED EIGHTY FIVE THOUSAND DOLLARS) for the design and engineering of renovations and/or an addition to the current Cameron Senior Center and any other related costs; 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 Chapter 44, Section 7(3) and 7(3A) of the General Laws, or any other enabling authority, and to issue bonds and notes of the Town therefore, said appropriation shall be contingent on the passage of a Proposition 2 ½ Debt Exclusion vote.

It was VOTED to amend the original motion by adding "said appropriation shall be contingent on the passage of a Proposition 2 ½ Debt Exclusion vote." to the end of the motion.

**ARTICLE 13. Authorization to Re-file Special Legislation regarding Cameron Senior Center and Conservation Land**

It was VOTED unanimously to dismiss this Article.

**ARTICLE 14. Community Preservation Committee Recommendations**

It was VOTED that the Town, pursuant to MGL Chapter 44B, in accordance with the recommendations of the Westford Community Preservation Committee, appropriate from Community Preservation Funds the sum of \$1,492,142 (ONE MILLION FOUR HUNDRED NINETY TWO THOUSAND ONE HUNDRED FORTY TWO DOLLARS) as follows:

\$20,000	From Undesignated Fund Balance For the documentation of historic buildings, objects, and structures within the Town and any other related costs This allocates a portion of the 10% for Historic Resources	Westford Historical Commission
\$25,000	From Undesignated Fund Balance For the completion of a Town-wide Archeological Assessment and any other related costs This allocates a portion of the 10% for Historic Resources	Westford Historical Commission
\$50,600	From Undesignated Fund Balance For the removal and replacement of the existing roof at the Town Farm Building and any other related costs This allocates a portion of the 10% for Historic Resources	Westford Public Schools
\$60,372	From Undesignated Fund Balance For the preservation of historic Town records and the preparation of a Conservation Survey and any other related costs This allocates a portion of the 10% for Historic Resources	Records and Archives Management Committee
\$960,000	From Undesignated Fund Balance For the construction of synthetic fields at the Nutting Road (parcel B of the East Boston Camps purchase) and any other related costs	Parks & Recreation Commission

\$200,000	From Undesignated Fund Balance To the Affordable Housing Trust Fund for the creation, preservation, support, rehabilitation or restoration of affordable housing and any other related costs This allocates a portion of the 10% for Community Housing	Westford Affordable Housing Trustees
\$50,000	From Undesignated Fund Balance For transfer to the Conservation Trust Fund for the use in future land purchases and any other related costs	Conservation Commission
\$83,000	From Undesignated Fund Balance For preservation of a historic structure and the creation of affordable housing located at 85 Carlisle Road and any other related costs. Funds shall be allocated no later than Fall 2007 Special Town Meeting This allocates \$50,000 towards the 10% for Historic Resources and \$33,000 towards the 10% for Community Housing.	Westford Land Preservation Foundation
\$15,000	From Undesignated Fund Balance For administrative expenses for the Community Preservation Committee	Community Preservation Committee
\$571	From Undesignated Fund Balance To the Community Housing Reserve This allocates the balance of the 10% for Community Housing	Community Housing Reserve
\$27,599	From Undesignated Fund Balance To the Historic Resources Reserve This allocates the balance of the 10% for Historic Resources	Historic Resources Reserve

A motion was made and seconded to reduce the amount proposed for the construction of synthetic fields to \$480,000. The motion FAILED for lack of majority.

A motion was made and seconded to adjourn town meeting to Monday evening. The motion FAILED for lack of majority.

**ARTICLE 15. East Boston Camps Master Plan**

A motion was made and seconded and following some discussion an amendment was approved before the meeting adjourned at 6:00pm until Monday, May 7, 2007 at 7:00pm in the Abbot School gymnasium.

At 6:00pm it was voted to adjourn Town Meeting to Monday, May 7, 2007 at 7:00pm, in the Abbot School gymnasium.

## **ADJOURNED ANNUAL TOWN MEETING, MONDAY, MAY 7, 2007**

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

It was VOTED to TABLE Article 15 in order to provide the Conservation Commission with the opportunity to discuss the East Boston Camps Master Plan.

A motion was made and seconded to limit debate on each article to 30 minutes. The motion FAILED for lack of majority.

It was VOTED to take Article 20 out of order.

### **ARTICLE 20. Amendment to Chapter 171: Wetlands Bylaw to permit setting of fees by Conservation Commission Regulations**

It VOTED unanimously that the town amend Section 171-5 Fees of the non-zoning wetland bylaw (Chapter 171, Code of the Town of Westford) by deleting it in its entirety as it currently reads, and replacing it with the following:

Section 171-5 Fees

At the time of an application, the applicant shall pay a filing fee specified in regulations of the Commission. The fee is in addition to that required by the Wetland Protection Act and Regulations.

It was VOTED to take Article 21 out of order.

### **ARTICLE 21. Extension of Section 6.3: Growth Management Bylaw for an Additional Year**

It was VOTED unanimously that the town amend Section 6.3 of the Westford Zoning Bylaw to extend the Growth Management Bylaw for an additional year to allow for the completion of the Comprehensive Master Plan update: and, further, that the portion of Section 6.3.2.2, which reads as follows:

The provisions of this section shall expire on May 11, 2007; . . .

be amended to read as follows:

The provisions of this section shall expire on May 11, 2008; . . .

It was VOTED to take Article 17 out of order.

### **ARTICLE 17. Amendments to Chapter 80: Demolition Delay Bylaw**

It was VOTED unanimously to amend Chapter 80: Demolition Delay Bylaw of the Town General Bylaws by:

- a. Increasing the Westford Historical Commission's initial response time to determine whether a structure is historically significant from 30 days to within 45 days of the Commission's next regularly scheduled meeting;
- b. Introducing a fee to be borne by the Applicant for a Demolition Permit to cover the cost of abutter mailings and public hearing notices;
- c. Expanding the scope of applicability of the bylaw to be a categorical "rolling 85 year look back period" rather than the existing categorical "on or before 1921".

The full text of the proposed bylaw, showing the proposed amendments underlined, is set forth as follows:

**Chapter 80: Demolition Delay**

[Adopted 5-11-98 Adj. ATM Art. 25. Amendments noted where applicable.]

**§ 80.1. Intent and purpose.**

This bylaw is adopted for the purpose of preserving and protecting significant buildings within the Town which constitute or reflect distinctive features of the architectural, cultural, political, economic, or social history of the Town; to encourage owners of such buildings to seek out persons who might be willing to purchase, preserve, rehabilitate, or restore such buildings rather than demolish them. To achieve these purposes the Westford Historical Commission (herein after the "Commission") is empowered to advise the Building Commissioner with respect to the issuance of permits for demolition of significant buildings.

**§ 80.2. Definitions.**

Applicant – Any person or entity who files an application for a demolition permit. If the applicant is not the owner of record of the premises upon which the building is situated, then owner must indicate on or with the application his/her assent to the filing of the application.

Application – An application for the demolition of a building.

**Building** – Any combination of materials capable of being used as shelter for persons, animals or property.

**Commission** – The Westford Historical Commission.

**Commissioner** – The Westford Building Commissioner.

**Demolition permit** – The permit issued by the Commissioner as required by the state building code for demolition or removal of a building or structure.

**Historically significant building or structure** - Any building or structure which is:

- A. importantly associated with one or more historic persons or events, or with the architectural, cultural, political, economic or social history of the Town, the Commonwealth of Massachusetts or the United States of America; or
- B. is historically or architecturally important by reason of period, age, style, method of building construction or association with a particular architect or builder, either by itself or in the context of a group of buildings or structures.

**§ 80.3. Regulated buildings and structures.**

- A. A building or structure listed on, or is within an area listed on, the National Register of Historic Places or the State Register of Historic Places, or the subject of a pending application for listing on either of said Registers; or
- B. A building or structure located within 200 feet of the boundary line of any federal, state or local historic district; or
- C. A building or structure included in the Inventory of the Historic Assets of the Commonwealth, or designated by the Commission for inclusion in said inventory including those buildings listed for which complete surveys may be pending; or
- D. A building or structure determined by vote of the Commission to be historically or architecturally significant in terms of period, style, and method of building construction based on the following criteria:

- a. Properties listed or pending their listing on the State Register of Historic Places and the Inventory of Historic Assets of the Commonwealth for the Town of Westford.
- b. Properties in existence in or before a rolling 85 year timeframe based upon the calendar year in which the demolition permit application was filed with the Building Commissioner.
- c. Properties that appear on the 1855 Symmes Maps.
- d. No demolition permit shall be issued for a regulated building or structure without full compliance with the provisions of this bylaw.

**§ 80.4. Procedure.**

A. The Commissioner shall forward a copy of each demolition permit application for all regulated buildings or structures identified in section 80.3 of this bylaw to the Commission within 7 days after the filing of such application. No demolition permit shall be issued at that time.

B. Following the receipt of such application, the Commission shall determine within 45 days after the Commission's next regularly scheduled meeting whether the building or structure is historically significant. The date of a regularly scheduled Commission meeting shall be defined as the third Wednesday of the month. The applicant for the permit shall be entitled to make a presentation to the Commission if he/she makes a timely request (at least 7 days prior to the scheduled meeting date) in writing to the Commission.

C. If the Commission determines that the building or structure is not historically significant, it shall so notify the Commissioner and the applicant in writing and the Commissioner may issue a demolition permit.

D. If the Commission determines that the building or structure is historically significant, it shall notify the Commissioner and the applicant in writing that a demolition plan review must be made prior to the issuance of a demolition permit. If the Commission fails to notify the Commissioner and the applicant of its determination within 30 days after its determination in 80.4.B., then the building or structure shall be deemed not historically significant and the Commissioner may issue a demolition permit.

E. Within 30 days after the applicant is notified that the Commission has determined that a building or structure is historically significant, the applicant for the permit shall submit to the Commission 7 copies of a demolition plan which shall include the following information:

- a. a map showing the location of the building or structure to be demolished with reference to lot lines and to neighboring buildings and structures
- b. photographs of all street facade elevations
- c. a description of the building or structure to be demolished
- d. the reason for the proposed demolition and data supporting said reason, including, where applicable, data sufficient to establish any economic justification for demolition, and
- e. a brief description of the proposed reuse of the parcel on which the building or structure to be demolished is located.

F. The Commission shall hold a public hearing within 30 days of receipt of the demolition plan referenced in section 80.4.D, with respect to the application for a demolition permit, and shall give public notice of the time, place, and purposes thereof at least 14 days before said hearing in such manner as it may determine, and by mailing, postage prepaid, a copy of said notice to the applicant, to the owners of all adjoining property and other property deemed by

the Commission to be materially affected thereby as they appear on the most recent real estate tax list of the Board of Assessors, to the Planning Board, to any person filing written request for notice of hearings, such request to be renewed yearly in December, and to such other persons as the Commission shall deem entitled to notice. The costs associated with the preparation of abutters list and notifications as well as publication in a local newspaper will be borne by the Demolition Permit Applicant. Within 60 days after its receipt of the demolition plan, the Commission shall file a written report with the Commissioner on the demolition plan which shall include the following:

- a. a description of age, architectural style, historic association and importance of the building or structure to be demolished
- b. a determination as to whether or not the building or structure should preferably be preserved.

G. The Commission shall determine that a building or structure should preferably be preserved only if it finds that the building or structure is an historically significant building or structure which, because of the important contribution made by such building or structure to the Town's historical and/or architectural resources, it is in the public interest to preserve, rehabilitate or restore.

H. If, following the demolition plan review, the Commission does not determine that the building or structure should preferably be preserved, or if the Commission fails to file a report with the Commissioner within the time limit set out in section 80.4 above, then the Commissioner may issue a demolition permit.

I. If, following the demolition plan review, the Commission determines that the building or structure should preferably be preserved, then the Commissioner shall not issue a demolition permit for a period of 6 months from the date of the filing of the Commission's report unless the Commission informs the Commissioner prior to the expiration of such 6-month period that it is satisfied that the applicant for the demolition permit has made a bona fide, reasonable and unsuccessful effort to locate a purchaser for the building or structure who is willing to preserve, rehabilitate or restore the building or structure, or has agreed to accept a demolition permit on specific conditions approved by the Commission. During the 6-month review period, the Commission shall invite the applicant to participate in an investigation of alternatives to demolition.

#### **§ 80.5. Determination of applicability.**

An owner of a regulated building or structure may petition the Commission for a determination of applicability of the bylaw. Within 30 days after its determination in 80.4.B, the Commission shall determine whether the building or structure is historically significant. The applicant for the permit shall be entitled to make a presentation to the Commission if he/she makes a timely request in writing to the Commission. The determination by the Commission of whether a regulated building or structure is historically significant shall be made in writing signed by the Commission and shall be binding on the Commission for a period of 5 years from the date thereof.

#### **§ 80.6. Emergency demolition.**

If the condition of a building or structure poses a serious and imminent threat to public health or safety due to its deteriorated condition, the owner of such building or structure may request the issuance of an emergency demolition permit from the Commissioner. If possible and as soon as practical after the receipt of such a request, the Commissioner shall arrange to have the property inspected by a board consisting of himself/herself, the Chairman of the Commission, the Chairman of the Board of Health, and the Chief of the Fire Department, or their respective designees. After inspection of the building or structure and, to the extent possible, consultation with this Board, the Commissioner shall determine whether the

condition of the building or structure represents a serious and imminent threat to public health or safety and whether there is any reasonable alternative to immediate demolition of the building or structure which would protect the public health or safety. If the Commissioner finds that the condition of the building or structure poses a serious and imminent threat to public health or safety, and that there is no reasonable alternative to the immediate demolition permit under the provisions of this section 80.6 they shall prepare a written report describing the condition of the building or structure and the basis for his/her decision to issue an emergency demolition permit with the Commission. Nothing in this section 80.6 shall be inconsistent with the procedures for the demolition and/or securing of building and structures established by chapter 143, section 6-10 of the Massachusetts General Laws. In the event that a Board of Survey is convened under the provisions of section 8 of said chapter 143 with regard to any building or structure identified in section 80.3 of this bylaw, the Commissioner shall request the Chairman of the Commission or his/her designee to accompany that Board of Survey during its inspection. A copy of the written report prepared as a result of such inspection shall be filed with the Commission.

**§ 80.7. Administration.**

The Commission may adopt such rules and regulations as are necessary to administer the terms of this bylaw. The Commission is authorized to adopt a schedule of reasonable fees to cover the costs associated with the administration of this bylaw. Administrative and advertising fees shall be borne by the petitioner/applicant. The Commission may delegate authority to a municipal employee to assist in the collection of administrative and advertising fees from the Applicant.

The Commission may review and revise its regulations and fee schedules from time to time, following an advertised public hearing. Any amendments to these regulations shall take effect upon filing a copy of the amendments with the Westford Town Clerk's Office.

**§ 80.8. Non-compliance.**

A. The Commission and the Building Commissioner are each authorized to institute any and all proceedings in law or equity, as they deem necessary and appropriate to obtain compliance with the requirements of this bylaw, or to prevent a violation thereof.

B. No building permit shall be issued with respect to any premises upon which a significant building has been voluntarily demolished in violation of this bylaw for a period of 22 months after the date of the completion of such demolition. As used herein "premises" includes the parcel of land upon which the demolished significant building was located.

C. Upon a determination by the Commission that a building is a preferably-preserved significant building, the owner shall be responsible for properly securing the building, if vacant, to the satisfaction of the Building Commissioner. Should the owner fail to secure the building, the loss of such building through fire or other cause shall be considered voluntary demolition for the purposes of section 80.6.

D. Anyone who demolished a building or structure identified in section 80.3 of this bylaw without first obtaining and complying fully with the provisions of a demolition permit, shall be subject to a fine of not less than \$100 not more than \$300.

**§ 80.9. Severability.**

If any section, paragraph or part of this bylaw be for any reason declared invalid or unconstitutional by any court authority, every other section, paragraph and part shall continue in full force and effect.

It was VOTED to amend the original motion by adding "or pending their listing" in section 80.3.D.a. after "properties listed."

It was VOTED to amend the original motion by replacing “60 days after its receipt of the application” with “30 days after its determination in 80.4.B.” in section 80.4.D.

It was VOTED to amend the original motion by replacing “60 days after the receipt of such application” with “30 days after its determination in 80.4.B.” in section 80.5.

It was VOTED to remove Article 15 from the table.

**ARTICLE 15. East Boston Camps Master Plan**

Assistant Town Manager Norman Khumalo explained to the meeting that the East Boston Camps Master Plan is a conceptual plan that is advisory only.

It was VOTED that the town accept the East Boston Camps Master Plan entitled “Town of Westford’s East Boston Camps Master Plan”, dated April 26, 2007 and prepared by Giezentanner Associates, and as presented by the East Boston Camps Master Plan Committee.

It was further VOTED that the cover text will read “The East Boston Camps Master Plan dated April 26, 2007 consists exclusively of the fourteen pages which are so designated. The remainder of the documents are background materials and informational articles as well as summaries of the Committee’s discussions, presented and provided for informational and reference purposes only. The Plan being presented for a vote by Town Meeting, consists of these fourteen pages only which contain a brief introduction, four specific Goals, fourteen Policies and various Implementation items. All other items are not part of the Plan being voted on by Town Meeting. The fourteen page Plan has previously been referred to as the “Summary” the “Executive Summary” and “Goals and Recommendations”.”

A motion was made and seconded to change the word “accept” to “receive” in the first sentence of the motion. The motion FAILED for lack of majority.

A motion was made to delete the second to last sentence of the amendment “All other items are not part of the Plan being voted on by Town Meeting.” The motion FAILED for lack of majority.

A motion was made and seconded to strike two references within the Master Plan, to two documents that are not part of the plan. Specifically, on page 4, strike the following two phrases, and include in their stead, the notation ‘Deleted’:

1. Implement wildlife management actions proposed by Sue Morse, Keeping Track, Inc. (See Wildlife Management Report.).
2. Implement the forest management plan (see Forest Management Plan.).

This motion was REPLACED by a motion to add “Develop and” prior to the word “Implement” in the two phrases on page 4 and to keep the two references in the Master Plan. This replaced the previous motion.

The motion FAILED for lack of majority.

A motion was made and seconded to replace the sentence on page 11 that says “If required for security purposes, the road through the camps may be closed to the general public during the camp season” with the following sentences paraphrased from a prior version of the master plan: “If the property is leased or shared with others, their use will not impede access to the site by Westford residents. Group use will not constitute an exclusive use of the property, and the public should still be able to walk the pond loop, even along the trail through the north camp.”

The motion FAILED for lack of majority.

A motion was made and seconded to replace the sentence on page 11 that says “Continue the tradition of an overnight summer camp managed by an outside operator where possible and

*May 7, 2007 Adjourned Annual Town Meeting*

practical” with the following sentence: “Any overnight camp will be managed by the best available operator offering the most beneficial programming.”

The motion FAILED for lack of majority.

A motion was made and seconded to replace “Conservation Commission” with “Recreation Commission” and replace “Parks & Recreation Commission” with “Conservation Commission” under Policy 4a Implementation (second bullet) and Policy 4c Implementation (first bullet); and to replace “An advisory committee that may” with “A Commission that shall” under Policy 4b Implementation on page 13.

The motion FAILED for lack of majority.

**ARTICLE 16. Transfer Care and Custody of 18 Williams Avenue Parcel to the Conservation Commission / by Petition**

A motion was made and seconded that the Town, pursuant to MGL c. 40, § 15A, vote to transfer care and custody of the parcel of Town owned land located on Williams Avenue being shown as Parcel 1 on Assessors Map 74 and Parcel 46 on Assessors Map 70 from the Tax Possession Sale Committee to the Conservation Committee.

Town Counsel advised the meeting that without a vote of the Tax Possession Sale Committee to declare the property surplus, this action would be premature. The Moderator allowed discussion under the motion to continue and a vote to be taken to establish a sense of the Meeting. Habitat for Humanity has expressed an interest in this parcel. Several residents in the neighborhood raised concerns about the effect construction on the parcel would have on water runoff issues and basement flooding problems.

The motion FAILED for lack of majority.

**ARTICLE 18 Amendment of Chapter 84: Dogs relative to dogs at the East Boston Camps property / by Petition**

A motion was made and seconded to DISMISS this article. The motion FAILED for lack of majority.

A motion was made and seconded that the Town vote to amend Chapter 84 of the bylaws of the Town relative to Dogs to add to section 84.3 A Prohibited activity and exceptions: “No owner or keeper of any dog shall permit a dog, whether licensed or unlicensed, to run at large at any time. The provisions of this section shall not be intended to apply to dogs participating in any dog show, nor to “seeing eye” dogs properly trained to assist blind persons when such dogs are actually being used by blind persons for the purpose of aiding them in going from place to place, nor to any dogs being trained for or actually being used for hunting purposes,” by adding the words “nor to any dogs at East Boston Camps who obey voice commands of owner.”

It was VOTED unanimously to amend the motion by adding “or keeper” to the end of the motion.

The motion FAILED by a counted vote: 88 nays to 62 ayes.

**ARTICLE 19: Amendment to Chapter 51.1.B: Town Meeting to change Annual Town Meeting to a weeknight / by Petition**

A motion was made and seconded that the Town vote to change the day of the annual town business meeting from Saturday to a weeknight by amending the portion of Chapter 51.1B of the Bylaws titled Date and time of Annual Town Business Meetings, which currently reads:

“ . . .shall be considered at 10:00 a.m. on the Saturday following the Annual Town Election.”

To read:

“...shall be considered at 7:00 p.m. on the Tuesday following the Annual Town Election, continuing each Tuesday and Thursday evening until complete. Each adjourned session shall begin at 7:00 p.m. with no new business begun after 10:30 p.m. unless a majority of the voters in attendance so choose”.

It was VOTED to REFER this motion to the Representative Town Meeting Study Committee.

**ARTICLE 22: Amendment to Section 6.2: Siting of Wireless Communications Facilities to include additional application requirements and to Section 20.0 regarding related definitions**

It was VOTED that the Town vote to amend Section 6.2 of the Westford Zoning Bylaw, entitled “Siting of Wireless Communications Facilities (WCF)” to include additional considerations that applicants would be required to address when proposing a WCF with tower. The full text of the proposed by-law with the additions underlined is set forth as follows:

**6.2 SITING OF WIRELESS COMMUNICATIONS FACILITIES (WCF)**

**6.2.1 Purpose.** The purposes of this section are:

1. To preserve the health, safety and general welfare of the community.
2. To guide sound development.
3. To preserve the value of lands and buildings. Sites shall be located to minimize any adverse affect on residential property values.
4. To encourage the most appropriate use of the land.
5. To minimize the adverse aesthetic impact of wireless communication facilities (WCF). WCFs shall result in a minimal visual impact for those residents in the immediate area and for those in the larger community who view these WCFs from a distance. WCFs shall be located to avoid a dominant silhouette. Siting of WCFs shall also consider the preservation of major view corridors of surrounding areas and major roadways. Less obtrusive facilities are preferred, as are those in commercial and industrial zones.
6. To encourage co-location by wireless communication companies on WCFs when the result is a lesser overall visual impact.
7. To ensure that WCFs are sited, designed and screened in a manner that is sensitive to the surrounding neighborhood.
8. To avoid damage to adjacent properties.
9. To permit WCFs within the permitted zones, as set forth herein, in the following order of preference:
  - a. On pre-existing structures as defined below;
  - b. In the median strip of a divided highway; and
  - c. In locations where the existing topography, vegetation, buildings, and other structures provide the greatest amount of screening for a new WCF.

**6.2.2 Eligible Districts.** No WCF shall be erected or installed except in compliance with the provisions of this Section 6.2, which shall apply to a WCF whether as principle use or an accessory use to any and all extensions, alterations or additions to, replacements or expansion of an existing WCF.

1. WCF with Tower. WCFs which include a Tower, and Communication Devices, shall be permitted within 500 feet of a divided highway within the Commercial

Highway (CH), Industrial Highway (IH), and the Industrial C (IC) Districts by special permit. Said special permit shall authorize the specific wireless service by the applicant at the tower height specified in the application or approval document.

2. WCF without Tower. WCFs which do not include a tower, shall be permitted in any district on all preexisting facilities and structures in compliance with the provisions herein and upon the grant of a special permit. Said special permit may only be issued if it is determined that the proposed structure preserves the character of the preexisting structure ~~or~~-facility.

**6.2.3 Location Priorities.** Locations proposed for wireless communication facilities shall meet the requirements of Section 6.2.2 and be according to the priorities specified below in the Prioritized list of locations. Applicants shall demonstrate that they have thoroughly investigated all locations ranked higher in priority than the one they are proposing, and have selected the highest priority location possible.

A new WCF with Tower will not be located within 900 feet of an existing dwelling, school, day-care center, nursing home, or an assisted or independent living facility.

**Prioritized list of locations**

1. Use Existing Wireless Communication Facilities.
  - a. On the applicant's existing wireless communication facilities in the area enhanced or upgraded using the latest methods and technology to provide increased coverage, including, but not limited to the following:
    1. Optimize network parameters such as transmitter power, antenna patterns, pointing direction, beam width and tilt.
    2. Use state of the art equipment as appropriate, such as tower-mounted amplifiers, low-loss feeders, interference-canceling receivers, high-gain antennae and smart antennae.
    3. Evaluate the impact of adding antenna height to fill significant gaps.
  - b. Co-located on existing wireless communication facilities of other providers, including facilities in abutting towns.
  - c. Evaluate the impact of adding antenna height to existing wireless communication facilities of other providers.
2. Use Existing Structures.
  - a. On an existing utility structure, such as an electric transmission tower or water tower, in either case camouflaged through location, design, color, or other means to resemble a compatible architectural feature or other element of the primary structure.
  - b. Concealed within an existing non-residential structure so as not to be visible from outside the structure and without damage to historic features of the structure or its content.
  - c. Within an existing non-residential structure and camouflaged without damage to historic features of the structure or its content.
  - d. Camouflaged on an existing non-residential structure without damage to historic features of the structure or its content.
  - e. On utility or streetlight poles using minimally-invasive technologies such as Distributed Antenna Systems (DAS), or elsewhere using in-home routers or other alternatives that may become available after the adoption of this Bylaw.

3. Construct a New Wireless Communication Facility.
  - a. Within 500 feet of a divided highway within the Commercial Highway (CH), Industrial Highway (IH) and the Industrial C (IC) districts for WCFs with towers, as described in §6.2.6 below.
  - b. <sup>1</sup>
  - c. On other sites so located that the following are satisfied for an area with a radius of four (4) times the height of the tower and centered on the base of the tower.
    1. No portion of a historic district established under Chapter 41-C, M.G.L. or a district on or eligible to be on the National or State Register of Historic Places lies within that area, and
    2. No portion of a Town-designated scenic road passes through that area and the tower is not visible from the scenic road.
  - d. If adequately demonstrated that each of the above location types is not feasible, as supported by independent peer review and approved by the Permit Granting Authority, erection of a new facility that complies with the other requirements of Section 6.2 and where visual impact can be minimized and mitigated will be considered.

**6.2.3—4 Application Process.** The application process is broken down into two distinct phases: the preliminary application phase and the application phase. The preliminary application phase is designed to allow the applicant and the Town to begin coordination on the proposed site. The application phase is designed to provide the Town with sufficient written documentation to facilitate a comprehensive review of the application. In this way, the Planning Board will be equipped to make an informed decision based on substantial written evidence as required by the Telecommunications Act of 1996.

**6.2.4—5 Application Requirements; General.** In consultation with the Planning Staff and at least 30 days prior to the submission of an application, the applicant is encouraged to submit preliminary project information to the Planning Board for a review and discussion.

1. Crane. The applicant shall arrange to locate a crane at the site in a manner that replicates the exact height and location of the proposed tower. The crane shall be marked at a height that is 15 feet below the height of the proposed WCF. The date and location of the crane siting shall be advertised at least fourteen (14) days, but not more than twenty-one (21) days, before the siting in a newspaper of general circulation in the Town. The date shall be coordinated with the Planning Board to ensure the availability of the Board to view the simulated tower. The crane shall remain in place for a period of at least 48 hours.
2. Photographs. The applicant shall work with the Town to develop a detailed list of streets in the surrounding area from which the proposed facility could be visible. The applicant shall then drive on each of the designated streets to determine if the facility is visible. In winter months the applicant shall assess the visibility of the proposed facility as if it were summer with trees in full bloom. The applicant shall note where

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<sup>1</sup> The language that was approved by Town Meeting under item b: “On Town-owned land that complies with other requirements of Section 6.2 and where visual impact can be minimized and mitigated” was disapproved by the Attorney General’s Office in their letter of August 13, 2007 and therefore deleted.

any portion of the proposed WCF will be visible. The applicant shall be required to take photographs along eight lines in a one and three mile radius of the site, beginning at True North and continuing clockwise at forty-five degree intervals and from any historic, scenic, or other prominent areas of Town as determined by the Planning Board. This data shall be formatted and submitted as detailed by the formal application requirements set forth below.

3. Notification. The applicant shall notify competing wireless service providers by certified letter of its interest in a particular site. This letter shall offer space on the proposed facility to support the requirements of the competing providers. The applicant shall work with other interested providers and the Town to facilitate co-location where appropriate.

**6.2.5-6 Application Requirements; New Tower.** The applicant shall submit 5 copies of the following information in a format consistent with the paragraph numbering below. The applicant shall clearly address each of the requirements listed below. Failure to follow the paragraph numbering format or failure to clearly address the requirements of an individual paragraph shall be grounds for immediate dismissal of the application.

1. Written authorization from the property owner of the proposed site.
2. Proof that competing wireless providers have been notified of the applicant's interest in developing the proposed facility.
3. Antenna Capacity/Wind Load. A report from a registered Massachusetts structural engineer showing the tower antenna capacity by type and number, and a certification that the tower is designed to withstand winds in accordance with ANSI/EIA 222 (latest revision) standards.
4. Antenna Owners. Identification of the owners of all antenna and equipment to be located at the sites as of the date of application.
5. Copy of valid FCC license for the proposed activity.
6. Visual Impact Analysis. The applicant shall submit a map of the Town of Westford which has been annotated with the data collected during the preapplication process. The prearranged roadways shall be highlighted in one color, the points where the tower was visible at all shall be highlighted in a separate color, and the points where more than 15 feet of the tower was visible shall be highlighted in a third color. The applicant shall designate on the map the location where photographs were taken. Each photograph shall be submitted with the application and shall be clearly labeled to facilitate an assessment of the location of the photograph.
7. Information describing the tower's capacity, including the number and type of antennae that it can accommodate.
8. Need for Location. The applicant must show that the proposed antenna and equipment could not be placed on a pre-existing facility or structure.
9. A map showing the broadcast footprints created by the varying carrier heights at 50, 75, and 100 feet; and in increments of 10 feet for proposals in excess of 100 feet. The map should indicate the different signal strengths as well as how the proposed WCF interfaces with adjacent service areas.
10. A narrative report written by the applicant and professional engineer which shall:
  - a. Describe the projected future needs of the applicant and how the proposed wireless communications facility fits with the future projections to serve the Town and adjacent Towns.

- b. Describe special design features to minimize the visual impact of the proposed wireless communications facility.
- c. Demonstrate proof of need. The applicant shall describe:
  1. How the design minimizes and/or mitigates visual and economic impacts.
  2. Why the proposed WCF cannot be accommodated by other pre-existing structures, including a list of structures reviewed/assessed.
  3. How the proposed WCF is designed to its minimum possible height.
11. A draft lease document shall be provided.
12. Proof that abutters have been notified.
13. Site plan and engineering drawings, prepared by a professional engineer, indicating the following:
  - a. North arrow, date, scale, seal(s) of the licensed professionals who prepared the plans and a space for the reviewing licensed engineer's seal;
  - b. Plans for supporting and attaching the device including specifications of hardware and all other building material;
  - c. Building plans for accessory buildings, if any; and
  - d. Layout and details of surfacing for access road parking, if they are to be altered from the existing condition.
14. A map showing the areas covered by the proposed wireless communication device.
15. A narrative report written by the applicant and licensed professional engineer which shall:
  - a. Include a draft of the contract between the structure/building owner (whichever appropriate) and the applicant;
  - b. Demonstrate that the wireless communication structure or non-residential structure to which the device will be mounted has the structural integrity to support such a device;
  - c. Describe actions to be taken if electromagnetic radiation from the facility should exceed levels designated by the FCC; and
  - d. Describe the projected future needs of the carrier, and how the proposed facility fits with future projections.
16. Proof of approval of all other necessary permits needed for construction and operation.

**6.2.6—7 Application Requirements; Pre-existing Facilities.** To site a wireless communication device on pre-existing facilities or structures including co-location with another carrier, provided that the new use does not add to the height of the structure, the applicant shall submit:

1. Site plans and engineering plans, prepared by a professional engineer licensed to practice in Massachusetts, on 24 by 36-inch sheets at a scale of 1 inch equals 40 feet or 1 inch equals 20 feet on as many sheets as necessary which shows the following:
  - a. North arrow, date, scale, seal(s) of the licensed professionals who prepared the plans and a space for the reviewing licensed engineer's seal;
  - b. Plans for supporting and attaching the device including specifications of hardware and all other building material;
  - c. Building plans for accessory buildings, if any; and
  - d. Layout and details of surfacing for access road parking, if they are to be altered from the existing condition.
2. A map showing the areas covered by proposed wireless communication structure and proposed device(s) of different signal strengths, and the interface with adjacent service areas;
3. A narrative report written by the carrier and licensed professional engineer which shall:
  - a. Include a draft of the contract between the structure/building owner (whichever appropriate) and the applicant;
  - b. Demonstrate that the WCF or non-residential structure to which the device will be mounted has the structure integrity to support such device;
  - c. Describe actions to be taken if electromagnetic radiation from the facility should exceed levels designated by the FCC; and
  - d. Describe the projected future needs of the carrier, and how the proposed facility fits with future projections.
4. Proof of approval of all other necessary permits needed for construction and operation; and
5. Expected RF emission levels shall be calculated of the nearest habitable structure near the proposed tower, adjacent residentially zoned property, locations with the highest theoretical RF level, and other locations deemed necessary by the Town after consideration of the topography and the antennae pattern.

**6.2.7-8 Review Standards.** In addition to the standards in Section 9.3.2, the Planning Board shall also review the special permit application in conformance with the following objectives:

1. When considering an application for a WCF, the Planning Board may determine the need for expert review of the applicant's technical data by a third party, and reserves the right to perform random measurements, not to exceed an annual event, of RF field strengths to assure compliance with federal requirements. The Planning Board, at their sole discretion, may require such third party review and random testing to be paid by the applicant. The Planning Board reserves the right to make random measurements at the applicant's expense.
2. New WCFs which include a tower shall be considered only after finding that existing or previously approved towers cannot accommodate the proposed users.
3. The proposed WCF shall preserve the character of the pre-existing structure or facility. The Planning Board shall consider whether the applicant has made a reasonable effort to minimize the visual impact of the proposed facility and whether the proposed WCF is located in areas that result in minimal visual impact.

4. The Planning Board shall consider whether the visual impact of WCFs are compatible with the aesthetic character of the surrounding area.
5. Compliance of the proposed WCF with the requirements of the Bylaw.
6. Sites shall be reviewed on a case by case basis to determine the extent of shared use that could be accommodated with the minimal amount of visual impact.
7. The applicant shall submit a complete application as defined by this Bylaw.
8. The site location and design shall preserve the existing character of the surrounding area as much as possible. Existing vegetation should be preserved or improved and disturbance of the existing topography should be minimized unless such disturbance results in a lesser visual impact.
9. The Planning Board shall act on a special permit request for the placement of a WCF in accordance with G.L. c. 40A, s.9 and any denial shall be in writing and supported by substantial evidence contained in the record as required by the Telecommunications Act of 1996.
10. The Planning Board shall consider whether the proposed WCF has an adverse affect on residential property values.

**6.2.8-9 Special Permit and Site Plan Development Requirements.**

1. Tower heights shall not exceed one hundred (100) feet, measured from the base of the tower to the highest point of the tower unless the applicant can demonstrate that:
  - a. The proposal will promote co-location; or
  - b. The proposed height will reduce the overall number of additional towers required within the general area; or
  - c. The proposal will result in an overall lesser visual impact.
2. There shall be no signs, except for announcement signs, no trespassing signs and a required sign giving a phone number where the owner can be reached on a twenty-four (24) hour basis. All signs shall conform with the sign requirements of this Bylaw.
3. Visual impacts of towers and communication devices must be minimized by the use of appropriate paint color.
4. Night lighting of towers shall be prohibited unless required by the Federal Aviation Administration.
5. The siting of Towers shall be such that the view of the tower from other areas of Town shall be minimal as possible and shall be screened from abutters and residential neighbors as feasible. If it is demonstrated to the satisfaction of the Planning Board that the siting of the proposed facilities on an existing tower or within an existing structure is not feasible, then the towers and facilities may be located in Commercial Highway (CH), Industrial Highway (IH), or Industrial C (IC) land within five hundred (500) feet of a divided highway.
6. All towers and associated structures shall be designed to accommodate multiple users through the use of a segmented design (e.g. portions of the structure which can be routinely removed and replaced).
7. Every tower, and its supporting structures, must be set back from the property line of the lot on which it is located in an amount at least equal to the height, including the base, of the tower.

8. The height of communications devices located on a building or structure shall not exceed fifteen (15) feet in height above the highest point of the building or structure, except if incorporated into existing features of a structure (e.g. steeples, smoke stacks, etc.) in such a way as to be visually undetectable. Whip antennae on a preexisting service facility may extend a maximum of fifteen (15) feet above the highest portion of the structure to which they are attached; panel antennae may extend a maximum of six (6) feet above the highest portion of the structure to which they are attached.

9. Communications devices shall be situated on or attached to a building or structure in such a manner that they are screened, shall be painted or otherwise colored to minimize their visibility, and shall be integrated into such structures or buildings in a manner that blends with the structure or building. Freestanding antennae or dishes shall be located on the landscape, screened and painted in a manner so as to minimize visibility from abutting streets and residents. To the extent feasible, all network interconnections shall be installed underground.

10. Fencing shall be provided to control access to the base of all WCFs which include towers. Such fencing shall be compatible with the scenic character of the Town and shall not be barbed wire or razor wire.

11. All WCF towers must comply with all applicable federal, state and local statutes, rules and regulations; annual certification of compliance must be provided.

12. The base of all towers shall be no closer than three hundred (300) feet to a residential zoning district boundary and/or dwelling.

13. Accessory buildings and or storage sheds shall be modular in design and not exceed one (1) story in height (14 feet); no more than three hundred (300) square feet in floor area shall be available for each user, up to a maximum of six hundred (600) square feet; any buildings or storage sheds added to a site must be attached to and abut the original building or storage shed and must be compatible in appearance.

14. The maximum amount of vegetation shall be preserved.

15. Removal of abandoned towers and facilities. Any tower communication device, or facility, that is not commercially operated for a continuous period of twelve (12) months shall be considered abandoned, and the owner of such tower, communication device, or facility shall remove same within ninety (90) days of receipt of notice from the Town notifying the owner of such abandonment. If such tower or facility is not removed within said ninety (90) days, the Town may cause such tower or facility to be removed at the owner's expense. If there are two or more users of a single tower, the height shall be reduced to that required by the remaining user(s). If the permit holder for the tower ceases operation, the remaining users shall apply for a new special permit.

**6.2.9-10 Special Permit and Site Plan Conditions.** The following conditions shall apply to all grants of special permits and/or site plan approvals pursuant to this Section 6.2:

1. The applicant shall submit a report detailing the following information to the Town on an annual basis. The first report shall be due within thirty (30) days after startup of the facility.

a. A list of all users of a given WCF, the service each is providing, and the heights of their antennae if mounted on a freestanding structure.

b. For each users of a given WCF, annual certification of compliance with Federal Communications Commission, Federal Aviation Administration, and federal, state, and local laws, rules and regulations must be provided.

- c. For each user of a WCF, actual RF levels shall be measured at the heights specified in Section 6.2.56.9. If RF levels exceed the FCC regulated values, the transmitter power shall be lowered to a value that results in compliance with FCC standards. The actual transmitter power shall be documented and the provider shall certify that the power level will not be increased beyond the documented value. The applicant shall retain the right to operate at lower power levels at their discretion. Failure to comply with this regulation shall result in a Planning Board review of the site's continued compliance with the terms of the approved special permit.
  - d. If additional space is available for other wireless service providers, the applicant shall notify all competing service providers by certified letter of the availability of the facility. Copies of all letters sent and certified mail receipts shall be submitted to the Town annually.
  - e. Expected RF emissions levels shall be calculated for the nearest habitable structure near the proposed tower, adjacent to residentially zoned property, locations with the highest theoretical RF levels, and other locations deemed necessary by the Town after consideration of the topography and the antenna pattern.
2. If a tower is on Town property, a Certificate of Insurance for liability coverage in the amount of \$1,000,000.00 dollars must be provided.
  3. If the tower is on Town property, an agreement must be provided whereby the user indemnifies and holds the Town harmless against any claims for injury or damage resulting from or arising out of the use of or occupancy of the Town owned property.
  4. For towers on Town land, the execution of an agreement with the Town whereby the user shall, at its own expense, and within thirty (30) days upon termination of the lease or thirty (30) days of non-use of the tower, restore the premises to the condition it was in at the onset of the lease and shall remove any and all WCFs thereon.
  5. If a tower is on Town property, a maintenance bond shall also be posted for the access road, site and tower(s) in an amount approved by the Planning Board.
  6. If a tower is on Town property, an initial cash bond in a reasonable amount determined and approved by the Planning Board shall be in force to cover the removal of the WCF and restoration of the site to the condition that the premises were in at the onset of the lease, when use of said WCF becomes discontinued or obsolete. The amount is to be payable to the Town in the event that the user breaches the agreement in Section 6.2.10.4 above.
  7. For a tower, execution of an agreement whereby the applicant will allow other carriers to lease space on the tower so long as such use does not interfere with the applicant's use of the tower.

**6.2.10-11 Site Plan Approval.** Site plan approval by the Planning Board is required for the siting and construction of all wireless telecommunication towers, antennae, and facilities. If modification of a special permit is sought, the Planning Board shall require approval of a new site plan.

No site plan application shall be deemed to have been submitted until said application fully complies with the content requirements specified in this subsection.

1. A site plan submitted to the Planning Board for approval shall contain twelve (12) copies of a plan conforming to the requirements of Section 9.4 of this Bylaw and, in addition, the following documentation:

- a. Tower, antennae and facility location (including guy wires, if any) and tower and antennae specifications, including height, description of design characteristics and material, accessory buildings, access road and parking areas, lighting, fencing, and scaled elevations of all proposed structures.
- b. Site specifications including property lines, a landscaping plan (existing and proposed), and drainage plans and specifications.
- c. The locus map at a scale of 1:1000 which shall show all streets, bodies of water, landscaped features, historic sites, habitats for endangered species within two hundred (200) feet and all buildings and dwellings within five hundred (500) feet.
- d. A narrative report written by the applicant and licensed professional engineer describing the proposal and how it complies with the specifications of this Bylaw and demonstrating that the wireless communication structure or non-residential structure to which the device will be mounted has the structural integrity to support such device.
- e. A copy of the requests made by the applicant to the Federal Aviation Administration (FAA), Federal Communication Commission (FCC), Massachusetts Aeronautics Commission and the Massachusetts Department of Public Health to provide a written statement that the proposed tower complies with applicable regulations administered by the agency or that the tower is exempt from those regulations and a copy of the response from each agency. If such response is not received within sixty (60) days, the application will be considered incomplete with respect to the requirements of this subsection. The applicant shall submit any subsequently received agency statements to the Planning Board.

**6.2.11–12. Time Limit.** All special permits issued under this Section 6.2 shall expire after five (5) years from the grant thereof, and shall require a resubmittal for review by the Planning Board.

and to amend Section 10, entitled “Definitions”, by adding the following language:

#### **Section 10. DEFINITIONS**

**Wireless Communications Facility (WCF) definitions.** The following definitions apply to Wireless Communication Facilities.

**Co-location:** The use of a wireless communications facility by more than one (1) wireless telecommunications provider.

**Distributed Antenna System (DAS):** A geographically diversified wireless communications system with a Base Station Facility at one location, and a series of antennae placed on utility poles, buildings or other locations. The antennae are driven by equipment in Radio Access Nodes (RANs) and are interconnected to the Base Station Facility by cables, usually fiber optic.

**Façade-Mount Antennae:** One or more antennae or panels mounted on the facade of an existing building or structure, including accessory equipment and cables, if any, which facilitate wireless telecommunications services.

**Feeder:** A cable connecting a transmitter to an antenna.

**High Gain Antenna:** An antenna that amplifies very weak signals.

**In-home routers:** Small low-powered devices, similar to broadband DSL or cable routers, which provide seamless coverage inside buildings.

**Lattice Tower:** A support structure constructed of vertical metal struts and cross braces forming a triangular or square structure which often tapers from the foundation to the top.

**Monopole:** A support structure constructed of a single, self-supporting hollow metal tube securely anchored to a foundation.

**Pre-existing Facilities and Structures:** Includes buildings, rooftops, flag poles, light posts, church steeples, water towers, electrical transmission towers, telephone poles, or any other pre-existing structure capable of supporting a WCF. ~~Pre-existing facilities also include monopole and lattice towers that are currently used to support a WCF.~~ Pre-existing facilities and structures explicitly exclude residential structures and/or properties with a principle residential use.

**Smart Antenna:** An antenna system that uses intelligent signal processing between the transmitter and antennae to control the direction of the radio signal.

**Telecommunication:** Technology which enables the transmission of voice, video, or data signals by means of electrical or electromagnetic systems.

**Tower:** Any antennae mounting structure ~~that measures 12 feet or more vertically, used by a commercial carrier to provide telecommunication and/or data services; that is utilized primarily to support reception or transmission equipment and that measures twelve (12) feet or more in its longest vertical dimension.~~ The term "Tower" includes, but is not limited to, monopole and lattice towers.

**Wireless Communications Facility (WCF):** Any and all materials, equipment, ~~storage~~ structures, towers, dishes, ~~and antennas~~ ~~antennas and storage,~~ ~~other than customer premises equipment,~~ used by a commercial carrier to provide telecommunications ~~and/or data~~ services ~~to customers.~~ This definition does not include facilities used by a federally licensed amateur radio operator.

It was VOTED to amend the language printed in the Finance Committee Report as follows:

Amendment to Section 6.2: Siting of Wireless Communications Facilities to include additional application requirements and to Section 10.0 regarding related definitions:

Under

6.2.3 Location Priorities. Locations proposed for wireless communication facilities shall ~~meet the requirements of Section 6.2.2 and~~ be according to the priorities specified below in the Prioritized list of locations. Applicants shall demonstrate that they have thoroughly investigated all locations ranked higher in priority than the one they are proposing, and have selected the highest priority location possible.

A ~~new~~ WCF ~~with Tower~~ shall not be located within 900 feet of an existing dwelling, school, day-care center, nursing home, or an assisted or independent living facility ~~unless it is conclusively demonstrated that no other site is available.~~

Prioritized list of locations

1. *Use Existing Wireless Communication Facilities*
  - c. Evaluate the impact of adding antenna height to existing wireless communication facilities of other providers.
3. Construct a New Wireless Communication Facility.
  - b. On Town-owned land that complies with other requirements of ~~this~~ Section 6.2 and where visual impact can be minimized and mitigated.

May 7, 2007 Adjourned Annual Town Meeting

- d. If adequately demonstrated that each of the above location types is not feasible, as supported by independent peer review and approved by the Permit Granting Authority, erection of a new facility that complies with the other requirements of ~~this~~ Section 6.2 and where visual impact can be minimized and mitigated will be considered.

Under

6.2.6 Application Requirements; New Tower. The applicant shall submit 5 copies of the following information in a format consistent with the paragraph numbering below. The applicant shall clearly address each of the requirements listed below. Failure to follow the paragraph numbering format or failure to clearly address the requirements of an individual paragraph shall be grounds for immediate dismissal of the application.

10. A narrative report written by the applicant and professional engineer which shall:

- c. Demonstrate proof of need. The applicant shall describe:
  2. Why the proposed WCF cannot be accommodated by other pre existing structures, including a list of structures reviewed/assessed.

Under

6.2.10 Special Permit and Site Plan Conditions. The following conditions shall apply to all grants of special permits and/or site plan approvals pursuant to this Section 6.2:

1. The applicant shall submit a report detailing the following information to the Town on an annual basis. The first report shall be due within thirty (30) days after startup of the facility.
  - b. For each users of a given WCF, annual certification of compliance with Federal Communications Commission, Federal Aviation Administration, and federal, state, and local laws, rules and regulations must be provided.
6. If a tower is on Town property, an initial cash bond in a reasonable amount determined and approved by the Planning Board shall be in force to cover the removal of the WCF and restoration of the site to the condition that the premises were in at the onset of the lease, when use of said WCF becomes discontinued or obsolete. The amount is to be payable to the Town in the event that the user breaches the agreement in Section ~~6.2.9-10.54~~ above.

It was VOTED to adjourn the 278<sup>th</sup> Annual Town Meeting at 10:08 pm.

A True Record: Attest

Kaari Mai Tari  
Town Clerk

## SPECIAL TOWN MEETING, OCTOBER 22, 2007

At a legal meeting of the inhabitants of the Town of Westford, qualified by law to vote in Town affairs, held at the Abbot School on Monday, October 22, 2007, called to commence at 7:30 pm, the following business was transacted:

Election officers, using voting lists, acted as tellers at the doors. Two hundred ten voters were in attendance as the meeting began.

Ellen Harde, Town Moderator, declared that a quorum was present and called the meeting to order at 7:44 pm.

### Article 1: FY2008 Budget Adjustments

It was VOTED that the Town raise and appropriate the sum of \$452,800 (FOUR HUNDRED FIFTY TWO THOUSAND EIGHT HUNDRED DOLLARS) in order to supplement the following Fiscal Year 2008 Operating Budgets:

Dept. 630 Recreation, Expense	\$12,800.00
Dept. 910 Employee Benefits & Misc.	\$440,000.00

And further that the Town appropriate by transfer from Water Enterprise Free Cash the sum of \$157,400.00 (ONE HUNDRED FIFTY SEVEN THOUSAND FOUR HUNDRED DOLLARS) in order to supplement the following Fiscal Year 2008 Operating Budget:

Department 600 Water Enterprise Fund, Capital	\$157,400.00
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It was VOTED unanimously to dismiss the following three articles:

- **Article 2: FY08 Budget Transfers**
- **Article 3: FY2008 Compensation Plan Amendment for Non-union Employees**
- **Article 13: Acceptance of MGL Ch. 40R**

### Article 4: FY 2008 Community Preservation Funds Appropriations

It was VOTED that the Town, pursuant to Mass. Gen. Laws c. 44B, in accordance with the recommendations of the Westford Community Preservation Committee, appropriate by transfer from Community Preservation Funds the sum of \$245,000 (TWO HUNDRED FORTY FIVE THOUSAND DOLLARS) as follows:

\$235,000	For the final payment of principal on the Bond Anticipation Note for the East Boston Camps property	<i>Community Preservation Committee</i>
	From Undesignated Fund Balance	
\$10,000	For the final payment of principal on the Bond Anticipation Note for the East Boston Camps property	<i>Community Preservation Committee</i>
	From Westford Land Preservation Foundation-East Boston Camps Gift Account	

It was VOTED unanimously to allow Town employees and consultants who are not residents to address this meeting.

October 22, 2007 Special Town Meeting

**Article 5: Capital Requests**

It was VOTED unanimously that the Town raise and appropriate the sum of SIXTY SIX THOUSAND SEVEN HUNDRED (\$66,700.00) DOLLARS to provide for the capital requests of the following Town departments in the following amounts:

Parks, Recreation and Cemeteries for improvements to the Town Farm Road property including carpeting, boilers, raising pipes, repairs to chimneys, fire radio box and other related costs	\$24,200
Library for replacement of three boilers and other related costs	\$42,500

And further that the Town appropriate by transfer from Ambulance Enterprise Free Cash the sum of \$29,816.00 (TWENTY NINE THOUSAND EIGHT HUNDRED SIXTEEN DOLLARS) for the purchase of a Vehicle, accessories and other related costs;

And further that the Town appropriate by transfer from Water Enterprise Free Cash the sum of \$35,000.00 (THIRTY FIVE THOUSAND DOLLARS) for the design of a replacement water main at Byrne Avenue and other related costs.

**Article 6: Hillside Avenue Drainage/ By Petition**

A MOTION was made and seconded to raise and appropriate the sum of \$200,000 (TWO HUNDRED THOUSAND DOLLARS) for installing a pipe from the drywell on Hillside Avenue to North Main Street catch basin.

The motion FAILED for lack of majority.

**Article 7: Street Betterments on Pond Road**

It was VOTED that the Town raise and appropriate the sum of \$200,000.00 (TWO HUNDRED THOUSAND DOLLARS) for the layout and improvement of Pond Road as a town public way; and, further, to authorize the Selectmen, pursuant to Mass. Gen. Laws c 80, to assess betterments against the owners of abutting estates for said improvements.

It was then VOTED to take Articles 16 and 17 out of order.

**Article 16: Accept Starr Circle as Town Road and Appropriation for Paving Starr Circle/ Board of Selectmen**

It was VOTED by a two-thirds declared majority that the Town, pursuant to Mass. Gen. Laws c. 82, § 21, accept Starr Circle (approximately 940 feet) as a town public way as shown by the report and plan, dated and titled duly filed with the Town Clerk; and, further, to raise and appropriate the sum of \$15,000.00 (FIFTEEN THOUSAND DOLLARS) for the completion of the way; and to authorize the Board of Selectmen to accept the deed to the Town of the said way.

**Article 17: Reduce Amount Raised by Taxes in FY08**

It was VOTED that the Town transfer the following available funds to reduce the net amount to be raised by taxes for Fiscal Year 2008:

\$53,988.43	From Fund Balance Designated for Debt Service
\$ 2,200.00	From Fund Balance Designated for Debt Exclusion Reduction
\$3,248,358.59	From Free Cash

and, further, that the Assessors be and hereby are directed to reduce the net amount to be raised by taxes for Fiscal Year 2008 accordingly.

It was then VOTED to take Article 11 out of order.

**Article 11: Transfer Care, Custody and Control of East Boston Camp Property to Conservation Commission**

It was VOTED by a two-thirds declared majority that the Town, pursuant to Mass. Gen. Laws c. 40, §15A, approve the transfer, from the Board of Selectmen to the Conservation Commission of the care, custody and control of the property known as East Boston Camps, being shown as Parcel 37 on Westford Assessors Map Number 31 and Parcel 32-4 on Westford Assessors Map Number 35; and, further;

That the Selectmen be and hereby are authorized to file special legislation with the General Court, pursuant to Article 97, authorizing the transfer, from the Board of Selectmen to the Conservation Commission, of the care, custody and control of the property known as East Boston Camps shown on Parcel 37 on Westford Assessors Map Number 31 and Parcel 32-4 on Westford Assessors Map Number 35. The General Court may make clerical or editorial changes of form only to the bill, unless the Selectmen approve amendments to the bill before enactment by the General Court. The Selectmen are hereby authorized to approve amendments which shall be within the scope of the general public objectives of the petition.

A MOTION was made and seconded to add the words “and Parks and Recreation Commission” following “Conservation Commission” in the second line of the first paragraph. The motion FAILED for lack of majority.

A secret ballot vote was called for but fell 11 voters short of the 20 needed to carry it through.

At 9:00pm it was voted to adjourn this Special Town Meeting of 7:30pm until the completion of the Special Town Meeting scheduled to begin at 9:00pm.

**SPECIAL TOWN MEETING BY PETITION,  
OCTOBER 22, 2007, 9:00PM**

At a legal meeting of the inhabitants of the Town of Westford, qualified by law to vote in Town affairs, held at the Abbot School on Monday, October 22, 2007, called to commence at 9:00 pm, the following business was transacted:

**Article 1: East Boston Camps**

It was VOTED that the Town authorize the Board of Selectmen and/or Conservation Commission to enter into a lease, license or contract relative to a portion of the East Boston Camps property, said lease, license or contract to be awarded pursuant to a Request for Proposals for an entity to use the property designated for the operation of an overnight camp or combination overnight and day camp for the summer of 2008 and for up to five summers thereafter. Said lease, license or contract shall be on such terms and conditions as the Board of Selectmen deem in the best interest of the Town and may include the following terms and conditions:

1. The only buildings said camp shall use are those on the north side of Burge’s Pond (boy’s camp, day camp and associated beach front), so designated on the map entitled “East Boston Camps” created by Westford’s GIS Department dated June 2005 (“Property”).
2. Campers shall carry on their activities primarily in the camp area corresponding to the buildings designated above.
3. Said camp shall be limited to eight weeks in July and August, allow no more than 200 campers registered for each week of operation and provide a plan for at least 20% of all overnight campers to be recruited from children of low and moderate income from Boston, Chelsea and/or other inner city areas.
4. In addition, the successful bidder shall provide a plan for encouraging registration of children from the Town of Westford and shall be covered by comprehensive

insurance of a type and amount which is, at minimum, equivalent to what was required for the camp operation conducted on this property in the summer of 2007.

5. The successful bidder shall provide the Town with proof of all certifications, health, safety and otherwise, required to confirm the safety and legality of the camp operation.
6. The successful bidder will be wholly responsible for the financial expenses associated with the camp in addition to care and maintenance of the buildings in the camp area for the summer and shall be required to comply with existing restrictions on the premises including but not limited to the recorded Conservation Restriction.
7. The successful bidder shall pay their proportionate share of the East Boston Camps caretaker's annual salary for said use.
8. The final RFP will be issued by November 5, 2007 with responses due back to the Town by December 15, 2007 and any bid awarded within one week thereafter.

All other requirements of the Uniform Procurement Act and other relevant laws and regulations shall be complied with.

A MOTION was made and seconded to add the words, "Successful bidder will be required to provide a program which specifically focuses on conservation, ecology and environmental education, in concert with the Town's primary purpose in purchasing the property" following the sentence ending with "up to five summers." The motion FAILED for lack of majority.

A MOTION was made and seconded to delete the words "and for up to five summers thereafter." The motion FAILED for lack of majority.

Having no further business to conduct under the warrant for the petitioned special town meeting, the meeting ADJOURNED at 9:45 pm and returned to the earlier meeting.

\* \* \*

## **EARLIER SPECIAL TOWN MEETING, CONTINUED**

### **Article 8: Petition a Special Act of the Legislature - Retired Police Officer to Work Detail**

It was VOTED that the Selectmen be and hereby are authorized to file special legislation with the General Court to allow the Town Manager to appoint retired Westford police officers as special police officers in the Town of Westford, said special police officers to be subject to the rules, regulations and policies promulgated by the Town Manager and the Chief of Police.

A quorum count was then called for by a voter and there were found to be 185 voters, 15 voters shy of the 200 voter quorum required to continue with town meeting business.

At 9:58 pm it was voted to adjourn to Tuesday, October 23<sup>rd</sup> at 7:00 pm.

## **SPECIAL TOWN MEETING, OCTOBER 23, 2007**

At 7:23 pm on Tuesday, October 23<sup>rd</sup>, there were 145 voters present, which did not achieve the quorum requirement of 200 voters. The remaining Articles were therefore not acted upon.

It was VOTED to dissolve the Special Town Meeting.

A true copy attest,

Kaari Mai Tari  
Town Clerk

## BOARD OF SELECTMEN

The Board of Selectmen is pleased to present its annual report to the residents of Westford for the calendar year 2007.

The Board of Selectmen broke with tradition and conscientiously addressed Town Meeting's wishes and continued to work on 2006 goals rather than establish new short and long-term goals for 2007.

Town and school departments continue to work cooperatively to balance needs while mindful of the impact of increasing property taxes on residents. No override was sought despite increasing energy and health insurance costs straining the budget. With a hiring freeze in place, the selectmen sought position consolidations and use of contracted services wherever possible as a cost-control measure. Recognizing a growing structural deficit, where expenses outpace revenue, the Board of Selectmen charged the Long Range Fiscal Policy Committee to address the problem in coming years. The Long Range Fiscal Policy Committee was comprised of 9 elected and appointed board members from the selectmen, finance and school committees and town staff. The town management team served as ex officio members. The recommendations of the committee will provide much needed future guidance. The selectmen are grateful for their months of service.

Two special elections were held in 2007. The first was on January 9 and asked voters whether or not to purchase the property known as Graniteville Woods. Voters chose not to support the citizens' initiative. A second special election was held on September 4 and asked voters whether or not to support the rehabilitation and expansion of the Cameron Senior Center. This initiative passed and Town Meeting will be asked to appropriate funds in Fall 2008 toward the completion of the project. The Representative Town Government Study Committee was established to study and advise the selectmen on a representative town government format and/or how to improve Town Meeting attendance.

New policies were adopted on the recording and release of minutes and media and information. A communication policy is under review. To further improve communication between committees, a third monthly meeting was added to facilitate board-to-board discussions. Twenty years of executive session minutes were released to the public to provide greater transparency in government. Use of the town's web site continues to expand with informational notices sent directly to subscribers.

The East Boston Camps Master Planning Committee delivered their report to Town Meeting in May after two years of study, and with lively debate, Town Meeting accepted the report. The first order of business was to transfer the care and custody of the property from the Board of Selectmen to the Conservation Commission. Further implementation proved challenging, given the suggested use for the property and the conditions and constraints. Two Requests for Proposals were issued for summer camp operation by outside organizations for 2007 and 2008. Camp operated in 2007 but with increased difficulty in property maintenance and security. After several years of deficit operations, the past camp operators chose not to continue in the summer of 2008. Although one camp tradition has ended, there is opportunity to begin a new tradition with the East Boston Camps Master Plan policies firmly in place.

Clean up efforts continue at the site of the Abbot fuel oil spill. The Department of Environmental Protection issued a Notice of Responsibility to the town, naming the town a co-contributor to the perchlorate contamination in the area of the new Highway garage. In a joint effort, the Board of Selectmen is working with the Water Department and Board of Health to oversee site remediation.

Valerie Wormell  
*Chair*  
Robert Jefferies  
*Vice-chair*  
Jim Sullivan  
*Clerk*

Dini Healy-Coffin  
Nancy Rosinski

*Board of Selectmen*

Implementation of the Permanent Town Building Committee's town building reuse plan continued. After study, the old Highway garage was decommissioned and the building deemed safe for use by the School Facilities and Animal Control Departments. The selectmen accepted the generous offer of the School Department to use the Town Farm building and allowed the Parks, Recreation and Cemetery Departments to occupy the first floor. The second and third floors remain open to explore potential use of the space for much needed affordable housing.

After 35 years of dedicated service to the town, Police Chief Robert Welch retired on December 31, 2007, with appreciation from the Board of Selectmen. Chief Welch prepared the department well, leaving the Town Manager with four qualified candidates to select from to take over as head of the department. On January 1, 2008, Deputy Chief Thomas McEnaney became the town's new Chief of Police, with full board support.

A comprehensive Fire Services and Organizational Analysis was completed to address the need for improved fire and emergency medical response as the town grows in population. The Board of Selectmen will now focus on plan recommendations, balancing citizen safety and budgetary constraints.

December brought significant changes to town government. Early in the month, Town Hall succumbed to the stress of growth when it was discovered the nearly 200-year-old structure could no longer support modern demands. In an unprecedented demonstration of emergency preparedness, the building was evacuated; staff relocated and service resumed within 24 hours. Permanent relocation plans will be finalized in 2008.

With great reluctance, the Board of Selectmen accepted the resignation of Town Manager Steven L. Ledoux. Steve faithfully served the community for 8 years, guiding the town through difficult financial times, developing a professional and capable staff, overseeing construction of state-of-the-art schools and municipal facilities, and improving the quality of life for all residents with open space purchases, such as East Boston Camps, and increased affordable housing. The board wishes Steve well in his next position as Town Manager of Acton.

The board said goodbye to another dedicated public servant and champion for affordable housing, Chris Romeo, who retired and joined the Zoning Board of Appeals. Chris's sense of humor and counsel on difficult issues will be missed. The board welcomed the return of Robert Jefferies, serving his third term, and new member, Nancy Rosinski.

Although buildings and faces may change, Westford town government remains strong, due to the many volunteers who selflessly serve and cherish the community. The board thanks the businesses, residents and staff who dedicate themselves to elevating quality of life for all.

## TOWN MANAGER

As I write this on my last day as Town Manager of Westford, there are so many images and recollections that are going through my mind in the eight years that I have served the community. There are many things that I am proud of, and I feel privileged that the selectmen have given me freedom to approach things and solve problems in my own way. The thing that I am proudest of is the extremely talented and dedicated staff that serves Westford on a daily basis. I have been in local government management for over thirty years, and I have to say, this group of people is the finest I have ever worked with. For some reason, I have been in a Teddy Roosevelt state of mind today, and several of his quotes have been sounding in my ears. To quote Teddy Roosevelt:

“The best executive is one who has sense enough to pick good people to do what he wants them to do and self-restraint enough to keep from meddling with them while they do it.”

I have tried hard to live up to this and hope I have succeeded to some degree.

There are too many people to thank for their support over the years to mention. This Town should be proud of the dedication of not only the employees, but those appointed and elected officials who toil constantly with the problems and controversies of the day.

Once again, Teddy describes my thinking perfectly:

"It is not the critic who counts; not the man who points out how the strong man stumbles or where the doer of deeds could have done better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood, who strives valiantly, who errs and comes up short again and again, because there is no effort without error or shortcoming, but who knows the great enthusiasms, the great devotions, who spends himself for a worthy cause, who, at the best, knows, in the end, the triumph of high achievement, and who, at the worst, if he fails, at least he fails while daring greatly, so that his place shall never be with those cold and timid souls who knew neither victory nor defeat."

I wish you all peace.

Goodbye and thank you,

Steven L. Ledoux

Town Manager

February 8, 2008

## AFFORDABLE HOUSING COMMITTEE

The goal of the Affordable Housing Committee is two-fold: to meet the state's mandate that 10% of the town's housing stock be affordable to low and moderate income households and to attempt to provide a diversification in housing opportunities in the Town of Westford. Once again, 2007 was a year of study, analysis, challenge, and success for the Committee. The following are the major projects and/or achievements that were considered and completed by our committee.

### Projects

The Affordable Housing Committee used the final report of the Land Acquisition Study Committee as its basis for selecting parcels of vacant land which could be utilized for the construction of affordable housing. Those selected parcels were as follows: a 40-acre parcel of vacant land on the corner of Forrest and Tyngsboro Roads, a 17.74 acre parcel on Boston Road, and a 2.34 acre parcel on Williams Avenue. Following is a brief review of the status of the Committee's deliberations on these various parcels.

*Forrest Road/Tyngsboro Road Parcel:* This parcel has been extensively reviewed by the AHC. Discussion on the various options that might exist for the property have been ongoing, with town staff providing valuable input based on their expertise in land use, planning, conservation issues, etc. In order to gather as much information as was necessary in order to determine the feasibility of construction on this parcel, the civil engineering firm of Landtech Consultants, Inc. was hired to prepare a Supplemental Data Report, providing the Committee such information as site description, topographic features, drainage patterns, etc. This report was presented to the Affordable Housing Committee in January, 2007. Natural Heritage has also provided information pertaining to this property and is, in fact, continuing to do so.

*Boston Road Parcel:* This parcel of vacant land was selected as a priority site for possible affordable housing construction. Once again, Landtech Consultants, Inc. was hired to prepare a Supplemental Data Report providing the AHC with information concerning this parcel, much like that which was presented for the Forrest Road/Tyngsboro Road property. Upon receipt and review of this report, the Affordable Housing Committee requested additional studies on this parcel, resulting in a Draft Site Assessment and Development Options Report which was prepared by Northern Middlesex Council of Government (NMCOG). Once these two reports were received, reviewed, and analyzed, the Affordable Housing Committee met with the Board of Selectmen to present the findings of these reports. Upon their review of these reports, after subsequent questions and concerns were addressed, and after hearing from abutters to the parcel, the Board of Selectmen then authorized the Town Manager to prepare a Request for Proposals (RFP) to be utilized for potential development planning for this site.

*Williams Avenue:* This 2.34 acre parcel of vacant land located in the Nabnasset section of the Town of Westford has been an on-going project of the Affordable Housing Committee. Consideration of and deliberation on this property actually began in early 2006, with the abutters of this parcel invited to participate in these discussions. The AHC had contacted the Lowell chapter of Habitat for Humanity in an effort to partner with that group in order to develop a truly affordable home on the Williams Avenue site. Once again studies were conducted on this property. The civil engineering and environmental consultant firm of David E. Ross Associates completed the wetland delineation and soil prob testing in order to determine the development feasibility of this parcel. This study determined that "development of the Williams Avenue parcel in accordance with town and state regulations and following general engineering practices would not have any adverse impacts on abutting properties." As a result of this study, the AHC and Habitat for Humanity subsequently determined that the

Diane Holmes  
*Chair*  
Scott Hazelton  
*Vice-chair*

Bruce Caldwell  
Ann Eno  
Mary Lynn Galgano  
Jim Silva

Non-voting members:  
Chris Pude  
*Director of the Westford  
Housing Authority*  
Ross Altobelli  
*Town Planner*

highest and best use of this property should be to allow for the construction of one single-family home. Since this parcel had been acquired by the Town of Westford as the result of the tax-taking process, the Tax Possession Sale Committee (TPSC) was brought into the discussions as it was their duty to determine the final disposition of this parcel. Upon their review of the AHC/Habitat proposal for this property, the TPSC eventually voted to recommend the transfer of this property to Habitat for Humanity. This transfer is now in process and is currently at the purchase and sale stage of property conveyance.

#### **Reviews**

- The Affordable Housing Committee appointed a representative to serve on a study committee to review proposed plans submitted for a condominium project known as Graniteville Woods.
- The Affordable Housing Committee provided its input on Jefferson at Westford (which is being proposed off Littleton Road) at the Zoning Board of Appeals meeting in May, 2007.

#### **Financing the Preservation of Affordable Housing**

In conjunction with the Westford Housing Authority and the Affordable Housing Trust, the AHC continued its attempt to preserve and/or regain affordable units at Haystack Estates and Keyes Corner. The Affordable Housing Committee is committed not only to creating additional affordable housing, but also to preserving that which already exists.

#### **Affordable Housing Committee Membership**

Calendar year 2007 brought about changes to the Committee's membership. Longtime member and passionate supporter of affordable housing Elaine Nickerson announced her resignation from the Committee in October. Elaine's significant knowledge of the process involved in the creation and preservation of affordable housing will certainly be missed. However, more importantly, Elaine's ability to focus on the big picture and to see a project through to its completion will be difficult, if at all possible, to replace. The Affordable Housing Committee thanks her for her many years of service and wishes her well in her future endeavors.

## ANIMAL CONTROL

The Animal Control Department is responsible for:

- enforcing all state and local regulations regarding the control of animals
- investigating complaints of animal behavior
- preparing findings and taking corrective actions against violations.

Michael Harrington  
*Animal Control Officer*

In addition the Animal Control Department through contractual agreement provides the same services for the town of Tyngsboro.

In 2007 Animal Control officers responded to or provided assistance for:

- 1124 dog-related complaints
- 1218 wildlife-related complaints
- 18 investigations of cruelty/neglect reports
- 1216 removals of deceased animals from public roadways

## BOARD OF ASSESSORS

The assessors office completed its triennial revaluation for certification for fiscal year 2008 (July 1, 2007 - June 30, 2008) based on a valuation date of January 1, 2007. Approximately 1500 parcels were visited and a thorough sales analysis of sales occurring in calendar year 2006 was done. The assessors office also analyzed all land sales, land residuals, and tear-downs. Market values have remained stable overall. New growth for FY 2008 was \$51,937,931, which was a decrease of \$2,468,154 from FY 2007. This growth was due to:

Titus Palmer  
*Chair*

Kevin Burke  
Diane Holmes

Jean-Paul Plouffe  
*Principal Assessor*

- continued inspection of approximately 1500 homes that have not been reviewed since prior to 2000
- full utilization of all sources of information on properties, such as MLS listings and sales

	<b>FY 2007</b>	<b>FY 2008</b>	<b>% change</b>
Total taxable assessments	\$3,894,563,061	\$3,907,172,157	+ .323%
Tax levy	\$51,017,244	\$52,357,398	+ 2.8%
Residential tax rate	\$13.10	\$13.40	+ 2.29%
Average single family residence assessed value	\$470,337	\$467,844	- .5%
Average single family tax	\$6,161.41	\$6,269.10	+ 1.72%

The Board of Selectmen voted to adopt a Small Commercial Exemption again for FY 2008. This in effect shifted the tax burden within the commercial/industrial class. The FY 2008 commercial/industrial tax rate was increased to \$13.58.

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 2008. The assessors office is continuing 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. Of the approximately 1500 parcels visited in FY 2008, approximately 300 were for building permits. The more accurate we can make this data, the more accurately the assessments will reflect current market value.

FY 2007 saw a similar number of applications for abatements of real and personal property as in FY 2006. This was because property values had been adjusted for FY 2007 through the annual interim 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 with updating office procedures; completion of the triennial 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 challenges with competence and dedication to the town. The assessors office recognizes that taxes are increasing as the town continues to grow and the demand for service increases. We will continue striving to provide good customer service to the taxpayers and to make every effort to assist taxpayers in understanding their assessments.

### Exemptions

In FY 2007 the Board of Assessors granted 215 statutory exemptions for property taxes in the total amount of \$226,544.29 (veterans, elderly over 70, blind, and Clause 41C). Nine applicants were granted a tax deferral under Clause 41A. Westford again adopted Chapter 126

*Board of Assessors*

of the Acts of 1988, allowing the statutory exemption to be increased to double their stated exemption amount. There were also 203 Community Preservation exemptions granted in the amount of \$23,478.81.

**Abatements**

In FY 2007 there were 113 request for abatements on real and personal property. Of these, 81 abatements were granted, 31 were denied, and 1 was withdrawn. There were 9 appeals filed with the Appellate Tax Board for FY 2007. One case involved an elderly exemption and the findings were for the town. Of the 8 property appeals, 1 was found in favor of the town, 3 were settled out of court, and 4 remain to be heard by the Appellate Tax Board. There is 1 outstanding case from FY 2005. The Commissioner of Revenue is in litigation with several telecommunications companies for FY 2003, 2004, 2005, 2006, 2007, and 2008.

# BRUCE FREEMAN RAIL TRAIL

Welcome Aboard!

The Official Groundbreaking Ceremony of The Bruce Freeman Rail Trail on October 9, 2007, was the exciting culmination of over 22 years of planning and design!

**Westford Representatives to the Friends of the BFRT**  
Chris Barrett  
Emily Teller

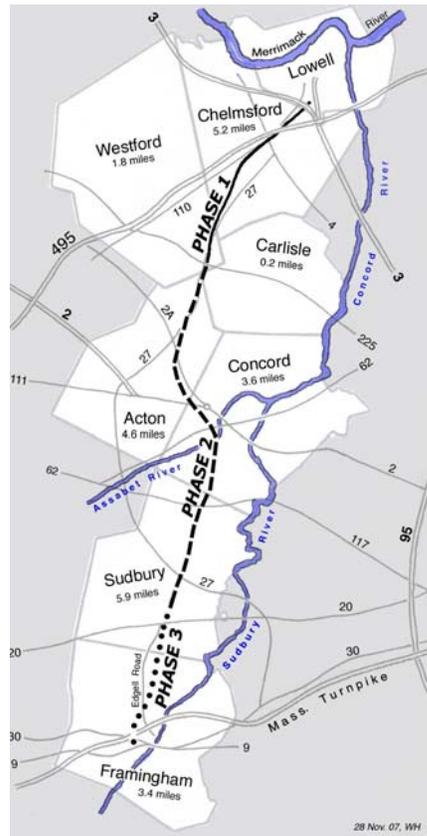
The Bruce Freeman Rail Trail (BFRT) runs 25 miles along the route of the old New Haven Railroad Framingham & Lowell line through the 8 communities of Lowell, Chelmsford, Westford, Carlisle, Acton, Concord, Sudbury, and Framingham:

- Phase 1** Lowell, Chelmsford, and Westford; currently under construction 6.8 miles  
Completion date of August, 2009
- Phase 2** Westford, Carlisle, Acton, Concord, and Sudbury 13.2 miles
- Phase 3** Continues through Sudbury ending at Route 9 in Framingham 4.6 miles

## Phase 1 - 6.8 miles in Chelmsford and Westford

The design and construction of Phase 1 is funded 100% with state and federal monies. This first phase had been extremely close to being constructed in 2004, but was postponed through a decision of MassHighway to have changes made on the design, based on experience with another rail trail project. The redesigned Bruce N. Freeman Memorial Bike Path bid opening was held at MassHighway's District 4 office on June 26, 2007 and the construction contract was awarded to S & R Corporation of Lowell on August 8, 2007. This is the same firm that built the Nashua River Rail Trail that extends from Ayer, Massachusetts, to Nashua, New Hampshire.

Pre-groundbreaking work began with marking wetlands and sensitive areas along Phase 1 in Chelmsford and Westford in September 2007. By the end of 2007, S&R had installed environmental protection and completed the clearing of brush and some trees for sight lines and also to enable machinery to work in the Right of Way (ROW). MassHighway is committed to minimizing the impact of construction on the surrounding areas, and the Resident Engineer has been meeting with Phase 1 abutters on site to address their specific concerns. As of the writing of this report, heavy snowfall covers the length of the trail and prevents the removal of the rails and ties along the full length of Phase 1. When weather permits, the rails and ties will be removed. Spring through fall of 2008 will bring renewed activity and progress, and a completion date of August 2009 is expected



This map showing the full BFRT is a joint creation of Westford resident Bill Harman and Concord resident Rob Comer.

for Phase 1. MassHighway is also preserving a number of artifacts and features of interest along the right-of-way, such as mile markers and other historical railroad objects.

#### **Phase 2A – 4.9 miles in Westford, Carlisle and Acton**

Before any design for Phase 2A was initiated, the rules of state and federal funding for the rail trail changed, and currently each “host” town must demonstrate its support for the project by funding 10% of the total construction-cost estimate. This is typically accomplished by the town paying for the 25% design work. Many towns have accomplished this by using Community Preservation Act (CPA) funds. At Westford’s May 2006 Town Meeting, the Parks, Cemetery and Recreation Commission enthusiastically sponsored a warrant article requesting \$20,000 in Community Preservation Funds to fund the “25% design” for Westford’s portion of Phase 2A. With strong support from the Community Preservation Committee, the warrant article passed by a unanimous vote of the Town Meeting.

Phase 2A begins about 50 feet north of the Route 225 intersection in Westford (where Phase 1 ends). It will then cross the intersection of Acton Road and Carlisle Road, run for about 800 feet to the Carlisle town boarder, then another 800 feet in Carlisle, and continue along Route 27 in Acton, eventually crossing Routes 2A/119 via an overpass/bridge and continuing parallel to Great Road for about 2 miles, terminating (temporarily) about 1,000 yards before the Route 2 Rotary in Concord. Phase 2B goes through West Concord, Concord, and to Route 20 in Sudbury. Phase 3 completes the rail trail to Route 9 in Framingham.

Acton, Carlisle, and Westford have formed a three-town partnership to work cooperatively on Phase 2A. Through a bid process, each town independently selected the design firm of Greenman-Pedersen, Incorporated (GPI) of Stoneham, Massachusetts. At the Cameron Senior Center on April 3, 2007, GPI presented their process and some design components to the monthly Friends’ meeting. GPI also held another public hearing (10% design meeting) in Acton on June 12, 2007, to seek public feedback on specific design elements (mainly the crossing of Routes 2A/119 in Acton) and present their draft design for public comment. The audience was very positive and, after looking at over 15 designs for the road crossing, heartily supported an overpass design for the 2A/119 crossing.

#### **“Day on the Hill” April 26, 2007**

Massachusetts legislators, including Geoff Hall (Westford and Chelmsford), Senator Steve Panagiotakos (Westford and Lowell), Senator Pam Resor (Acton) and Jamie Eldridge (Acton) invited the Friends of the BFRT to present an educational briefing at the State House in Boston, sharing information and vision with the legislature concerning the entire BFRT project. Attendees included Luisa Paiewonsky, Commissioner of MassHighway, and other state and local officials. The future interagency cooperation needed, beyond that already in place, became clearly evident to everyone present; there was great enthusiasm and support for the BFRT

#### **Ongoing BFRT Activity**

GPI is continuing to work closely with Westford town staff, including the Town Engineer, Town Planner, and the Town Manager’s Office to complete the 25% design work for submittal to MassHighway (MHD) for comment. The Town also has a comment period before submittal to MHD. After MHD returns the design for reworking to GPI, a revised 25% design will be resubmitted to MHD, and MHD will hold the “formal” 25% design public hearing, most likely at a location in Acton.

At Westford’s spring 2008 Town meeting, warrant articles may be presented to facilitate intersection easements and approve a Memorandum of Agreement or Understanding (MOA) between the town of Westford, MassHighway, and the Commonwealth’s Department of Conservation and Recreation (DCR) that is necessary for future maintenance of the BFRT, which is overseen by each local town. Acton and Carlisle also are approving these MOAs at their spring 2008 Town Meetings. In the meantime, the Friends of the Bruce Freeman Rail

Trail (FBFRT) is working in all eight towns to increase awareness and local support, secure CPA and other funding, and ensure progress for the entire 25-mile project.

#### **Westford Representatives to the Friends BFRT**

Westford residents Emily Teller and Chris Barrett serve as members of the Friends' Board of Directors. Chris Barrett has been instrumental in implementing a grant from Middlesex Savings Bank for the Friends group to expand its website to offer web-based membership infrastructure. Emily Teller has been working with state and town staff on the design aspects of both phases 1 and 2, as well as meeting with abutters and connecting them with MHD's Resident Engineer, who is addressing their concerns and ideas surrounding the construction of the trail along their property. We are in regular contact with GPI, helping them as requested, and keeping in close contact to facilitate progress of both the 25% design and the 75% design. We continue to work with FBFRT in other towns to pass supportive warrant articles, work with town staff and committees, and keep the public informed of the BFRT progress. The Friends of BFRT currently has 90 residents of Westford on our mailing list and 26 members.



Bruce Freeman Rail Trail right-of-way along Route 27 in Westford. Photo by Emily Teller.

The Friends group also has been instrumental in facilitating and increasing communication with MassHighway. A BFRT Coordinating Committee for phases 2 and 3 has been formed at the state level to include representatives from town governments and state agencies, including DCR and the Metropolitan Area Planning Council (MAPC). It is chaired by the newly designated MassHighway Project Manager for Phase 2 and meets quarterly at the District 4 Office.

The Friends BFRT have been a visible presence at town events, such as the newly instituted Westford Farmers Market on the Common, hosted trail clearings as appropriate at various times throughout the year, and also continue to hold monthly meetings in locations rotating through all eight BFRT towns. The public and interested citizens are encouraged to help in any of our activities and clearings, and to attend these informational meetings. 2007 meeting topics included: the Concord River Greenway planned for Lowell (which will eventually connect with the BFRT); a Phase 1 pre-construction panel in Chelmsford; comparison of trail surfaces; funding mechanisms for rail trails (Michelle Ciccollo); and a presentation of very preliminary design plans for Phase 2A by GPI.

#### **The BFRT and Other Trails on the Web**

Bi-weekly progress on the construction of Phase 1, links to many other rail trails in New England, studies and statistics about rail trails throughout the United States, and much more information is available on the FBFRT website: [www.brucefreemenrailtrail.org](http://www.brucefreemenrailtrail.org).

## BUILDING DEPARTMENT

During 2007 the building department issued 824 building permits (the most since 2000). The department as a whole (including plumbing, electrical and gas) took in \$731,569. This amount is \$196,612 more than in 2006. I attribute the increase not only to the number of building permits, but also to the commercial projects that have come in such as Avalon Bay, and to the two commercial buildings – 7 Lyberty Way and 314 Littleton Road. The following permits were issued by this department in 2007:

Matthew Hakala  
*Building Commissioner*

Building	824
Electrical	627
Plumbing	446
Gas	460
Total	2357

Some of the projects that were started or continued in 2007 are:

- Avalon Bay Apartments
- 7 Lyberty Way – industrial building
- 314 Littleton Road – Red Hat building
- Senior Housing at Mystery Spring (Tadmuck Road)
- Summer Village – ongoing seasonal cottages

This year, the building department has seen the start of online permitting, the closing of Town Hall due to structural issues, assisting with the gathering of information on East Boston Camps, and the start of microfilm and scanning plans for storage and ease of access. The building department was highlighted on Westford Cable, where I explained some of the department's functions. I look forward to more of these sessions to assist the public in better understanding the building department's role in the community.

In looking back at what was a very busy year for the department, I must give credit to all of my department's staff. Every day this dedicated group of employees dealt with the volume of permits and issues that arose as if it was just another day.

I look forward to working with everyone in dealing with new building codes and the full implementation of the online permitting in town.

## BYLAW REVIEW COMMITTEE

In October 2006, Special Town Meeting amended the town's general bylaws to create Chapter 10, which established the Bylaw Review Committee.

The Board of Selectmen advertised for volunteers to apply for committee membership, and in 2007 the selectmen appointed the three committee members.

The committee held its inaugural meeting on November 26 and another meeting in December. The committee elected officers, agreed on procedures for running its meetings, and set its schedule to meet on the second and fourth Mondays of each month. It also decided that in its first few months it would focus on working with those who were proposing amended or new bylaws for the May 2008 Annual Town Meeting warrant. The committee agreed that once that work was done it would turn to another of its duties – reviewing the current general bylaws for internal consistency and consistency with applicable laws and the Town Charter.

The committee drafted a memo to introduce itself to the town, explaining its function and availability to provide assistance as needed. The memo was emailed to all town departments, committees, and boards as well as to the local newspapers. The committee also asked the Selectmen to include deadlines in their timeline for the May 2008 Annual Town Meeting for submittal of proposed general bylaw amendments to the Bylaw Review Committee prior to warrant articles being sent to Town Counsel for review.

Lynn Cohen  
*Chair*

Amber Brown  
David Chandler

Kaari Mai Tari  
*Secretary and  
ex officio member*

## CEMETERY COMMISSION

The Cemetery Commission acts as the policy setting committee for the Cemetery operation. The commission is responsible for expenditures from various cemetery trust funds and oversees the operation and care of town-owned cemeteries. The three-member commission is appointed by the Town Manager and meets quarterly with additional meetings scheduled as needed.

Dan Provost  
*Chair*

Barbara Greenslade  
George 'Yogi' Rogers

The Town's six cemeteries are: Fairview Cemetery, Hillside (North Burying Ground), Old Pioneer Burying Ground, Pine Grove Cemetery, Westlawn (West Burying Ground), and Wright Cemetery. The maintenance and operation of cemeteries is within the Parks, Recreation, and Cemetery Department. The Cemetery office is located at Pine Grove. Burial records and information are maintained at the Recreation office in addition to the Cemetery office.

The Cemetery Commission reviewed the fee structure of all cemetery charges. Fees had not increased since 2004. A new fee structure was put in place effective January 1, 2008.

The commission wishes to thank the following people for donations to the cemeteries:

- Donna Gould and Family – tree
- Nancy Keelan and Family – granite bench
- Jessica Mingolelli and the Lynch Family – memorial tree
- Dorothy Gaumer and Family – granite bench

The commission has a tree-planting donation program and welcomes donations.

There have been a number of trees removed due to storm damage or disease. There has been a marked increase in broken limbs and fallen trees in particular at the older cemeteries. The crew removes the damage as needed to save the tree.

Several areas were cleared near the maintenance/office building at Pine Grove for storage of material. An area was also cleared for a small nursery to grow some much-needed shrubbery.

The Cemetery Commission met at the Town Tomb to view the interior. There were a number of wooden stakes, a grave box, and an old ladder that has been used as a lowering device. The tomb had been overgrown but Cemetery Supervisor Dick Nawoichik was able to get the door open.

John Mangiaratti of the Town of Westford GIS department has been working with Danielle Leblanc, Cemetery Senior Assistant, on maps and database management for the cemetery records. Several proposals were reviewed for a software management package. John has done a tremendous job working with the vendor to allow the department to better manage the records in electronic form. The goal is to have the information online.

There were 34 burials (1 infant, 9 cremations, and 24 full burials). There were 69 sales of grave lots (68 graves and 1 urn lot).

## COMMUNICATIONS ADVISORY COMMITTEE

The Communications Advisory Committee (CAC) is the Westford town board that advises and represents the interests of the Westford Board of Selectmen in their role as Franchise Authority for cable television and with regard to other services provided by Westford's cable operator (currently Comcast Corporation). The CAC also advises town residents regarding similar services that may be provided over media other than cable by a variety of broadband companies. Such services include Digital Subscriber Line (DSL) Internet access, and Voice over Internet Protocol (VoIP) local and long distance telephone service. The CAC does not deal with dial-up Internet access or conventional telephone service. Formerly called the Cable Advisory Committee, the CAC's charter was extended by the Selectmen in 2004 to include oversight of the additional broadband services mentioned, and the Committee's name was changed accordingly.

Dave Levy  
*Chair*  
Ken Woods  
*Vice-chair*  
Marc Davidson  
*Secretary*

Jim Silva  
Tony Vacca

The CAC negotiates and enforces cable TV license provisions with Comcast, which has been the town's cable operator since January of 2003. The CAC also serves as an advocate for individual Westford citizens in all matters involving the cable operator, as well as providers of other information and communication services (e.g. Internet access and IP telephony), which may be subject to a variety of regulatory frameworks. We encourage all interested parties to attend our meetings to air their concerns, to ask questions or just listen. CAC meetings generally take place monthly at the J.V. Fletcher Library, starting at 7:00 PM. Check postings at Town Hall for specific dates or contact the CAC to find out about upcoming meetings.

Apart from the issue of perennial price increases – and associated interest in “competition” (see below for more information on this topic) – there have been very few concerns voiced by subscribers regarding residential cable service in Westford in 2007, the third year of the term of the current Renewal License with Comcast.

The most important concerns of the CAC over the past year continued to involve the operations of Westford Community Access Television (Westford CAT) during its second year as Westford's Local Access Provider, in accordance with the associated provisions in the Renewal License, and as otherwise in accordance with the Memorandum of Understanding now in force between the Board of Selectmen and Westford CAT. Westford CAT is an independent, non-profit corporation and is governed by a board of directors comprised of members of the community of Westford. Ron Zimmerman continues to be responsible for all day-to-day operations of the Westford CAT studio, which relocated in the summer of 2007 to a new facility at 487 Groton Road (Route 40). Ron also oversees all off-site Local Access production activities in Westford.

Westford CAT operations continue to use Channel 10 for rebroadcast of town government programming, which is broadcast live on Channel 8 along with local and regional public access programming as well as the Bulletin Board. Educational programming from the Westford Public Schools continues to be broadcast on Channel 9. For more details, visit the very informative Westford CAT website at: <http://westfordcat.org>.

Throughout 2007, the CAC has been awaiting an application from Verizon to franchise FiOS TV in Westford, in conjunction with the rollout of FiOS Internet and Phone services (which are not locally regulated). Many neighboring towns already enjoy FiOS services. Although the CAC supports the desire of Westford town government to encourage expansion of consumer choice in cable TV providers, we also strive to maintain the high degree of municipal “negotiating power” relative to the cable TV franchise process that has been so successful in protecting municipal and private interests over the years – as exemplified in the hard-won Local Access provisions we now enjoy as the result of past negotiations with Comcast under the current franchising framework. In light of the increasing interest in FiOS expressed to the

*Communications Advisory Committee*

CAC by Westford citizens over the past year, the CAC hopes that Verizon will soon initiate their fiber-optic infrastructure buildout and engage our town in the process that will culminate in a FiOS TV Initial License in Westford.

The CAC website, now hosted at [www.westfordma.gov/cac](http://www.westfordma.gov/cac), provides Westford citizens with information on a variety of cable-related topics, and is slated to be updated and enhanced with new content in 2008.

In 2007, the CAC consisted of five volunteers appointed by the Board of Selectmen to renewable one-year terms. A quorum of three or more members is required to conduct official business.

The Westford CAC can be contacted by letter mail at Town Hall, or preferably by sending email to: [cac@westfordma.gov](mailto:cac@westfordma.gov). CAC Chair Dave Levy also invites telephone inquiries and voicemail at his home phone, 978-692-2290.

## 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 2007 Community Preservation Funds

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%, we are eligible for 100% matching funds from the state. Westford received a 100% state match of \$1,137,231.00 on October 15, 2006.

Westford received another full 100% match of \$ 1,190,322.00 on October 15, 2007. These funds will be allocated at a future Town Meeting.

In FY 2007, Westford locally raised \$ 1,188,066.11 in Community Preservation funds.

Westford has an annual commitment of approximately \$800,000 for its bond payment for the purchase of East Boston Camps.

3% Community Preservation property tax surcharge collections	\$1,188,066.11
Investment income/Penalties & Interest	197,197.75
Interest on late tax payments	<u>1,978.27</u>
Local FY 2007 Community Preservation total	1,387,242.13
State Match (Received 10/15/06)	<u>1,137,231.00</u>
<b>Total FY 2007 Community Preservation</b>	<b>\$2,524,473.13</b>

In 2007, the Community Preservation Committee (CPC) recommended projects to Annual Town Meeting and one Special Town Meeting.

### May 5, 2007 Annual Town Meeting

The CPC recommended and Town Meeting approved \$1,492,142 in funds transfers. Listed below are the project recommendations that were approved at the Annual Town Meeting.

#### Open Space Funding

- \$50,000: To the Conservation Trust Fund for use in future land purchases

#### Community Housing Funding

- \$200,000: To the Affordable Housing Trust Fund for the creation, preservation, support, rehabilitation or restoration of affordable housing
- \$33,000: For creation of affordable housing located at 85 Carlisle Road

#### Historic Funding

- \$20,000: Documentation of historic buildings, objects, and structures within the town
- \$25,000: Completion of a town-wide Archeological Assessment
- \$50,600: Removal and replacement of roof at the Town Farm building
- \$60,372: Preservation of historic town records and preparation of a Conservation Survey

Kathleen (Toody) Healy  
*Chair (At-large)*  
 Marilyn Frank  
*Vice-chair*  
*(Conservation Commission)*  
 Christine MacMillan  
*Secretary (At-large)*  
 Andrea Peraner-Sweet  
*Treasurer (Planning Board)*

Liz Adams  
*At-large*  
 Ken Hanly  
*Recreation Commission*  
 Scott Hazelton  
*Housing Authority*  
 Elizabeth Michaud  
*At-large*  
 Bob Shaffer  
*Historical Commission*

*Community Preservation Committee*

- \$50,000: For preservation of a historic structure located at 85 Carlisle Road

**Recreation Funding**

- \$960,000: Construction of synthetic fields at Nutting Road (parcel B of the East Boston Camps purchase)

**Administrative Funds**

- \$15,000: For administrative expenses for the Community Preservation Committee

**October 22, 2007 Special Town Meeting**

The CPC recommended and Town Meeting approved \$245,000 in funds transfers. Listed below are the project recommendations that were approved at the Special Town Meeting.

**Open Space Funding**

- \$235,000: For final payment of principal on the Bond Anticipation Note for the East Boston Camps property
- \$10,000: For the final payment of principal on the Bond Anticipation Note for the East Boston Camps property from Westford Land Preservation Foundation-East Boston Camps Gift Account

**Membership**

In 2007, Ingrid Nilsson and Evan Schapiro resigned from the Community Preservation Committee. The Community Preservation Committee wants to thank Ingrid and Evan for their dedicated service and commitment to our mission for the last six years. Ingrid and Evan had both been members since the Westford Community Preservation Committee was established in 2001.

## COMPREHENSIVE MASTER PLAN COMMITTEE

The purpose of the Comprehensive Master Plan Committee is to plan, develop, and recommend to the Planning Board a Comprehensive Master Plan for the Town. The committee works with a team of consultants led by Judi Barrett, Community Opportunities Group, Boston, MA. Northern Middlesex Council of Governments (NMCOG) is contracted to provide the economic development section of the plan. During 2007, members Bob Krankewicz, Paul Rohs, and Diane Weir, and associate members Pat Savage and Bev Woods resigned. Their ideas concerning the master plan were greatly appreciated; we wish they could have continued with the committee. Meetings are held in the evening on the second and fourth Thursday of every month at Millennium School. Committee documents and meeting minutes are available from the committee's web page on the town web site, [www.westfordma.gov](http://www.westfordma.gov), by going to the link for town departments. Thanks to Alan Rubin for developing and maintaining the web site.

Activities during the first half of the year focused on a town-wide survey that was mailed to all residences in January plus distributed to Westford Academy seniors. In total, 1162 town-wide and 132 student surveys were returned. The responses were manually entered into Excel spreadsheets by committee members and town staff. Peter Severance developed the spreadsheets, along with a procedure to verify the accuracy of the multiple-choice responses. Paul Rohs and Kate Hollister reviewed every transcribed comment for accuracy and completeness. All data were imported into Microsoft Access and statistical analyses were performed.

The committee spent the second half of the year reviewing technical papers written by the consultants. Each paper provided background information about Westford, followed by issues and/or discussion questions for the committee members. A subcommittee was formed for each paper with the following tasks: reviewing the contents for accuracy and completeness; soliciting inputs from town committees, staff, and other interested parties; and drafting responses to the questions for review and approval by the full committee. The schedule was aggressive, with each subcommittee having 8 to 9 weeks to complete its tasks. The technical papers and subcommittees were:

*Transportation:* Tom Spuhler (chair), Peter Ewing, Marian McCurley, Gideon Moran, Ed Thomas, John Cunningham

*Natural and Cultural Resources:* Peter Severance (chair), Peter Ewing, Carol Tucker, Victor Weisenbloom

*Housing:* Jim Silva (chair), Alan Rubin, Catherine Stewart

*Open Space and Recreation:* Marian McCurley (chair), Peter Severance, Kate Hollister, Alan Rubin, Jim Silva, Carol Winge

*Economic Development:* Victor Weisenbloom (chair), Gideon Moran, Ryan Dunn, Jim Kottas, Valerie Wormell

*Facilities and Amenities:* Jim Kottas (chair), John Cunningham, Kate Hollister, Valerie Wormell

*Land Use and Zoning:* Tom Spuhler (chair), Peter Severance, Carol Tucker, John Cunningham, Catherine Stewart

Kate Hollister  
*Chair*  
Jim Silva  
*Vice-chair*  
Alan Rubin  
*Clerk*

John Cunningham  
Peter Ewing  
Jim Kottas  
Marian McCurley  
Gideon Moran  
Peter Severance  
Tom Spuhler  
Catherine Stewart  
Ed Thomas  
Carol Tucker  
Victor Weisenbloom  
Carol Winge  
Valerie Wormell

Ryan Dunn  
*Associate Member*

*Comprehensive Master Plan Committee*

In addition, the entire committee developed a set of vision statements for what Westford should be like in the next 10 years. The vision statements, survey results, public input from forums held in 2006, and goals from other town documents were the basis for the Phase I report presented to the committee and Planning Board by Community Opportunities Group in May.

Committee members put in many hours above and beyond preparing for regular meetings in order to provide on-time, quality input to the plan. Their efforts are greatly appreciated by the officers, consultants, and Planning Board.

## CONSERVATION COMMISSION

2007 was a very active year for the Commission, with significant challenges both in the Wetlands Act and bylaw permitting, as well as conservation land management and planning for the future.

The Commission generally meets on the second and fourth Wednesday of each month at 7:30 PM at the Millennium School. The work by the Commission involves several types of review: (1) "Request for Determination," in which the Commission is asked to approve relatively minor work within 100 feet of wetlands; (2) Abbreviated Notice of Resource Area Delineation (ANRAD), in which the Commission is asked to approve a surveyed plan showing wetland boundaries; (3) "Notice of Intent," meaning that an applicant has notified the town of an intention to build a structure or any type of work in a wetland or the land around a wetland; and (4) Emergency Certificate, when rebuilding a septic system or some other emergency work necessitates alteration of a wetland or nearby land on short notice. Statistically the work during 2007 included the following: 17 public hearings were opened for Requests for Determination; 4 Public Hearings were opened for ANRADs; 24 public hearings were opened for Notices of Intent, with 3 hearings for amendments to existing Orders of Conditions; and 7 Emergency Certificates were issued. In doing this, the Commission conducted 6 formal site visits, and agent William Turner conducted numerous site visits pertaining to many ongoing projects as well as new proposals. The Commission issued 7 Enforcement Orders in relation to violations of the State Wetlands Protection Act and local wetlands bylaw.

In terms of permitting review, the "Jefferson at Westford" and "Cornerstone Square" projects were by far the most challenging projects. "Jefferson at Westford" is a 250-unit Chapter 40B affordable housing apartment project to be located on an old quarry and materials storage site located south off Littleton Road at the Chelmsford town line. Nearly 700 feet of the 2,200 foot long roadway runs through very large wetlands and will require nearly 5,000 sq. ft. of wetlands filling. A portion of the roadway will run within several feet of a state vernal pool onsite. The proposed roadway will be raised up to six feet above grade through the wetlands area, which raises concerns about the interference in wildlife movements through the wetlands. Other concerns include the impact of the proposed sewage treatment plant on the hydrology of the wetlands near Beaver Brook.

"Cornerstone Square" is a proposed multi-building retail center located primarily to the northwest of the intersection of Boston and Littleton Roads, with a portion on the south side of Littleton Road. At approximately 225,000 sq. ft., the proposal is significantly larger than the Wal-Mart that was proposed in the same location in the early 1990s. On the parcel northerly of Littleton Rd. there is one state-certified vernal pool on the project site and another just offsite to the west within a wetlands area that extends onto the project site. The primary issue has been the proposed wide departure from the setback requirements under the local non-zoning wetlands bylaw. The proposal initially had work directly adjacent to wetlands lines in a number of locations and little buffer in general. Not only has the Commission expressed concerns about this configuration of the project, but through the Massachusetts Environmental Protection Act review process, the Northern Middlesex Council of Governments, the Northeast Regional Office of the Department of Environmental Protection, and the State Secretary of Energy and Environmental Affairs have expressed concern with the lack of provision of buffers to the wetlands and indicated that more buffer should be provided. By year's end the project had been somewhat modified with some increases in setbacks and the hearing was continued.

A significant project permitted by the Commission during the year was a winter drawdown of Forge Pond for control of nuisance aquatic vegetation as applied for by the Lake Mattawanakee Association of Littleton in cooperation with the Littleton Electric Light and Water Department. A program of vegetation control is a balancing act between controlling

Eric Fahle  
*Chair*  
Peter Mahler  
*Vice-chair*  
  
Marilyn Frank  
Ann Jefferies  
Marian F. McCurley  
J. Michael Taevs  
Frank Winters

*Conservation Commission*

undesirable effects of invasive vegetation while protecting desirable flora and fauna and water quality. Drawdowns can put stress on populations of desirable organisms, such as freshwater mussels that are an important part of the lake ecosystem, so annual monitoring and assessment of the necessity for future actions are a critical part of the permit requirements and have been working successfully in the other lakes in town for which the Commission has issued permits for management programs, Lake Nabnasset and Long Sought For Pond.

A heavy level of construction continued in town throughout the year as work progressed on a number of significant projects which have obtained Commission approval, including, the "Summer Village" project located on Long Sought for Pond, "Tadmuck Meadows" off Tadmuck Road, "Southgate" off South Chelmsford Road, "Concord Place" on Concord Road, "Hawk Ridge" off Makepeace Road, Weetamoo III off Weetamoo Way, and "The Woodlands at Laurel Hills" on Durkee Lane. The Westford office of AMEC Earth and Environmental continued to provide construction monitoring services on the larger projects for the Commission on a consulting basis.

While work generally proceeded in a satisfactory manner on most of the sites, a failure to abide by conditions intended to control erosion and sedimentation at the Weetamoo III site and the "Woodlands at Laurel Hills" site resulted in discharge of sediment to wetlands. At Weetamoo III sediment was discharged to Long Sought for Pond during a moderate rain event on September 11. During the same event sediment was discharged to two wetlands areas near Durkee Lane from "The Woodlands at Laurel Hills" project, including into a vernal pool in which a state-listed species of concern had been identified. Fortunately, the Commission's agent was onsite during the rainstorm and was able to have the developer take actions that were able to limit the damage. The Commission issued enforcement orders in relation to these violations and required necessary actions to prevent further violations.

At Annual Town Meeting the town voted to adopt the Master Plan for East Boston Camps, and at the Fall Special Town Meeting it was voted to transfer care and custody of the property from the Board of Selectmen to the Commission. The Master Plan can be reviewed at the town's website [www.westfordma.gov](http://www.westfordma.gov) in the "Documents" section.

The Commission met a number of times with the selectmen to review issues concerning the camp. The Commission expects that the operation and care of the property will be a cooperative venture, which will involve a number of different boards and town departments, including the Parks and Recreation Department. The goals of the Master Plan will be fully pursued to the extent that resources are available to do so. A Request For Proposal for the operation of the camp in 2008, which was designed to generate revenue to pay for necessary repairs and maintenance on the camp buildings, did not bring forth any responses. Therefore it is not likely that there will be an overnight camp program in the summer of 2008. However, the annual 5<sup>th</sup> Grade Camp will be held and some fashion of day camp is expected to be run.

In the area of land preservation, the Commission acquired an important 6.9 acre parcel of land along Keyes Brook adjacent to East Boston Camps as a donation from Miriam O'Connell in memory of her husband, William C. O'Connell. The parcel is located in one of the most biologically diverse and significant wildlife habitats in Westford and will be known as the William C. O'Connell Wildlife Sanctuary. Our deepest thanks to the O'Connell family for this very important gift. Community Preservation Act funds were used to acquire 1.7 acres of land along Butter Brook off Shelly Lane. Also in 2007 the conveyance of conservation land at the Cameron School to the Council on Aging was approved by the State legislature, and as a result, the care and custody of 0.56 acres of land on Forge Pond at the end of Bradford Street and over 14 acres along Stony Brook near the Brookside Mill was transferred from the care and custody of the Board of Selectmen and Tax Possession Sale Committee to the Conservation Commission. Also, a permanent conservation restriction to the town through the Commission reached final state approval for three acres at 304 Groton Road. While small, the area protected contains magnificent old second growth forest, along with vibrant vernal pools on land adjacent to Long Sought for Pond.

An update of the Open Space and Recreation Plan was commenced with Community Opportunities Group of Boston providing consulting services. Community participation meetings were held in October, November, and December, while the Commission participated in the update of the town's Comprehensive Master Plan, meeting with several of the subcommittees to review their technical papers.

2007 was another great year for volunteer support for the Commission. Jim Silva organized a community effort to remove most of the pavement from the old parking lot and established a new grass area and other improvements on the Pond St. conservation land as another step in development of the Freedom Park project. Our thanks to his committee: the Westford Academy Community Service Team (WACST), led by student leaders Lauren Viarengo and Kristen Russo and their faculty advisor Ken Kravetz; the Westford Highway Department; and town volunteers (particularly John and Diane Healy). Thanks also for the generous donations from a wide range of donors including the Rotary Club, the Republican Town Committee, J.A. Healy Sons Funeral Home, American Legion Post 159, the Westford Sportsman Club, WACST, Helena "Mickey" Crocker, and the Benoit Family to help support this ongoing project. Supported with funds from the Commission's Reserved Filing Fees account, Peter Severance continued his volunteer work organizing and overseeing a water quality testing program in the major watersheds in town. The Westford Conservation Trust, guided by President Marian Harman continued to provide valuable service through their Trail Steward Committee led by Kate Hollister and Lenny Palmer. Our thanks to the Tuesday morning trail clipping group of Bill Harman, Lenny Palmer, Paul Cully, Steve Smith, Bob Murphy, Herb Elliott, Elizabeth Elliott, Beth Shaw, Bob Shaw, Shelagh Brady, Doug Craib, and Scott Harkness. The Trust also provides a valuable service by their publication of a trail guide for Westford. This may be accessed online at the Trust website: [www.westfordconservationtrust.org](http://www.westfordconservationtrust.org). As always, Eagle Scout candidates provided valuable projects. Our thanks to Stephen Clapp for developing a rail connection to conservation land off Tenney Road; to Max Lucey for installing bat houses at the Emmet Conservation land; to Mike Basmaji for installing a long section of boardwalk on the Peace Trail; to Michael Dee for his construction of trails between Town Hall and the Roudenbush Community Center; and to Peter Edwards for building a footbridge and kiosk on the Wilson conservation land.

The Commission is very pleased that Anthony Levick of Monadnock Berries has signed a new management agreement with the town to run the Hill Orchard for another five years. If you would like to see pictures and more information about the Hill Orchard, please visit the website of the Levick's own farm operation, Monadnock Berries, located in Troy, New Hampshire. The Web address is [www.monadnockberries.com](http://www.monadnockberries.com).

Two long-serving members, Mary Trubey and Margaret Wheeler, resigned from the Commission. Mary served for seven years as a member of the Commission and prior to that for many years was a faithful member of the audience at Commission meetings. She has also served on the Affordable Housing Commission. Margaret Wheeler was on the Commission for twelve years and for the past 4 years served as vice-chair. She performed outstanding work in the development of the 2002 Open Space and Recreation Plan and also served on the Graniteville Woods Committee.

Beyond their work on the Commission, members are active participants in other town committees and community organizations. Marilyn Frank serves on the Community Preservation Committee and as retiree representative on the town's Insurance Advisory Committee. Peter Mahler served on the East Boston Camps Master Plan Committee. Marian McCurley serves on the Comprehensive Master Plan Committee, and Eric Fahle served on the Pesticide Policy Committee. Frank Winters is a board member of the Westford Conservation Trust and works with the Parish Center for the Arts on the Gallery Committee.

If you are interested in more information about the Conservation Commission, Westford's conservation lands, wetlands, and other natural resources, please visit the Commission's website, which can be accessed from the Town of Westford home page at [www.westfordma.gov](http://www.westfordma.gov).

## COUNCIL ON AGING

The Westford Council on Aging is located at the ADA accessible former Cameron School, 20 Pleasant Street, now named the Cameron Senior Center. The Board thanks Evan Schapiro for his years of dedicated service. Evan resigned from the Council when he relocated out of Westford.

The Council on Aging (COA) was established on March 11, 1967, pursuant to Chapter 40, section 8B of Massachusetts General Laws. The COA also provides services, advocacy, and information to improve the quality of life for all 3,000 Westford residents who are 60 years of age and older. The Board of Selectmen works under the guidelines of the Executive Office of Elder Affairs and appoints the council.

Helena Crocker  
*Chair*

Nancy Cook  
Dorothy Hall  
Cecilia Healy  
Patricia Holmes  
Ret. Chief George Rogers  
Robert Tierney

Joanne Sheehan  
*Elder Services Director*

### **Mission**

The mission of the Westford COA is to promote the physical, emotional, and economic well-being of older adults, and to promote their participation in all aspects of community life.

### **Facility**

The Cameron Senior Center is a community focal point where older adults come together for services and activities that reflect their experience and skills, respond to their diverse needs and interests, enhance their dignity, support their independence, and encourage their involvement in and with the center and community. Cameron is shared by the entire community for human service needs. The eight-classroom, 15,288 square foot facility is supervised, scheduled, and maintained by the Director of Elder Services. There are 10,192 square feet of accessible space.

### **Senior Social Services**

Senior Social Services combines the work of a social worker and an elder outreach coordinator for the Council on Aging. The social worker works full time and responsibilities include assessments, crisis intervention, and referrals for services. In addition, guidance and referrals are extended to families in Westford and to those who are outside of the area and who need assistance for family members who live in Westford. The elder outreach coordinator works part time and visits homebound seniors, observes and refers specific issues to appropriate resources, and works closely with the social worker to offer a well-rounded team approach to Council on Aging Services. The goal is to ensure that seniors are able to maintain their independence in a safe and secure environment and to receive the support and guidance necessary if any changes take place. Support, assistance, and referrals are also available for non-elder residents on a regular basis.

More recently, the elder outreach coordinator and social worker have added to their functions and have been working to complement the program offerings from the senior center. Some examples include monthly men's breakfasts, chronic disease support group, homebound handyman services, collaboration with Westford Pride student volunteers, line dancing, canasta, scrabble, and cribbage.

In 2007 the Social Services team had over 300 office visits and made more than 3500 phone calls and more than 650 home visits. The Social Services office can be reached by calling the Cameron Senior Center at (978) 692-5523.

### **Adult Supportive Day Program**

The Adult Supportive Day Program, now in its sixth year, operates out of the Westford Housing Authority's Felix Perrault Community Room at 65 Tadmuck Road. The program is open four days per week, Monday, Tuesday, Wednesday, and Thursday from 8 AM to 4 PM. Transportation is provided. The Program Coordinator and Activity Director oversee our program.

Westford's Supportive Day Program is a member of the Massachusetts Adult Day Services. We follow Standards and Guidelines as set forth by the National Council on Aging and the National Adult Day Services Association for Core Services.

Our program provides elders a social program in a "home away from home" environment. Our goal is to provide seniors with interesting and fulfilling activities that promote dignity and self-worth, confidence, socialization, and stimulation. The Supportive Day Program is a place to make new friends and remain active. Clients are screened for appropriateness and family meetings are held quarterly to assess progress. Participants attend two to four days. A partnership with Elder Services of Merrimack Valley provides assistance to qualifying families. We offer free trial days for interested families.

We have again been fortunate to have a wonderful group of volunteers from the Tadmuck Housing complex, the Tax Work Off Program, students doing community service, and numerous town residents offering their time and special programs. We are appreciative of the support and commitment received from the Council on Aging, Town Hall staff, selectmen, the Town Manager, and our community.

Anyone interested in information regarding our program or volunteer opportunities, please contact us at 978-692-0803.

### **Transportation**

Van service provides transportation for Westford elderly and disabled to meet their obligations for keeping medical, nutritional, social, shopping, and other appointments. The service operates within Westford and surrounding towns.

Vans are owned by the Lowell Regional Transit Authority (LRTA) and the Town of Westford and administered by the Council on Aging (COA). Operation includes three vans that covered a combined 67,123 miles, a 4% increase in mileage relative to last year. Service was provided for 236 individual seniors and disabled people, a 45.7% increase relative to 2006.

Van 1 provided service for 1,090 medical and 1,049 shopping trips.

Van 2, assigned to the Adult Supportive Day Program, operates on a four day per week schedule and provided transportation for 1,627 trips.

Van 3 provides service to and from the Cameron Senior Center for social, nutritional and educational functions. This van made a total of 727 trips for congregate lunch and other Cameron activities.

### **Tax Relief**

A Council on Aging volunteer administers the Senior Tax Work Off Program for the Board of Selectmen. Money for this program (\$22,500) comes from the tax dollar and is appropriated in the Council on Aging budget, subject to approval at the Annual Town Meeting in May. The requests for applications are growing each year as the Property Taxes escalate. The program is open to all homeowners 60 years of age and over. The senior must occupy the house for which they are requesting the tax abatement. The 30 seniors funded must agree to work out a compatible arrangement about his or her 100 hours of time and duties with the department head to which assigned and are encouraged to continue on as a volunteer when their 100 hours are complete. The program begins on July 1, and all work must be completed by March 31 in order to apply the \$750 rebate to the last quarterly tax bill.

### *Council on Aging*

Tax Relief for the Elderly or Disabled (TREAD) is one avenue of relief for seniors age 65 and over or the disabled. It is based on income and assets of the applicant. Funding for this program is based entirely on the generosity of individuals and businesses. In 2007, 16 applications were awarded a total of \$10,000 in stipends of \$500-\$750 toward their third-quarter tax bills.

Dedicated volunteers continue to offer tax counseling at Cameron to the elders in Westford. This program is in collaboration with AARP. Our volunteer tax aide Hal Schreiber in 2007 completed 61 income tax forms.

#### **Westford Community Food Pantry**

The Food Pantry is housed at the Senior Center and is available to all Westford residents. The pantry relies on a dedicated group of volunteers for all services, including the delivery of groceries to the homebound. Approximately 103 unduplicated households were provided groceries this year.

#### **Respite & Companion Care**

The Respite-Companion Care program, for the 28<sup>th</sup> year, provided supervisory care to isolated or convalescent residents who are 60 years and older or disabled, allowing caregivers a time of relief (or “respite”) from their daily routine. The companions go to the homes of those in need of help, and they are available days, evenings, overnights, and weekends either on a temporary or permanent basis with a low cost of \$9 per hour. This service is provided in cooperation with the Chelmsford Council on Aging. In 2007 there were 28 Westford residents and their families who received companion care in their homes, with 26 of these residents age 60 and older. A sampling of outcomes from this program has been: elders able to age in place in the familiar surroundings of their home and community, delayed institutionalization, improved socialization/mental attitude of elders and their caregivers, reduced potential for abuse and neglect due to caregiver stress/burn-out, and improved quality of life for the elder as well as the caregiver/family.

#### **Legal Services**

The COA can refer you for assistance with legal issues such as consumer protection, evictions, food stamps, and other similar problems to Merrimack Valley Legal Services. In 2007, twenty-nine Westford seniors sought consultation.

#### **Nutrition**

The COA sponsors the following programs and encourages your participation by calling 978-692-4480 between the hours of 10 AM and 1 PM.

- Congregate Meals, available five days a week at Cameron at 11:30 AM; 135 individuals participated in 2007.
- Home Delivered Meals are federally funded to provide hot meals, five days a week; 57 elder residents who are homebound participated.

#### **Volunteers**

179 volunteers provided 10,971 hours of service to the Council on Aging.

## CULTURAL COUNCIL

The Westford Cultural Council received a total of \$4000 from the Massachusetts Cultural Council to distribute to organizations and individuals who applied for grants to support cultural activities that benefit Westford residents. Added to the state's money was \$300 not encumbered from last year, allowing the council to award \$4300 in grants. In awarding grants, the council seeks to serve a broad spectrum of Westford's population. The council received 22 applications for fiscal year 2007 and awarded grants to the following ten applicants:

Alice Phalen  
Aurora Winters  
*Co-chairs*  
Kristen Vegeto  
*Treasurer*

Barbara Bergin  
Mary Lyman  
Steve Pixley  
Carol Winge

- Puppetry Workshop for Blanchard Middle School Foreign Language students: \$400 towards a one-week, artist-in-residence program designed to strengthen young students' speaking and aural comprehension of a foreign language through the use of hand-made puppets.
- Friends of the Cameron Senior Center: \$1000 toward senior citizen entertainment activities for the time period July 2008 through December 2009.
- Judith Jango-Cohen: \$300 for a multi-faceted presentation *Gators, Octopi, and Grizzlies, Oh My!* to be presented July 9, 2008, as part of the J.V. Fletcher Library's Summer Reading Program.
- Lowell Philharmonic: \$400 to support Free Friday Concerts from September 2007 through March 2008. Several Westford residents perform in some of the concerts.
- Gregory Maichack: \$100 towards the program *The Art of Pastel II: The da Vinci Mode* to be held April 3, 2008, at the J.V. Fletcher Library. This program is geared towards teens and adults and has been successfully received in the past.
- Merrimack Repertory Theatre: \$350 to support special matinee performances of *A Delicate Balance* for Westford Academy students to be presented March 13 through April 6, 2008. Students will attend free of charge and receive educational materials. Teachers will be provided teaching guides and student study guides.
- John Root: \$100 towards his program *Wildflowers of the Northeast* to be held November 5, 2008, at J.V. Fletcher Library. This event is sponsored by the Westford Garden Club.
- The Discovery Museum in Acton: \$250 to support *Westford Free to Explore Weekend*. The Museum will publicize a weekend when Westford families can attend the museum free of charge and also join at a discounted rate.
- Westford Chorus: \$1000 toward the performance of Verdi's *Requiem* in January 2008.
- Yankee Notions: \$400 toward their concert of New England Folk music to be presented on March 14, 2008, as part of the Westford Museum and Historical Society's Folk Concert Series.

The state provides that 5% (\$200) of the award money be allocated toward administrative expenses. A surplus in the council's account covered administrative expenses this year, allowing the council to award the entire \$4000 to grant applicants.

Now that the grant cycle is completed, the council will turn its attention to seeking community input and planning a council-sponsored cultural event for fiscal year 2008.

## EAST BOSTON CAMPS MASTER PLAN COMMITTEE

In 2007, the East Boston Camps Master Plan Committee began the year preparing for and conducting a second public forum which was held on February 1, 2007. At this forum the Committee's goal was to obtain additional feedback from townspeople prior to preparing a final master plan on the issues of (1) limiting access to Burge's Pond, (2) implementing a forestry management plan, (3) increasing access for Westford residents via improved parking and circulation and managed group access, (4) consideration of camp options, and (5) consideration of options for management of the property in the future. The forum overwhelmingly confirmed prior town input and the Committee's preliminary direction to implement a forestry management plan, limit access to the pond, improve parking, manage group access carefully, continue the traditional overnight camps, and transfer custody of the property to the Conservation Commission.

The Committee met many times in the ensuing three months to painstakingly review all Committee members' edits and inputs to the plan as well as staff input, and generated a final plan that was approved unanimously by the Committee.

This final plan was presented to the Annual Town Meeting on May 5 and was approved overwhelmingly with one minor change made from the floor with the Committee's consent.

Kirk Ware  
*Chair*

Toody Healy  
*Community Preservation  
Committee*

Dini Healy-Coffin  
*Board of Selectmen*

Peter Mahler  
*Conservation Commission*

Nancy Rosinski  
*Westford Land  
Preservation  
Foundation*

Leslie Thomas  
*Water Department*  
Mary Ellen Tynan  
*Recreation Committee*

**At-large Members**

Denise Brunelle

George Fletcher

Angela Harkness

Dan Lamb

## ENGINEERING DEPARTMENT

The Engineering Department supports the maintenance and operations of the town's infrastructure. Many of the activities of this department are in concert with the Highway Department, Planning Department, Conservation Commission and Parks Department. Engineering services include reviewing plans and specifications for compliance with design standards, and the construction inspection of subdivision infrastructure and other bonded construction sites for compliance with approved plans. The Engineering Department designs projects for various town entities and assists in all levels of procurement for a variety of projects.

John Livsey  
Town Engineer

Key responsibilities are as follows:

- Management and completion of the Phase II Storm Water program
- Coordination of inter-departmental processes with Planning to promote more efficient service delivery
- Coordination with other government agencies and utility companies when projects are in the public right-of-way
- Provide plans, specifications, estimates, right-of-way plans, property descriptions and procurement services for various town projects
- Attend development review meetings in coordination with the Planning Department to review applications for compliance with town standards and standard engineering practices
- Conduct inspections of work within the public right-of-way and on developing parcels throughout the construction process
- Provide assistance to the public regarding right-of-way issues
- Process road opening permits and calculate road opening bonds
- Administer and coordinate engineering consultant contracts
- Design and administer projects for the annual Capital Improvement Program, including roadway, curb, gutter and sidewalk improvement analysis
- Perform minor traffic engineering analysis
- Respond to neighborhood concerns and requests

Additionally the Engineering Department has been involved in and completed a number of important projects. A sample of these projects is as follows:

- The Minot's Corner/Route 110 design project is ongoing. This project is under design by a professional traffic engineer working under the direction of the Engineering Department. Safety, traffic flow and pedestrian accommodations will be included in the final design of this project.
- The Engineering Department procured and successfully oversaw the completion of the Museum fire escape and sill replacement project.
- The Engineering Department has worked with the School Department through the Living Labs program by participating in a week-long educational experience. This entailed providing education to the fifth grade students as to the importance and significance of stormwater. This included an outdoor station demonstrating the function of a catch basin as well as an indoor lab that included map reading and the important part that we all play in preserving our natural resources.

*Engineering Department*

- The second phase of the Bruce Freeman Rail Trail is under design and this design is being overseen by this department.
- The Engineering Department worked diligently to get old, incomplete subdivisions completed so that they may be brought forward to Town Meeting for acceptance. Examples of projects that have significantly progressed are Starr Circle, Hitchin' Post Greens II and Alcorn Crossing.

## FINANCE COMMITTEE

The Finance Committee is an independent town board whose nine 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. In order to make informed recommendations, committee members regularly consult other committees and town officials.

During the FY'08 budget process there continued to be a high level of cooperation among the Board of Selectmen, the School Committee, and the Finance Committee. Under the leadership provided by Town Manager Steve Ledoux, Finance Director Suzanne Marchand, and School Superintendent Bill Olsen, most town budget issues were resolved early in the process.

In May, Annual Town Meeting passed an operating budget for FY'08 of \$83,948,330, an increase of about \$4.427 million (5.6%) over the prior year. This sum largely maintains the current level of services provided by town departments. Increases in insurance costs represented almost 40% of the year-over-year operating budget growth.

Free cash was certified at \$5.314 million, which is \$1,286,020 above the minimum recommended level. Excellent budget management by town department heads, coupled with the receipt of the final payment from the dissolution of the North-East Solid Waste Consortium, were contributors to this favorable year-end cash reserve position.

The town enjoyed the benefit of several favorable revenue factors. The town received reimbursement for the \$1.5 million expenditure associated with the oil leak from an underground tank at the Abbot School. The Massachusetts School Building Authority (MSBA) provided reimbursement for the state share of the cost for several of the school buildings built or renovated in recent years. These funds will be used to service the related debt over the horizon of the loans and will provide investment income to the town. State Aid, which increased dramatically last year, came in at a 4.2% increase over FY'07.

The net effect of these budget elements yielded a tax rate increase of 1.32%.

While Westford has experienced favorable unusual events, we must remain cautious about the likelihood of these reoccurring in the future. Annual expenditures continue to exceed anticipated revenue, and the five-year financial forecast shows that gap widening each year. We have deferred major capital expenditures and held off on spending for preventative maintenance. These are short-term solutions, and cannot be sustained. Difficult prioritization and structural decisions will need to be made in the near future to maintain high service levels at an affordable cost.

In June 2007, the committee conducted its annual reorganization and elected Dave Murray as chairman and Tom Price as vice-chair. The committee saw the departure of members Judith Culver, who was elected to the School Committee, Rich MacKenzie and Charlie Rusman, and welcomed new members Ali Corvino, Ingrid Nilsson and the return of former member Jeanne Drula.

Dave Murray  
*Chair*  
Tom Price  
*Vice-chair*

Ali Corvino  
Jeanne Drula  
Al Herget  
Ingrid Nilsson  
Rose O'Donnell  
Michael Princi  
Kelly Ross

## FINANCE DEPARTMENT

The Financial Statements for the Fiscal Year ended June 30, 2007 are herewith submitted.

The data represents a fair and accurate presentation in all material aspects of the town's financial position and results of its operations.

The report is based on information recorded using the Uniform Municipal Accounting System (UMAS) of the Massachusetts Department of Revenue.

An audit of the Town's financial records by Melanson Heath and Company, PC, Certified Public Accountants has been completed and the results of that audit are available in my office for public inspection.

Suzanne C. Marchand  
*Finance Director/Treasurer*  
Alice M. Ferro  
*Town Accountant*

TOWN OF WESTFORD, MASSACHUSETTS  
GOVERNMENTAL FUNDS  
BALANCE SHEET  
JUNE 30, 2007

**ASSETS**

Cash and short-term investments						
Restricted cash						
Investments						
Receivables:						
Property taxes						
Excises						
Departmental and other						
Intergovernmental						
<b>TOTAL ASSETS</b>						
	\$	11,314,669	\$	-	\$	15,119,483
		22,066,417		-		22,066,417
		93,595		4,942,560		9,421,158
		638,721		-		638,721
		255,004		-		255,004
		136		10,011		10,147
		-		-		7,846
	\$	<u>34,368,542</u>	\$	<u>4,952,571</u>	\$	<u>47,518,776</u>

**LIABILITIES AND FUND BALANCES**

Liabilities:						
Warrants payable						
Deferred revenues						
Tax refunds payable						
Notes payable						
Other liabilities						
<b>TOTAL LIABILITIES</b>						
Fund Balances:						
Reserved for:						
Encumbrances and continuing appropriations						
Perpetual (nonexpendable) permanent funds						
Debt service						
Unreserved:						
Undesignated, reported in:						
General fund						
Special revenue funds						
Capital project funds						
Permanent funds						
<b>TOTAL FUND BALANCES</b>						
<b>TOTAL LIABILITIES AND FUND BALANCES</b>						
	\$	932,480	\$	-	\$	1,035,597
		395,008		10,011		405,019
		941,400		-		941,400
		-		245,000		245,000
		978,276		-		978,276
		3,247,164		255,011		3,605,292
		3,160,939		-		3,160,939
		22,066,417		-		397,543
		5,894,022		-		-
		-		4,697,560		5,894,022
		-		-		10,458,273
		-		-		1,666,432
		-		-		269,858
		31,121,378		4,697,560		43,913,484
	\$	<u>34,368,542</u>	\$	<u>4,952,571</u>	\$	<u>47,518,776</u>

TOWN OF WESTFORD, MASSACHUSETTS GOVERNMENTAL FUNDS				
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES FOR THE YEAR ENDED JUNE 30, 2007				
	General Fund	Community Preservation Act Fund	Nonmajor Governmental Funds	Total Governmental Funds
<b>Revenues:</b>				
Property taxes	\$ 49,969,508	\$ 1,188,066	\$ -	\$ 51,157,574
Excises	2,726,977	-	-	2,726,977
Penalties, interest and other taxes	468,260	-	-	468,260
Charges for services	-	-	4,663,585	4,663,585
Intergovernmental:	-	1,137,231	2,824,488	3,961,719
MSBA proceeds	21,845,457	-	-	21,845,457
Oil spill grant	1,500,000	-	-	1,500,000
Other	23,662,962	-	-	23,662,962
Licenses and permits	1,046,804	-	-	1,046,804
Fines and forfeitures	28,745	-	-	28,745
Investment income	847,902	222,716	192,398	1,263,016
Miscellaneous	397,696	11,978	16,901	426,575
<b>Total Revenues</b>	<u>102,494,311</u>	<u>2,569,991</u>	<u>7,697,372</u>	<u>112,751,674</u>
<b>Expenditures:</b>				
<b>Current:</b>				
General government	3,666,059	976,584	134,487	4,777,130
Public safety	6,453,971	-	134,479	6,588,450
Education	45,224,383	-	5,142,044	50,366,427
Public works	3,981,843	-	1,073,003	5,054,846
Health and human services	746,462	-	418,419	1,164,881
Culture and recreation	1,753,504	-	652,686	2,406,190
Employee benefits	7,655,421	-	-	7,655,421
Miscellaneous	-	-	6,272	6,272
Debt service	10,097,339	-	-	10,097,339
Intergovernmental	331,442	-	-	331,442
<b>Total Expenditures</b>	<u>79,890,424</u>	<u>976,584</u>	<u>7,561,390</u>	<u>88,428,398</u>
Excess (deficiency) of revenues over expenditures	22,603,887	1,593,407	135,982	24,323,276
<b>Other Financing Sources (Uses):</b>				
Transfers in	344,604	-	1,480,493	1,825,097
Transfers out	(1,575,176)	(296,999)	(344,604)	(2,216,779)
<b>Total Other Financing Sources (Uses)</b>	<u>(1,230,572)</u>	<u>(296,999)</u>	<u>1,135,889</u>	<u>(391,682)</u>
Excess (deficiency) of revenues and other sources over expenditures and other uses	21,373,315	1,296,408	1,271,871	23,931,594
<b>Fund Equity, at Beginning of Year</b>	<u>9,748,063</u>	<u>3,411,152</u>	<u>6,822,675</u>	<u>19,981,890</u>
<b>Fund Equity, at End of Year</b>	<u>\$ 31,121,378</u>	<u>\$ 4,697,560</u>	<u>\$ 8,094,546</u>	<u>\$ 43,913,484</u>

TOWN OF WESTFORD, MASSACHUSETTS  
GENERAL FUND

STATEMENT OF REVENUES AND OTHER SOURCES, AND EXPENDITURES AND OTHER USES - BUDGET AND ACTUAL  
FOR THE YEAR ENDED JUNE 30, 2007

	Budgeted Amounts		Actual Amounts	Variance with Final Budget Positive (Negative)
	Original Budget	Final Budget		
<b>Revenues and Other Sources:</b>				
Taxes	\$ 50,518,725	\$ 50,518,725	\$ 50,518,725	\$ -
Excise	2,900,000	2,900,000	2,726,977	(173,023)
Penalties, interest and other taxes	468,000	468,000	468,260	260
Inergovernmental:				
MSBA proceeds	-	-	21,845,457	21,845,457
Oil spill grant	-	-	1,500,000	1,500,000
Other	18,783,666	18,783,666	18,792,455	8,789
Licenses and permits	825,000	825,000	1,046,804	221,804
Fines and forfeits	30,000	30,000	28,745	(1,255)
Investment income	450,000	450,000	847,902	397,902
Miscellaneous	299,000	299,000	397,695	98,695
Transfers in	40,100	40,100	344,605	304,505
Use of free cash	3,156,991	4,341,998	4,341,998	-
Use of designated fund balance	73,633	73,633	73,633	-
<b>Total Revenues and Other Sources</b>	<b>77,545,115</b>	<b>78,730,122</b>	<b>102,933,256</b>	<b>24,203,134</b>
<b>Expenditures and Other Uses:</b>				
General government	3,984,635	3,985,501	3,469,380	516,121
Public safety	6,793,216	6,793,216	6,494,822	298,394
Education	41,067,592	41,067,592	40,823,386	244,206
Public works	4,222,430	4,222,430	3,977,655	244,775
Health and human services	805,277	805,277	741,007	64,270
Culture and recreation	1,847,762	1,847,762	1,815,375	32,387
Debt service	10,126,047	10,126,047	10,097,339	28,708
Inergovernmental	328,671	328,671	331,442	(2,771)
Employee benefits	7,754,383	7,754,383	7,655,421	98,962
Transfers out	391,682	1,575,823	1,575,176	647
Other uses-snow and ice deficit	-	-	537,499	(537,499)
Other uses-snow and ice deficit	223,420	223,420	370,376	(146,956)
<b>Total Expenditures and Other Uses</b>	<b>77,545,115</b>	<b>78,730,122</b>	<b>77,888,878</b>	<b>841,244</b>
Excess (deficiency) of revenues and other sources over expenditures and other uses	\$ -	\$ -	\$ 25,044,378	\$ 25,044,378

TOWN OF WESTFORD  
FY 2007 Budget Basis - General Fund

DEPARTMENT/Purpose	FY2006 Encumbered & Carried Fwd	A.T.M. 506 Budget	A.T.M. 0506 Av Transf	S.T.M. -1006 S.T.M. 0507 Av/Transf	Comp Reserve	Reserve Fd Transfers	Expended	FY2007 Encumbered & Carried Fwd	Closed to Fund Balance
122 SELECTMEN	260.00 49,826.21	11,600.00	-	-	-	8,720.00	19,056.83 36,625.00	1,220.00 13,201.21	303.17
123 TOWN MANAGER	-	253,576.00 62,700.00	-	-	9,338.81	-	254,914.81 62,693.10	-	8,000.00 59.86
131 FINANCE COMMITTEE	66,668.69	-	-	-	-	-	-	66,668.69	-
132 FINANCE DIRECTOR	-	8,180.00 455,000.00	-	-	-	(186,231.94)	6,152.29	110.00	1,917.71 288,768.06
133 TOWN ACCOUNTANT	-	172,469.00 44,800.00	-	-	15,939.17	-	188,408.17 44,199.66	-	600.34
141 ASSESSORS	8,500.00	175,127.00 15,175.00	-	-	4,922.50	-	162,983.72 9,843.12	7,007.19	17,765.79 5,824.69
145 TAX COLLECTOR	2,554.00	219,004.00 82,650.00	-	-	3,113.22	-	221,715.82 51,395.35	32,816.00	401.40 992.65
151 LEGAL SERVICES	-	151,260.00 61,765.00	-	-	9,290.23	-	160,396.37 42,865.57	2,800.00	163.86 16,079.43
152 HUMAN RESOURCES	19,130.00	213,100.00	-	-	-	-	150,594.61	31,727.11	48,908.28
155 TECHNOLOGY	47,601.00 623,970.92	160,842.00 29,854.00 200,000.00	-	-	6,558.06 (174,818.11)	-	167,400.06 21,295.61	2,000.00	9,367.39 25,181.89
		203,034.00 731,871.00	-	-	23,842.30	-	199,822.30 745,713.90	17,825.03 386,250.62	27,054.00 21,296.37
		-	130,000.00	-	-	-	387,720.30	-	-

DEPARTMENT/Purpose	FY2006		A.T.M. 5/06		A.T.M. 05/06		S.T.M. 05/07		FY2007		Page 2 of 5 Close Fund Balance
	Encumbrances & Carried Fwd	Budget	At/Transf	At/Transf	At/Transf	Comp Reserve	Reserve Fd Transfers	Expended	Encumbrances & Carried Fwd	Fund Balance	
161 TOWN CLERK											
Personal Services Expenses	4,244.75	143,441.00	-	-	-	7,904.38	10,024.98	159,747.74	3,300.00	1,622.62	
Capital	3,362.80	22,827.00	8,566.00	-	-	-	3,050.00	4,196.00	8,352.80	2,235.06	
170 PERMITTING											
Personal Services Expenses	2,800.00	139,652.00	-	-	-	-	14,000.00	119,168.89	1,000.00	20,683.11	
171 CONSERVATION COMMISSION											
Personal Services Expenses	1,100.00	62,657.00	-	-	-	1,681.82	-	64,338.82	250.00	1,165.39	
Capital	-	8,410.00	-	-	-	-	-	8,094.61	-	-	
175 PLANNING BOARD											
Personal Services Expenses	6,720.00	54,325.00	-	-	-	1,974.62	-	56,299.62	16,187.00	3,648.54	
Capital	100,000.00	23,400.00	-	-	-	-	-	23,700.00	76,300.00	-	
176 ZONING BD OF APPEALS											
Expenses	2,800.00	5,000.00	-	-	-	-	-	2,575.40	1,000.00	4,224.60	
Capital	5,000.00	-	-	-	-	-	-	-	5,000.00	-	
179 GIS											
Personal Services Expenses	48,090.00	54,604.00	-	-	-	1,343.88	-	55,947.88	46,184.00	13,081.50	
Capital	11,230.00	60,800.00	7,190.00	-	-	-	-	18,190.00	200.00	30.00	
192 TOWN HALL											
Personal Services Expenses	5,350.06	42,402.00	-	-	-	-	-	38,775.25	17,611.75	3,622.75	
Capital	-	120,460.00	-	-	-	-	-	101,261.06	60,000.00	6,677.23	
Bill of Prior Year	-	-	-	-	-	-	-	855.51	-	0.49	
<b>GENERAL GOVERNMENT</b>	<b>1,013,690.49</b>	<b>3,998,225.00</b>	<b>145,756.00</b>	<b>80,866.00</b>	<b>88,909.02</b>	<b>(150,436.96)</b>	<b>3,666,059.50</b>	<b>817,012.40</b>	<b>516,119.61</b>		
210 POLICE											
Personal Services Expenses	151,991.00	3,626,689.00	-	-	-	20,094.63	-	3,363,925.30	213,650.00	221,984.93	
Capital	6,970.00	368,816.00	134,800.00	-	-	-	-	365,020.30	10,600.00	1,955.30	
220 FIRE											
Personal Services Expenses	-	2,094,061.00	-	-	-	11,213.74	-	2,001,535.06	15,000.00	28,739.68	
Capital	-	196,471.00	-	-	-	-	23,988.28	212,875.15	3,531.64	3,662.49	
241 BUILDING DEPARTMENT											
Personal Services Expenses	2,711.23	212,136.00	-	-	-	3,979.70	-	183,834.63	-	32,281.07	
Capital	-	17,697.00	-	-	-	-	-	10,289.69	3,663.73	6,654.81	

Finance Department

Page 3 of 5

DEPARTMENT/Purpose	FY2006 Encumbrances & Carried Fwd	A.T.M. 5/06 Budget	A.T.M. 05/06 Avl/Transf	S.T.M. 05/07 Avl/Transf	Comp Reserve	Reserve Fd Transfers	Expended	FY2007 Encumbrances & Carried Fwd	Closed Fund Balance
244 SEALER WEIGHTS & MEASURES									
Personal Services Expenses	-	3,000.00	-	-	-	-	3,000.00	-	-
291 EMERGENCY MGMT									
Personal Services Expenses	-	4,000.00	-	-	-	-	4,000.00	-	-
Capital	-	6,020.00	-	-	-	-	5,892.55	-	27.45
292 ANIMAL CONTROL									
Personal Services Expenses	23,892.88	104,494.00	-	-	9,845.17	-	114,338.17	-	-
Offset	-	17,100.00	-	-	-	-	34,887.89	1,595.00	4,510.09
Capital	-	(36,000.00)	-	-	-	-	(36,000.00)	-	-
294 TREE WARDEN									
Personal Services Expenses	5,815.25	2,000.00	-	-	-	-	2,000.00	-	-
	191,360.46	33,000.00	-	-	-	-	36,353.47	-	361.78
<b>PUBLIC SAFETY</b>									
305 WESTFORD PUBLIC SCHOOLS									
Capital	277,943.96	39,411,169.00	134,800.00	-	45,133.24	23,589.28	6,433,970.71	2,100.00	298,394.90
310 WASHOBA VALLEY TECH EDUCATION									
Capital	277,943.96	544,423.00	800,000.00	312,000.00	-	-	544,423.00	1,284,953.16	244,205.52
410 ENGINEERING									
Personal Services Expenses	766.78	125,976.00	-	-	11,582.38	-	137,558.38	13,092.09	-
Capital	-	20,400.00	108,000.00	-	-	-	20,379.97	87,620.03	-
421 HIGHWAY									
Personal Services Expenses	122,173.50	1,118,227.00	-	-	3,450.65	-	1,031,810.14	-	88,867.51
Capital	90,779.51	769,715.00	-	90,000.00	-	-	784,102.69	111,024.07	15,761.74
423 SNOW & ICE									
Personal Services Expenses	-	76,000.00	-	-	-	-	168,082.04	-	(92,082.04)
	-	274,345.00	-	-	-	-	329,219.08	-	(54,874.08)
427 STORMWATER MGMT									
Expenses	11,502.82	65,000.00	-	-	-	-	18,661.88	56,525.94	1,315.00
433 SOLID WASTE/RECYCLING									
Solid Waste Expenses	60,159.36	1,289,470.00	-	-	-	-	1,192,632.77	56,897.44	100,109.15
Recycling Expenses	15,436.08	219,483.00	-	-	-	-	202,800.99	16,740.72	15,377.37
Capital	125,000.00	-	-	-	-	-	-	-	-

DEPARTMENT/PURPOSE	FY2006		A.T.M. 5/06		A.T.M. 09/06		S.T.M. 10/06		FY2007		Closed to Fund Balance
	Encumbered & Carried Fwd	Budget	A.T.M. 09/06 AirtTransf	A.T.M. 09/06 AirtTransf	S.T.M. 09/07 AirtTransf	Comp Reserve	Reserve Fd Transfers	Expended	Encumbered & Carried Fwd		
481 CEMETERY	-	34,531.00	-	-	-	-	-	34,211.95	-	318.05	
	875.30	17,250.00	-	-	-	-	-	17,907.17	-	150.93	
	426,693.35	4,009,397.00	108,000.00	90,000.00	15,033.03	-	3,981,942.63	589,461.73	-	97,818.02	
<b>PUBLIC WORKS</b>											
510 BOHEMIAN ENVIRONMENTAL	-	282,452.00	-	-	-	7,030.27	-	285,286.98	-	4,195.29	
	5,307.70	53,000.00	-	-	-	-	-	47,869.08	6,434.69	4,503.93	
539 ADULT SUPPORTIVE DAY	-	64,700.00	-	-	-	1,747.49	-	65,677.05	-	992.44	
	595.61	9,430.00	-	-	-	-	-	852.39	-	775.32	
	-	(75,000.00)	-	-	-	-	-	(75,000.00)	-	-	
540 SENIOR CENTER	-	125,601.00	-	-	-	1,266.16	-	114,123.21	-	12,743.95	
	262.00	32,450.00	-	-	-	-	-	32,261.42	430.00	20.58	
541 COUNCIL ON AGING	-	166,270.00	-	-	-	3,294.94	-	148,564.22	-	20,000.72	
	6,072.91	78,644.00	-	-	-	-	-	79,323.44	1,295.44	4,094.03	
	75,000.00	-	-	-	-	-	-	1,390.00	-	-	
542 VETERANS SERVICES	-	7,800.00	-	-	-	-	-	5,865.18	-	1,934.82	
	-	26,500.00	-	-	-	-	-	11,398.88	-	15,111.12	
<b>HUMAN SERVICES</b>											
610 LIBRARY	87,238.22	791,839.00	-	-	-	13,338.86	-	746,461.75	81,794.13	64,270.20	
	-	992,616.00	-	-	-	10,923.08	3,345.00	992,005.24	-	14,890.84	
	690.00	297,429.00	-	-	-	-	-	297,995.57	-	10,123.43	
	14,828.94	-	50,766.00	-	-	-	-	32,924.98	32,768.96	-	
630 RECREATION	-	168,484.00	-	-	-	4,480.81	-	172,864.81	-	-	
	-	9,750.00	-	-	-	-	1,234.60	9,890.60	1,004.00	-	
	-	(4,200.00)	-	-	-	-	-	(4,200.00)	-	-	
	29,904.85	-	71,406.00	-	-	-	-	29,834.48	71,406.00	70.37	

Finance Department

DEPARTMENT/Purpose	FY2006		A.T.M. 5/06		A.T.M. 05/06		S.T.M. 10/06		FY2007		Page 5 of 5 Classified Fund Balance
	Encumbrances & Carried Fwd	Budget	Actual Transf	Actual Transf	Comp Reserve	Reserve Fd Transfers	Expended	Encumbrances & Carried Fwd	Fund Balance		
650 PARKS-GROUNDS BLDG MAINT											
Personal Services	-	178,808.00	-	-	-	-	-	178,808.00	-	-	-
Expenses	-	32,000.00	-	-	-	-	-	32,000.00	-	-	-
Offset	-	(62,000.00)	-	-	-	-	-	(62,000.00)	-	-	-
Capital	23,486.61	-	-	-	-	-	-	1,588.00	21,898.61	-	-
660 LAND MANAGEMENT											
Personal Services	-	50,000.00	-	-	-	-	-	44,649.74	-	-	6,416.86
Expenses	1,066.60	50,000.00	-	-	-	-	-	22,550.00	25,000.00	-	-
Capital	22,550.00	-	25,000.00	-	-	-	-	-	-	-	-
670 HISTORICAL COMMISSION											
Expenses	989.73	9,400.00	-	-	-	-	-	693.60	9,178.08	1,019.78	895.37
Capital	-	-	7,000.00	-	-	-	-	625.00	5,225.00	2,400.00	-
673 ROUDENBUSH COMM CTR											
Personal Services	-	56,100.00	-	-	-	-	-	62,500.00	-	-	(6,400.00)
Offset	-	(56,100.00)	-	-	-	-	-	(62,500.00)	-	-	6,400.00
<b>CULTURE &amp; RECREATION</b>											
710 DEBT SERVICE											
Expenses	93,626.73	1,872,288.00	154,171.00	-	15,403.89	5,898.10	1,753,504.50	156,487.35	-	32,386.87	-
DEBT SERVICE											
Expenses	-	10,126,047.00	-	-	-	-	10,097,338.75	-	-	28,708.25	-
945 UNCLASSIFIED											
Employee Benefits	-	7,633,442.00	-	-	-	-	120,940.58	7,655,421.66	-	98,960.92	-
State Assessments	-	-	-	-	-	-	-	-	-	-	-
<b>NON-DEPARTMENTAL</b>											
	-	7,633,442.00	-	-	-	120,940.58	7,655,421.66	-	-	98,960.92	-
<b>OPERATING BUDGETS</b>											
	2,090,573.21	74,776,615.00	1,342,727.00	482,866.00	0.00	74,150,976.78	3,160,939.14	1,380,865.29	-	1,380,865.29	-

TOWN OF WESTFORD  
FY 2007 Budget Basis - Water Enterprise Fund

DEPARTMENT/Purpose	FY2006 Encumbered & Carried Fwd	A.T.M. 5/06 Budget	A.T.M. 05/06 Avt/Transf	S.T.M. 10/06 S.T.M. 05/07 Avt/Transf	Comp Reserve	Reserve Fd Transfers	Expended	FY2007 Encumbered & Carried Fwd	Closed to Fund Balance
OPERATING:									
Personal Services	-	879,133.00	-	-	-	-	864,764.27	-	14,368.73
Expenses	13,770.76	1,501,312.00	-	-	-	-	1,204,118.61	33,451.02	277,151.13
	13,770.76	2,380,445.00	-	-	-	-	2,068,882.88	33,451.02	291,881.86
CAPITAL:									
	771,273.11	695,367.00	-	-	-	-	838,643.65	625,398.77	2,697.69
	771,273.11	695,367.00	-	-	-	-	838,643.65	625,398.77	2,697.69
WATER ENTERPRISE TOTAL	785,043.87	3,075,812.00	-	-	-	-	2,907,426.53	658,849.79	294,578.55

TOWN OF WESTFORD  
FY 2007 Budget Basis - Ambulance Enterprise Fund

DEPARTMENT/Purpose	FY2006 Encumbered & Carried Fwd	A.T.M. 5/06 Budget	A.T.M. 05/06 Avt/Transf	S.T.M. 10/06 S.T.M. 05/07 Avt/Transf	Comp Reserve	Reserve Fd Transfers	Expended	FY2007 Encumbered & Carried Fwd	Closed to Fund Balance
OPERATING:									
Personal Services	-	582,627.00	-	-	-	-	510,237.61	-	72,429.39
Expenses	746.36	284,015.00	-	-	-	-	279,860.16	1,981.39	3,718.81
	746.36	866,682.00	-	-	-	-	789,297.77	1,981.39	76,148.20
CAPITAL:									
	-	-	8,500.00	-	-	-	8,071.12	-	428.88
	-	-	8,500.00	-	-	-	8,071.12	-	428.88
AMBULANCE ENTERPRISE TOTAL	746.36	866,682.00	8,500.00	-	-	-	797,368.89	1,981.39	76,578.08
GRAND TOTAL ALL FUNDS	2,876,363.44	78,719,103.00	1,351,227.00	482,866.00	0.00	-	77,855,772.20	3,921,770.32	1,752,022.92

**TOWN OF WESTFORD**  
**Special Revenue Funds - FY 2007**

		Balance			Transfers	Balance
		July 1, 2006	Receipts	Expenditures	In/(Out)	June 30, 2007
<b>Fund 250 Federal Grants</b>						
25510510	BOH DPH Heroin Bsas-Fed	17,126.77	-	1,396.74	-	15,730.03
25510511	BOH-Medical Reserve-Fed Reim	6,389.15	1,186.64	7,575.79	-	-
25510512	BOH- Emerg Prep Coalition-Fed	55,317.07	414,651.00	337,025.74	-	132,942.33
25510513	EPS-Local Preparedness-Fed	-	1,170.00	-	-	1,170.00
25510514	BOH-Med Res NAACHO-Fed	-	12,262.50	2,008.70	-	10,253.80
		78,832.99	429,270.14	348,006.97	-	160,096.16
<b>Fund 255 School Federal Grants</b>						
25135316	Early Childhood/Sped Alloc	1,150.06	-	1,150.06	-	-
25139320	Title I-DOE 302 Rollover	-	16,526.00	6,745.62	-	9,780.38
25235301	Sped 94-142 DOE 240	-	795,912.00	728,109.63	-	67,802.37
25235302	Sped 94-142 DOE 240-FY06	(100,966.32)	172,032.00	71,065.68	-	-
25235305	Sped Prog Improv DOE 274	-	42,655.00	29,249.98	-	13,405.02
25235306	Sped Prog Improv DOE 274	(1,150.00)	6,250.00	5,100.00	-	-
25235315	Early Childhood/Sped Alloc	-	10,146.00	19,068.06	-	(8,922.06)
25235318	SPED Supplement DOE 241	750.00	-	750.00	-	-
25239303	Title I -DOE 305	4,975.06	99,032.00	87,289.60	-	16,717.46
25239304	Title I -DOE 305	41,157.65	-	41,157.64	(0.01)	-
25239307	Title II Teacher Quality 140	669.14	66,372.00	53,879.19	-	13,161.95
25239308	Title II Teacher Quality 140	15,035.90	-	15,035.90	-	-
25239309	Safe & Drug Free Sch 331	-	13,260.00	11,820.00	-	1,440.00
25239310	Safe & Drug Free Sch 331	7,237.06	-	7,237.06	-	-
25239311	Title V -DOE 302	-	3,134.00	-	-	3,134.00
25239312	Title V -DOE 302	22.12	-	22.00	(0.12)	-
25239313	Enchanced Ed thru Tech 160	-	1,901.00	856.00	-	1,045.00
25239314	Enchanced Ed thru Tech 160	516.00	-	516.00	-	-
		(30,603.33)	1,227,220.00	1,079,052.42	(0.13)	117,564.12
<b>Fund 260 State Grants</b>						
250-34185	Septic	9,142.50	-	-	(9,142.50)	-
26175632	Reg Recreation Trail	1,641.35	-	-	-	1,641.35
26179179	NMCOG-MassGIS	15,359.98	-	-	-	15,359.98
26210216	Community Policing-2006	28,594.23	-	28,594.23	-	-
26210217	Community Policing-2007	-	36,243.00	8,260.74	-	27,982.26
26220205	Fire Equipment Grant	-	7,800.00	2,400.88	-	5,399.12
26220225	S.A.F.E. Grant-2005	4,519.71	-	3,174.33	-	1,345.38
26220226	S.A.F.E. Grant-2006	4,739.26	-	-	-	4,739.26
26220227	S.A.F.E. Grant-2007	-	5,178.17	-	-	5,178.17
26220235	Comm Emerg Response/Fire	3,030.00	3,000.00	1,717.23	-	4,312.77
26510515	Tobacco Control Grant	25,725.88	26,200.00	24,983.00	-	26,942.88
26510516	Skin Cancer Grant	207.32	-	-	-	207.32
26510517	DEP-Toxic Use Reduc/Reim	(8,778.46)	10,778.73	4,852.56	-	(2,852.29)
26541541	Elders Affairs	257.63	18,734.00	15,978.20	-	3,013.43
26541542	Lowell Reg Trans Auth Van-Reim	12,711.64	72,470.60	80,855.13	-	4,327.11
26610610	Library Lig-Meg	62,778.86	26,178.52	56,567.59	-	32,389.79
26610615	Library - LSTA	-	10,000.00	8,484.42	-	1,515.58
26630633	Tennis in the Park-Recreation	752.00	-	215.00	-	537.00
26695695	Arts Lottery Council	2,256.65	4,000.00	2,168.82	-	4,087.83
		162,938.55	220,583.02	238,252.13	(9,142.50)	136,126.94

**TOWN OF WESTFORD**  
**Special Revenue Funds - FY 2007**

Page 2 of 3

	Balance July 1, 2006	Receipts	Expenditures	Transfers In/(Out)	Balance June 30, 2007
<b>Fund 265 School State Grants</b>					
26231332 Acad Support Services DOE 632	-	3,900.00	3,900.00	-	-
26239331 MCC Reed Brook Living Lab	(3,600.00)	3,600.00	-	-	-
26139334 Early Intervention DOE 574	-	12,197.00	12,197.00	-	-
26131335 Compass School Grant	-	2,500.00	2,499.26	(0.74)	-
26302330 Enhanced School Health/DPH	3,098.53	58,052.00	61,140.63	-	9.90
26302336 Dept Energy Resource Grt	-	-	32,987.59	-	(32,987.59)
	(501.47)	80,249.00	112,724.48	(0.74)	(32,977.69)
<b>Fund 270 Receipts Reserved</b>					
27171171 Conservation-Wetlands	74,967.60	19,723.50	8,858.50	(3,600.00)	82,232.60
27491491 Cemetery-Sale of Lots	77,150.95	7,473.36	-	(26,500.00)	58,124.31
	152,118.55	27,196.86	8,858.50	(30,100.00)	140,356.91
<b>Fund 280 Town Revolving Funds</b>					
28122110 Scholarship Fund-Twn Tax	10,263.30	693.04	-	-	10,956.34
28122111 Arts & Technology-Twn Tax	589.64	278.58	-	-	868.22
28192920 Insurance Recovery-Town	6,797.54	-	-	-	6,797.54
28210920 Insurance Recovery-Police	5,668.46	1,899.66	6,272.13	-	1,295.99
28300920 Insurance Recovery-School	22,063.10	-	-	-	22,063.10
28432432 Recycling Revolving 53E1/2	6,103.38	7,645.00	2,023.40	-	11,724.98
28450920 Insurance Recovery-Water	7,485.04	-	-	-	7,485.04
28539539 Adult Supportive Day Care	10,267.48	58,460.32	78,850.00	-	(10,122.20)
28541543 Elder & Disabled Tax	21,793.19	14,622.70	8,300.00	-	28,115.89
28630634 Recreation Revolving 53 D	22,841.15	22,192.86	38,470.99	-	6,563.02
28630635 Recreation Programs 53E1/2	52,648.71	278,460.68	309,540.93	-	21,568.46
28630636 Rec-Field Maint Revol 53E1/2	7,633.94	158,441.78	107,275.48	-	58,800.24
28630637 Partnership Children 53E1/2	9,923.37	549,165.20	552,818.49	-	6,270.08
	184,078.30	1,091,859.82	1,103,551.42	-	172,386.70
<b>Fund 285 School Revolving Funds</b>					
28303381 School Activity Fees	54,016.67	235,850.00	204,890.35	-	84,976.32
28303385 School Bus Transportation	25.00	457,090.00	457,115.00	-	-
28304375 School Building Usage	71,279.29	47,964.91	20,732.48	-	98,511.72
28304376 School Outside Details	22,998.47	48,165.60	70,134.71	-	1,029.36
28304386 WA Parking	67,076.69	48,780.00	14,322.31	(67,076.69)	34,457.69
28310379 Preschool-WA(Integrated)	2,737.88	22,325.00	21,712.79	-	3,350.09
28310380 Preschool-Sped (Integrated)	44,569.09	54,288.00	52,645.29	-	46,211.80
28311378 Sch Extended Day-Elem	273,892.51	354,188.00	229,436.34	(214,908.52)	183,735.65
28320377 Sch Extended Day-Middle	8,889.88	55,465.00	38,450.06	(22,519.15)	3,385.67
28331382 School Lost Books	17,361.46	14,145.53	10,911.42	-	20,595.57
28332384 School Athletic Revolving	108,569.88	444,883.73	472,238.42	-	81,215.19
	671,416.82	1,783,145.77	1,592,589.17	(304,504.36)	557,469.06

**TOWN OF WESTFORD**  
**Special Revenue Funds - FY 2007**

Fund 290 Town Other Spec Rev Funds	Balance			Transfers In/(Out)	Balance June 30, 2007
	July 1, 2006	Receipts	Expenditures		
29122951 Affordable Housing Gift	6,613.00	-	6,613.00	-	-
29122952 East Boston Camps TPL Gift	73,880.00	10,000.00	10,000.00	-	73,880.00
29122959 Comcast Cable/Public Access Gift	816.78	-	-	-	816.78
29161161 Extended Polling Hours	54.15	3,746.00	3,800.15	-	-
29171950 Conservation Comm Gift	86.14	-	-	-	86.14
29171953 Cons Comm-Mass Elec Gift	16,409.95	-	-	-	16,409.95
29175175 PWED	13,492.99	-	-	-	13,492.99
29175954 Plan Bd Xavier Sidewalks Gift	10,000.00	-	-	-	10,000.00
29175962 Plan Bd Summer Village Insp Gift	-	40,000.00	18,733.14	-	21,266.86
29175965 Plan Bd Summer Village Gift	-	48,500.00	10,000.00	-	38,500.00
29175968 Plan Bd Minots/Primrose	-	230,000.00	-	-	230,000.00
29210990 Drug Investigation	32,128.90	648.06	9,476.41	-	23,300.55
29300300 School-Abbot Playground Gift Gift	2,747.74	-	-	-	2,747.74
29410960 Eng- Southgate Gift Gift	-	46,700.00	1,035.00	-	45,665.00
29491950 Cemetery-Amer Legion Gift	600.00	-	-	-	600.00
29510955 BOH-Health Fair Gift	115.23	-	267.72	-	(152.49)
29510956 BOH-AED Defibrillator Gift	641.35	-	-	-	641.35
29510957 BOH-Westford Against Sub Abuse	7,741.50	-	-	-	7,741.50
29510958 BOH-Dental Gift	1,867.73	10,000.00	8,937.20	-	2,930.53
29539969 Adult Supportive Day Gift	-	5,895.00	-	-	5,895.00
29543950 Veteran's Gift	750.00	-	480.00	-	270.00
29610925 Library Restitution	15,853.45	3,095.44	17,644.98	-	1,303.91
29610930 Library Sunday Hrs	-	11,060.00	8,807.24	-	2,252.76
29610950 Library Memorial Book Fee	2,437.58	37,911.49	33,596.46	-	6,752.61
29630950 Recreation Gift	17,580.00	-	2,036.23	-	15,543.77
29630963 Jack Walsh Field Gift	3,642.40	-	-	-	3,642.40
29691950 Historic Comm Gift	200.00	-	-	-	200.00
29695950 Cultural Council Gift	2,491.04	-	418.00	-	2,073.04
	<b>210,149.93</b>	<b>447,555.99</b>	<b>131,845.53</b>	<b>-</b>	<b>525,860.39</b>
<b>Fund 295 School Other SRF</b>					
29239350 School Reed Living Lab Donation	2,643.82	3,000.00	4,940.81	-	703.01
29239351 School Library Donations	376.55	650.00	741.59	-	284.96
29239352 School Blue Cross Donation	5,000.00	-	-	-	5,000.00
29239354 Misc School Donations	-	8,795.00	8,795.00	-	-
29239356 School Inventors Fair	-	300.00	-	-	300.00
29239358 WPC Parent Connection Gift	500.00	2,175.00	2,675.00	-	-
29302390 School Choice	47,281.49	35,000.00	17,884.47	-	64,397.02
29302391 Foundation Reserve	84,000.00	-	17,448.72	-	66,551.28
29302392 Circuit Breaker Sped DOE#520	101,438.00	179,987.00	101,438.00	-	179,987.00
	<b>241,239.86</b>	<b>229,907.00</b>	<b>153,923.59</b>	<b>-</b>	<b>317,223.27</b>
220 School Lunch	226,597.60	1,504,938.93	1,468,034.42	-	263,502.11
240 Community Preservation	3,741,499.98	2,524,473.13	976,584.46	(296,999.00)	4,992,389.65
299 Title V	32,095.07	648.86	-	-	32,743.93
	<b>4,000,192.65</b>	<b>4,030,060.92</b>	<b>2,444,618.88</b>	<b>(296,999.00)</b>	<b>5,288,635.69</b>
<b>TOTALS</b>	<b>5,669,862.85</b>	<b>9,567,048.52</b>	<b>7,213,423.09</b>	<b>(640,746.73)</b>	<b>7,382,741.55</b>

**TOWN OF WESTFORD  
Capital Projects Funds - FY 2007**

Town Fund 310		FY 2006	Revenue		Continued	Close to
Org/Obj	Description	Balance Fwd	Bans/Bonds	Expended	Appropriation	General Fund
31123740	Brookside Dam Repair 5/03 #13	12,156.49	-	-	12,156.49	0.00
31175717	Sidewalk Acct/Planning	49,623.20	-	-	49,623.20	0.00
31175718	Stoney Brook Ctr Master Pln	3,506.28	-	-	3,506.28	0.00
31192710	Paint Town Hall/Cameron	1,804.30	-	-	1,804.30	0.00
31210720	Design New Police Station'	196.64	-	-	-	196.64
31210721	Police Station Construction	54,746.60	-	-	54,746.60	0.00
31210723	Town Hall Police Fire Lot	29,821.98	-	-	29,821.98	0.00
31220722	New Fire Station	314.62	-	-	-	314.62
31410738	Town Center Sewer Project	541,048.29	-	220,513.67	320,534.62	0.00
31421741	Hwy A&E A09S111300	(125,715.04)	-	-	(125,715.04)	0.00
31421742	Hwy Garage STM 11/00 Art7	1,000.00	-	-	1,000.00	0.00
31421743	Hwy Garage Const 5/01 #12	1,173,314.16	-	640,520.87	532,793.29	0.00
31491749	Cemetery Development Fund	1,856.24	-	-	1,856.24	0.00
31541730	Cameron Restoration	2,148.26	-	-	2,148.26	0.00
31630735	Recreational and Athletic	1,764.39	-	-	1,764.39	0.00
Total Town Capital		1,747,586.41	-	861,034.54	886,040.61	511.26

School Fund 320		FY 2006	Revenue		Continued	Close to
Org/Obj	Description	Balance Fwd	Bans/Bonds	Expended	Appropriation	General Fund
32312767	Nabnasset Construction	20,646.10	-	-	20,646.10	0.00
32314763	Abbot Septic 11/01 Art# 5	4,196.85	-	-	4,196.85	0.00
32316766	Day School Sewer	28,420.00	-	-	28,420.00	0.00
32322761	Middle School Const-Stonybrook	395,726.35	-	182,011.82	213,714.53	0.00
32320751	Elem Schools Construction	403,390.57	-	-	403,390.57	0.00
32320753	Abbot Oil Spill	(1,184,140.62)	-	-	-	(1,184,140.62) *
32331765	Westford Academy Construction	37,457.26	-	-	37,457.26	0.00
32339760	Modular School Buildings	71,566.95	-	-	71,566.95	0.00
	Site Fac A&E 11/98 Art# 8	(2,608.79)	-	-	-	(2,608.79)
	Fire Alarm System-Day	2,677.72	-	-	-	2,677.72
	Premium on Bans	66.15	-	-	-	66.15
Total School Capital		(222,601.46)	0.00	182,011.82	779,392.26	(1,184,005.54)

Highway Improv Fund 230	July 1, 2006	Receipts	Expenditures	Transfers	June 30, 2007
Highway Chapter 90	Balance				Balance
	(191,371.19)	339,530.73	147,160.15	-	999.39

Finance Department

**TOWN OF WESTFORD**  
Trust Fund Activity  
Fiscal Year 2007

	Fund Balance July 1, 2006	Receipts	Investment Income	Expenditures	Transfers In/(Out)	Balance June 30, 2007
<b>Non-Expendable Trusts:</b>						
810 Cemetery Perpetual Care	240,124.50	6,900.00	-	-	-	247,024.50
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	58,354.35	-	-	-	-	58,354.35
Ellen Rainville Educ	17,000.00	-	-	-	-	17,000.00
Whitney Shade Tree	2,500.00	-	-	-	-	2,500.00
Whitney Education	10,000.00	-	-	-	-	10,000.00
	<u>400,539.54</u>	<u>6,900.00</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>407,439.54</u>
<b>Expendable Trusts:</b>						
820 Conservation Fund	105,059.64	5,000.00	3,098.61	32,978.19	50,000.00	130,180.06
Cemetery Perpetual Care	29,855.58	-	11,052.22	17,726.13	(10,000.00)	13,181.67
Charles Colburn Cem	3,207.62	-	196.74	64.50	-	3,339.86
William Wright Cem	2,786.24	-	325.33	120.00	-	2,991.57
Lyman Wilkins Cem	4,520.63	-	247.96	-	-	4,768.59
J.H. Fletcher Cem	2,240.60	-	156.32	43.00	-	2,353.92
Alonzo Reed Cem	6,295.91	-	325.79	120.00	-	6,501.70
Metcalf & Soldiers	8,540.68	-	411.23	360.00	-	8,591.91
Library Book Fund	1,734.05	-	612.30	1,122.63	-	1,223.72
Library Lecture Fund	304.96	-	1,256.56	640.00	-	921.52
Library All Purpose	221.68	-	721.68	894.29	-	49.07
Library Trustee	3,147.85	-	2,506.11	2,768.58	-	2,885.38
J.V. Fletcher Library	152,202.23	-	5,916.59	31,905.98	-	126,212.84
Ellen Rainville Educ	606.09	-	729.05	888.31	-	446.83
Whitney Shade Tree	13,595.17	-	672.59	-	-	14,267.76
Whitney Playground	29,639.57	-	1,656.50	-	-	31,296.07
Affordable Housing Trust	-	133,821.85	4,896.43	-	246,999.00	385,717.28
Stabilization Fund	2,779,321.29	-	116,145.40	-	-	2,895,466.69
E Vance Library Stock	40,671.00	10,153.93	-	-	-	50,824.93
	<u>3,183,950.79</u>	<u>148,975.78</u>	<u>150,927.41</u>	<u>89,631.61</u>	<u>286,999.00</u>	<u>3,681,221.37</u>
<b>TOTALS</b>	<u><b>3,584,490.33</b></u>	<u><b>155,875.78</b></u>	<u><b>150,927.41</b></u>	<u><b>89,631.61</b></u>	<u><b>286,999.00</b></u>	<u><b>4,088,660.91</b></u>

**Massachusetts Department of Revenue Division of Local Services  
BUREAU OF ACCOUNTS, STATEMENT OF INDEBTEDNESS  
Town of Westford**

Long Term Debt the Debt Limit	Inside	Outstanding July 1, 2006	+ New Debt Issued	- Retirements	=Outstanding June 30, 2007	Interest Paid in FY07
Buildings		12,215,000.00	0.00	1,195,000.00	11,020,000.00	499,112.49
Departmental Equip.		0.00	0.00	0.00	0.00	0.00
School Buildings		41,470,000.00	0.00	2,000,000.00	39,470,000.00	1,745,035.00
School-All Other		9,740,000.00	0.00	680,000.00	9,060,000.00	93,337.50
Sewer		2,434,745.00	0.00	262,060.00	2,172,685.00	90,920.00
Solid Waste					0.00	0.00
Other Inside		1,163,667.02	0.00	403,483.82	760,183.20	352,541.19
SUB-TOTAL Inside		67,023,412.02	0.00	4,540,543.82	62,482,868.20	2,780,946.18
Long Term Debt the Debt Limit	Outside	Outstanding July 1, 2006	+ New Debt Issued	- Retirements	=Outstanding June 30, 2007	Interest Paid in FY07
Airport					0.00	0.00
Gas/Electric Utility					0.00	0.00
Hospital					0.00	0.00
School Buildings		25,365,000.00	0.00	2,290,000.00	23,075,000.00	1,272,167.50
Sewer					0.00	0.00
Solid Waste					0.00	0.00
Water		12,342,301.00	0.00	602,080.00	11,740,221.00	185,623.14
Other Outside					0.00	
SUB-TOTAL Outside		37,707,301.00	0.00	2,892,080.00	34,815,221.00	1,457,790.64
GRAND TOTAL		104,730,713.02	0.00	7,432,623.82	97,298,089.20	4,238,736.82

Finance Department

Short Term Debt	Outstanding July 1, 2006	+ New Debt Issued	- Retirements	=Outstanding June 30, 2007	Interest Paid in FY07
RANs -Revenue Anticipation Notes					
BANs - Bond Anticipation Notes					
Buildings					
School Buildings	0.00	0.00	0.00	0.00	0.00
Sewer					
Water					
Other BANs	255,000.00	245,000.00	255,000.00	245,000.00	9,562.50
SANs - State Grant Anticipation Notes					
FANs - Federal Grant Anticipation Notes					
Other Short Term Debt					
<b>Total Short Term Debt</b>	<b>255,000.00</b>	<b>245,000.00</b>	<b>255,000.00</b>	<b>245,000.00</b>	<b>9,562.50</b>
<b>Authorized and Unissued Debt</b>					
Purpose	Date of Vote	Article Number	Amount Authorized	Less New Issues Retirements and/or Rescission	6/30/2007
Elementary Sch Const	05/06/00	13	27,244,305.00	27,244,000.00	305.00
Water Filtration Plants	05/06/00	17	15,000,000.00	14,432,236.00	567,764.00
Middle School Const	11/13/00	20	23,000,000.00	16,384,679.00	6,615,321.00
Highway Garage Const	05/06/01	12	10,800,000.00	10,800,000.00	0.00
Abbot Septic/Town Ctr Ext	11/13/01	5	1,500,000.00	1,400,000.00	100,000.00
Brookside Mill Dam Repair	05/13/02	13	150,000.00	100,000.00	50,000.00
Purchase Land-Open Space	02/07/05	1	11,150,000.00	8,500,000.00	2,650,000.00
Town Sewer Connection	05/07/05	12	1,358,000.00	1,358,000.00	0.00
<b>TOTAL Authorized and Unissued Debt</b>					<b>9,983,390.00</b>

Finance Department

Long Term Debt Inside the Debt Limit Report by Issuance		Outstanding July 1, 2006	+ New Debt Issued	- Retirements	=Outstanding June 30, 2007	Interest Paid in FY07
Roof Repairs/Btmt/Drew		0.00			0.00	
Fire Station Const		840,000.00		105,000.00	735,000.00	33,075.00
Police Station Const		1,010,000.00		505,000.00	505,000.00	45,450.00
Hwy Garage A&E		600,000.00		50,000.00	550,000.00	22,687.50
Fire Station Suppl		140,000.00		20,000.00	120,000.00	5,075.00
Highway Garage Const		8,825,000.00		435,000.00	8,390,000.00	361,024.99
Highway Garage Const 2		800,000.00		80,000.00	720,000.00	31,800.00
Classroom Conv Day/Abbott		445,000.00		60,000.00	385,000.00	17,425.00
Nab School Const		2,835,000.00		285,000.00	2,550,000.00	143,883.75
Bordeleau Land Purchase		210,000.00		30,000.00	180,000.00	7,612.50
Nab Sch Const Supp		20,000.00		20,000.00	0.00	1,000.00
Elem Sch Const		19,030,000.00		770,000.00	18,260,000.00	791,862.50
Middle Sch Const		18,130,000.00		735,000.00	17,395,000.00	754,501.25
School Bldg & Fac Repair		800,000.00		100,000.00	700,000.00	28,750.00
Modular Classrooms		1,710,000.00		190,000.00	1,520,000.00	93,337.50
Land Acq-E Boston Camps		8,030,000.00		490,000.00	7,540,000.00	298,518.75
Land Acquisition Hill Property		260,000.00		65,000.00	195,000.00	14,300.00
Land Acq Drew Parcel		80,000.00		10,000.00	70,000.00	3,150.00
Land Acq Day Parcel		210,000.00		35,000.00	175,000.00	10,106.25
Land Acq Pickings		240,000.00		120,000.00	120,000.00	10,800.00
Fire Ladder Truck Lease		313,667.02		153,483.82	160,183.20	13,691.18
Brookside Dam Repairs		60,000.00		20,000.00	40,000.00	1,975.01
Title V(Note 1)		56,745.00		4,060.00	52,685.00	
Abbot Septic/Town Ctr Ext(1)		700,000.00		100,000.00	600,000.00	25,375.00
Abbot Septic/Town Ctr Ext(2)		320,000.00		40,000.00	280,000.00	11,500.00
Sewer Town Ctr Extension		1,358,000.00		118,000.00	1,240,000.00	54,045.00
<b>SUB-TOTAL Inside</b>		<b>67,023,412.02</b>	<b>0.00</b>	<b>4,540,543.82</b>	<b>62,482,868.20</b>	<b>2,780,946.18</b>
Long Term Debt Outside the Debt Limit	Outstanding July 1, 2006	+ New Debt Issued	- Retirements	=Outstanding June 30, 2007	Interest Paid in FY07	
Middle Sch Const Refinance Issue	3,665,000.00		740,000.00	2,925,000.00	107,730.00	
Academy Const	21,700,000.00		1,550,000.00	20,150,000.00	1,164,437.50	
Water Pumping Station	240,000.00		40,000.00	200,000.00	11,550.00	
WPAT Loan 1	1,841,448.00		96,502.00	1,744,946.00	26,924.92	
WPAT Loan 2	10,260,853.00		465,578.00	9,795,275.00	147,148.22	
SUB-TOTAL Outside	37,707,301.00	0.00	2,892,080.00	34,815,221.00	1,457,790.64	
<b>GRAND TOTAL</b>	<b>104,730,713.02</b>	<b>0.00</b>	<b>7,432,623.82</b>	<b>97,298,089.20</b>	<b>4,238,736.82</b>	
Short Term Debt Report by Issuance	Outstanding July 1, 2006	+ New Debt Issued	- Retirements	=Outstanding June 30, 2007	Interest Paid in FY06	
Middle Sch Const	0.00		0.00	0.00	0.00	
East Boston Camps	255,000.00	245,000.00	255,000.00	245,000.00	9,562.50	
<b>TOTAL</b>	<b>255,000.00</b>	<b>245,000.00</b>	<b>255,000.00</b>	<b>245,000.00</b>	<b>9,562.50</b>	

Office of the Tax Collector										
YEAR	7/1/2006 Balance	Commitments	Abatements	Refunds	Collections	ADDED TO TAX TITLE	ADDED TO DEFERRED	ADJ	6/30/2007 Balance	
<b>REAL ESTATE</b>										
2007		50,268,073.81	(250,979,06)	101,705.76	(49,658,294.67)	(50,604.83)	(21,506.65)	8.86	388,403.22	
2006	342,095.65		(2,981.69)	19,802.88	(297,046.12)	(56,141.14)	(5,789.49)	59.91	0.00	
2005	(5,481.57)			5,481.57					0.00	
TOTAL	336,614.08	50,268,073.81	(253,960.75)	126,990.21	(49,955,340.79)	(106,745.97)	(27,296.14)	68.77	388,403.22	
<b>EXCISE</b>										
2007		2,539,485.11	(53,187.37)	24,757.75	(2,320,396.34)			25.50	190,684.65	
2006	133,261.97	334,627.41	(23,153.43)	18,653.48	(434,096.18)			2.60	29,295.85	
2005	27,249.76	2,014.28	(3,182.19)	2,771.99	(16,264.00)				12,589.84	
2004	13,523.56	642.50	(1,987.57)	1,987.57	(2,642.51)				11,523.55	
PRIOR	11,499.82		251.88		(841.47)				10,910.23	
TOTAL	185,535.11	2,876,769.30	(81,258.68)	48,170.79	(2,774,240.50)			28.10	255,004.12	
<b>PERSONAL PROPERTY</b>										
2007		745,294.02	(713.13)	3,285.94	(745,567.67)			36.81	2,335.97	
2006	2,277.92		(194.46)	18.39	(1,971.39)			3.20	133.66	
2005	115.85				(24.62)				91.23	
TOTAL	2,393.77	745,294.02	(907.59)	3,304.33	(747,563.68)			40.01	2,560.86	
<b>COMMUNITY PRESERVATION ACT</b>										
2007		1,213,834.24	(23,499.49)	1,804.67	(1,182,803.94)	(1,015.90)		(6.16)	8,313.42	
2006	7,095.94		(89.45)	89.45	(5,900.10)	(1,195.84)			0.00	
TOTAL	7,095.94	1,213,834.24	(23,588.94)	1,894.12	(1,188,704.04)	(2,211.74)		(6.16)	8,313.42	

## FIRE DEPARTMENT

I would like to start this report by saying thank you to the men and women of this department. 2007 proved to be a very challenging year and their hard work, dedication, compassion and professionalism has seen each and every one through a difficult time for the department. When we get called as a department, it is usually for a situation that is out of most people's control, and in many cases we see people at their worst. We believe that we do make a difference to help control difficult situations, stabilize them and bring some normalcy and calm to the situation. This highlights the professionalism of this department.

Richard J. Rochon  
*Fire Chief*

On March 28 of this past year we were called to Beacon Street for a house fire, and it is with sadness that I report that we had a loss of life. Suzanne St. Gelais, a 21-year-old female who was at the prime of her life, was unable to escape the fire.



Suzanne St. Gelais



The difficulty that the department faced cannot be overstated, as most members have never been exposed to this type of situation where they were unable to save a life. Our goal is one of helping people and protecting them from harm, so to be faced with a situation where we were unable to save her was devastating. However, their professionalism outshined what they have been able to do in the past, and they came together as a group. The respect that they had for Suzanne and her family was just astonishing and shows the caliber of people working for this department, and our thoughts and prayers continue to go out to the St. Gelais family.

As we move forward through the year, we had a Fire Study completed by Municipal Resources Inc. of Meredith N.H. The results were positive and one of the main points was a recommendation to add additional staffing. They recommended the addition of firefighters to the Rogers station, as well as a Deputy Fire Chief. These would be funded either through the budget process or through a grant. These items are in line with what I have outlined in the past, and I wholeheartedly agree. In addition the study outlines the replacement of fire apparatus to continue to provide the most reliable equipment for the town. It is my hope to continue to work together to map out a plan of action on working towards these goals.



### **Capital Program**

This past year we replaced the portable radios for our members, providing them with a more reliable way to communicate and allowing us to maintain our safety on the fire ground. We also started our replacement program for our Self Contained Breathing Apparatus (SCBA). This would have taken us three years to implement into the department. However through the hard-working efforts of Lieutenant Jim Barrett, we have secured a federal grant for \$162K, resulting in saving the additional two years on our replacement of SCBAs. We also replaced our 1996 blazer that was in much need of replacement, having some 120K+ miles, as well as having safety issues that required us to take it off the road.



### **Training**

In November the department was involved in a table-top exercise as part of our Ambulance Task Force as established by the state. The purpose of the exercise is to familiarize the Fire District control points, Medical Control points, Ambulance Task Force leaders and members with the mobilization process in a controlled functional exercise. This exercise tested the ability to respond a large number of ambulances to an incident anywhere in the Commonwealth and was a great success. I would like to thank the members of the department, the 20+ communities, and other town departments for participating in this important exercise.

As we head into 2008 fund-raising efforts have begun by the Firefighter's Association. They are currently working on planning events surrounding the Department's 100th Anniversary celebration. You should start seeing some of these events beginning this spring, and I hope that you will join us. Dave Christiana, chairman, and his committee have worked hard to bring forward ideas that will bring together the past and future of the fire service in Westford.

I want to personally thank Jarrod Joyce, Office Manager to the department, for all of his hard work and efforts over the last year. Jarrod has decided to move on to new endeavors in his life, starting with a few months in Southeast Asia, and the department and myself wish him the very best.

### **Thank You**

I would again like to thank the townspeople for your continued support, and the Town Manager, Board of Selectmen and the Department Heads for all of your collective hard work and support that helps to make this a great community. I would also like to thank my family, my wife Kathy and daughters Kayla and Maria, for all their support and the understanding that they have for what I do.

**Fire Chief**  
Richard J. Rochon

**Deputy Fire Chief**  
Unfilled

**Full Time Firefighter/EMTs**

<b>A-Group</b>	<b>B-Group</b>	<b>C-Group</b>	<b>D-Group</b>
<b>Captain</b> Steven R. Ducharme	<b>Captain</b> Joseph T. Targ	<b>Captain</b> Daniel J. O'Donnell	<b>Captain</b> David A. Woitowicz
<b>Lieutenant</b> James P. Barrett	<b>Lieutenant</b> Robert L. Benoit	<b>Lieutenant</b> Harold A. Fletcher	<b>Lieutenant</b> Mark N. Valcourt
<b>Firefighter/EMTs</b> Daniel A. Britko James F. Lamy Shawn M. Ricard David A. Devencentis Don Post	<b>Firefighter/EMTs</b> David M. O'Keefe Paul Lemieux Timothy A. Bellemore Susan Smith Andrew G. Anderson, Jr.	<b>Firefighter/EMTs</b> William Stone Timothy Hall Joseph D. Delpapa, Jr. Michael Denehy Ryan Monat	<b>Firefighter/EMTs</b> Shawn P. Girard David P. Christiana James M. Sheridan William Cashman Darren Lanier

**On-Call Firefighters and EMTs**

<b>EMT</b> Nancy V. Burns	<b>Firefighter/EMTs</b> John Fox	<b>Firefighter/EMTs</b> Peter Dennechuk	<b>Auxiliarys</b> Corey Anderson
<b>Firefighters</b> Richard Green Kevin Woitowicz Stephen A. Wyke Peter Coe	<b>Firefighter/EMTs</b> Brian D. Foley Donald Greenwood James Joncas James R. Klecak	<b>Firefighter/EMTs</b> Ernest W. Pudsey Michael Cool John A. Facella	<b>Auxiliarys</b> Jim Rautenburg Matthew Wyke Jim Bunyon

**Special Assignment Firefighters**

<b>EMS Director</b> Lt. Robert Benoit	<b>Fire Investigation Unit</b> Capt. Daniel O'Donnell, Sr.	<b>Code Enforcement, Emergency Management Director</b> Capt. Joseph T. Targ
<b>Training Director</b> David O'Keefe	<b>Fire Investigation Unit</b> Peter Dennechuk	<b>Fire Prevention, Juvenile Fire Setters Program, SAFE, Community Service Officer</b> Donald Parsons
<b>Child Car Seat Coordinator</b> William Stone	<b>Hazardous Materials Tech.</b> Lt. Harold Fletcher	<b>Website Information and Support</b> David Christiana

**Fire Alarm Operators/Communications**

Colin Osgood	Jody Carroll
Douglas J. Cook	David Avery
David Lefebvre	

**Office Manager**

Jarrold Joyce

*Fire Department*

**Fire Department Call Log**

AMBULANCE CALLS	1318
FIRE EMERGENCY RESPONSES	875
NON-FIRE EMERGENCY RESPONSES	390
PUBLIC ASSISTANCE	291
MUTUAL AID	91
MISCELLANEOUS	54
COOKING FIRE PERMITS	97
RUSH PERMITS	613
BLASTS MONITORED	32
AGRICULTURE BURN	8
26F - REFINANCE / RESALE INSPECTIONS	281
26G - NEW CONSTRUCTION INSPECTIONS	83
STATIONS MANNED	2
SHELTERS OPENED	0
FIRE DRILLS	78
STATION 4 CLOSED	0
DELAYED OPENING	0
NO SCHOOL	0
EMERGENCY MANAGEMENT ACTIVATED	0
BLACK POWDER BLAST	8
PRIMER CORD BLAST	20
WORKING ON / SYSTEM TEST	107

## GEOGRAPHIC INFORMATION SYSTEMS (GIS)

Geographic Information Systems (GIS) was introduced in Westford in 1999 and since then has become an essential tool for town operations. GIS is information management software used to organize, maintain, and display geographic-based information in digital maps. These maps offer different layers and processes to analyze data in order to make more informed landuse, fiscal management, and public safety related decisions. The Westford GIS Department manages the applications that are used to deliver GIS services and maintains all spatial datasets such as parcels, zoning, streets, water mains, drain pipes, and most other town assets. The department also produces all of the maps for the town and provides support to all departments and boards.

John Mangiaratti  
*GIS Coordinator*

The mission of the Town of Westford GIS Department is to promote and develop a geographic information system resource for local decision makers and the general public. In pursuing its mission, the GIS has been designed to:

- Provide user-friendly, public access to GIS data.
- Provide robust user applications for town staff.
- Improve efficiency in government by utilizing the common spatial elements that link the business processes of departments.
- Maintain data in compliance with state and federal standards and compatible with other GIS in the region.
- Continually improve applications and data and thriftily evolve with the advances in technology.
- Protect sensitive information that needs to be secure for privacy or public safety reasons.

This year the department's main goal was to integrate the town's online mapping and database systems to work with other new and existing systems in Westford. The webGIS was integrated to provide instant access to Patriot Properties assessor data, the PermitEyes permitting data, Google Maps, and Microsoft Local Live featuring Pictometry. In addition to the improvements to the website, the GIS Department also updated its databases and enhanced many of the services it provides to the town. The following is a list of major projects completed in 2007:

- Supported the Westford Fire Department consultant, Municipal Resources Inc., in the town-wide Fire Study by creating a series of maps and performing detailed route analysis.
- Obtained a new color orthophoto with 3" pixels from an April 2007 flight.
- Procured a GIS-based cemetery management system for the Cemetery Department.
- Created a master address database with the assistance from NMCOG.
- Developed an online Westford Addressing Forum to discuss issues with house numbering in Westford with other town officials.
- Created a conservation overlay zoning district GIS layer.
- Created a conservation restricted parcels GIS layer for the master plan committee.
- Created an application for the Water Department and trained the staff to maintain their own GIS data.
- Updated the Council on Aging's delivery route map using route analysis software.

*Geographic Information Systems*

- Performed sampling site location analysis for Water Department's Stage 2 Standard Monitoring Plan.
- Created an impervious surfaces layer for the Stormwater Action Committee project.
- Conducted land-use analysis for the Board of Selectmen to calculate land occupied by affordable housing.
- Developed a Hazardous Materials Registration Database and created GIS data for storage locations.

**GIS Requests**

The GIS Department received and completed a number of map and project requests in 2006. These requests came from other departments and the general public. When residents or private organizations request GIS information, a signed release waiver and disclaimer agreement is required. In some cases, fees are charged to compensate for the labor required to assemble data and produce maps. The data below reflects these requests.

**Total project requests from town departments: 41\***

**General public GIS requests: 26\***

\* The low number of requests is due to the use of the online GIS site, which gives users the ability to create their own maps.

To access the Westford GIS homepage go to: [www.westfordma.gov/gis](http://www.westfordma.gov/gis).

## BOARD OF HEALTH

The Board of Health, an elected board, oversees the activities of the Westford Health Department, including the Health Care Services and the Environmental Services divisions. The board is responsible for developing policies and regulations and for enforcing state health and sanitary codes. The Board of Health's web page is accessible from the Town of Westford's website, [www.westfordma.gov/pages/government](http://www.westfordma.gov/pages/government).

Zac Cataldo  
*Chair*  
Tom Mahanna  
*Vice-chair*  
Kevin Borselli  
*Secretary*

Joe Guthrie  
Joanne Martel

The Board of Health is supported by the following positions:

Sandy Collins	Director of Health Care Services /MRC Director
Darren MacCaughey	Director of Environmental Services
Laurie Lessard	Board of Health Senior Secretary
Tracy Griffin	Department Secretary
Tina Grosowsky	Substance Abuse Coordinator
Lisa Slattery	Public Health Nurse
Ellen Donohue	Public Health Nurse
Rae Dick	Health Inspector
Arnie Price	Food Inspector
Susan Cohen and Cindy Scammon	Registered Dental Hygienists
Michael Harrington	Chief Animal Inspector
Margaret Mizzoni	Animal Inspector
Tim Whitcomb	Animal Inspector
Nancy Burns (under grant)	Medical Reserve Corps Coordinator

### Permit and Services Receipts

Septic	\$9,750	Tanning	\$250
Installers	6,775	Cholesterol	390
Haulers	1,725	Immunization	9,726
Soil evaluation & percolation tests	2,100	Lead testing	42
Pump and water systems	450	Dental	725
Well	1,330	Massage	900
Stabling/piggery	575	Camping/hotel/motel	775
Food	19,310	Pool	1,150
Frozen dessert	500	Beach	1,050
Tobacco	2,800	Catering	700
Portable toilets	100		
<b>TOTAL</b>			<b>\$71,123</b>

### Health Care Services

In 2007, Health Care Services worked diligently to find creative ways to continue to fund high-quality health services and programs. Some of the department's efforts were focused on providing low-cost dental services to our underinsured elderly.

Sandy Collins RN, BSN  
Director

For a third year, the division received another \$7,000 grant through the generosity of the Harpley Foundation. We were awarded a \$15,000 grant by the Community Foundation of North Central Massachusetts. Solicitations of other organizations supplemented the original grants and provided a total of over \$25,000 to help support these services. The grants, administered in cooperation with the Cameron Senior Center, provide high-quality dental care for underinsured senior citizens. We are extremely grateful to the two granters as well as the Friends of the Cameron Senior Center, Westford Charitable Foundation, and Dr. Schofield and his staff. This program supplements the department's school-age dental program, which provides fluoride treatments and cleanings to grades 2, 4, and 6 and screening and education to grades 1, 3, and 5. Participation in both programs continues to grow each year.

The Health Services division continues to prepare for emergencies with other town and regional health departments, as well as area hospitals to coordinate public health resources and personnel. Our preparations are aimed at ensuring that our town and region are capable of responding to any public health emergency. The Upper Merrimack Valley Medical Reserve Corps (UMVMRC), a volunteer response team centered in our health department, has grown to 520 members. The trained corps was instrumental in assisting with public health initiatives, including staffing all 6 seasonal flu clinics and providing over 2100 flu and pneumonia vaccinations. We thank our dedicated coordinator, Nancy Burns, for her work on behalf of the unit. For information about the UMVMRC and its various activities, please see our web site: [www.umvmrc.org](http://www.umvmrc.org).

This year we received an alarming rise in reported cases of Lyme disease. To try to prevent additional cases of this disease, educational materials were distributed to area schools and health providers. Permanent signs, purchased through grant funds, were placed at all town fields. These signs list the steps all residents should take to reduce the risk of mosquito-borne and tick-borne illness.

Tina Grosowsky, our excellent substance abuse prevention coordinator, provides resources for all town employees, residents, and businesses for substance abuse treatment and prevention. For a second year, we continue to execute a \$34,000 grant from the Department of Public Health, awarded to provide a Heroin Prevention program. With this grant in cooperation with Project Northland, we implemented the prevention program for the sixth and seventh grades in both Westford middle schools. The program included a community night at both schools.

In conjunction with the Westford School Department, the coordinator provided a professional development workshop on substance abuse prevention for all guidance counselors. The coordinator continues to work with Westford Against Substance Abuse (WASA) to enhance its mission and support the programs, initiatives, and community involvement for education about substance abuse prevention and reduction.

Our excellent public health nurses, Lisa Slattery RN and Ellen Donohue RN, provided numerous programs and services this year. One program was an educational offering on "Summer Safety" for over 150 school-aged children who attended Westford summer camps. Information on the prevention and detection of skin cancer, Lyme disease, mosquito-borne illness, and rabies was given to all attendees and their families. In June the department held a successful health fair at Abbot School attended by over 200 persons and 40 vendors who donated their time and expertise to provide free screenings and health information to the community.

As in the past, Health Care Services provides a number of disease prevention and health promotion programs to residents and town employees. These include: lead, cholesterol, diabetes, and hypertension screenings; immunizations; well child clinics; pap smears; and tuberculosis testing. Follow-up reports are done on all reported cases of communicable diseases and visits are made to any homebound individuals requiring health supervision. Inspections are made and permits are issued to tanning and massage facilities, recreational camps, and all qualified massage therapists. You can access a list of services at [www.westfordma.gov/pages/government](http://www.westfordma.gov/pages/government). All of our programs support the department's conviction that prevention is the most effective means of reducing illness in our community.

The department and board remain grateful to the other town departments, local businesses, volunteers, area professionals, and hospitals for all their help and support throughout the year. Without their time, commitment, and financial support, we could not provide the level of programs and services currently offered. We remain dedicated to meeting the daily challenge of designing and delivering comprehensive and accessible health services to Westford residents.

**Dental Program**

Total number of students in program: 538

Total number of exams: 392

Total number of cleanings/screening/fluoride treatments: 146

Total number of screenings: 367

Total number of referrals: Caries: 48    Orthodontics: 40    Sealants: 56

**Totals by class**

Kindergarten:	118	2 <sup>nd</sup> grade:	59	4 <sup>th</sup> grade:	62	6 <sup>th</sup> grade:	25
1 <sup>st</sup> grade:	127	3 <sup>rd</sup> grade:	99	5 <sup>th</sup> grade:	48		

**Reported Communicable Diseases**

Chicken pox	9
Salmonella	6
Group B strep	1
Giardia	4
Hepatitis B	6
Pertussis	6
Campylobacter	3
Lyme	58
Tuberculosis	2
Cryptosporidiosis	1

**Clinics**

Flu inoculations	1,990
Pneumonia inoculations	108
Tuberculosis testing	6
Immunizations (Td, MMR, meningitis)	186
Pap smear clinic	11
Hypertension screenings	400
Home visit	35
Lead screening	8
Cholesterol screening	39
Well child clinic	4

**Environmental Services**

Environmental Services continued to remain very busy during the 2007 year, reviewing numerous applications, issuing the corresponding permits for, and performing hundreds of inspections to support the following:

Darren R. MacCaughey  
Director

	<b>Applications Reviewed/ Permits Issued/Approved</b>
<b>Septic Related</b>	
Soil Eval/Perc Testing	66
System Construction	91
Title 5 Inspections Reviewed	244
Septic Haulers/Installers	116
<b>Well/Water System Related</b>	
Wells/Water Systems	37
<b>Recreational Water Related</b>	
Bathing Beaches	9
Swimming Pools	13
<b>Camp/Camping Related</b>	
Day/Overnight and Recreational Camps	6
<b>Food Service Related</b>	
Annual Establishments	117
Seasonal Establishments	22
Temporary Events	93
Catering Licenses	7
Other (Frozen Dessert, Milk and Cream, etc.)	94
New Establishments Reviewed	4
<b>Other Miscellaneous</b>	
Stabling and Piggery	21
Building Permit Reviews (*Approximate)	≥250*
Re-inspections and/or Fines	8 (for \$200)

Environmental Services is grateful to be able to re-staff a position that was unfunded since 2004 and as such, proudly announces the hiring of Mr. Arnold Price, Westford's part-time food inspector. Mr. Price (Arnie) is a culinary arts instructor at Greater Lowell Tech and is a Food Protection Manager Certification course teacher. Arnie will help ensure food safety and public health as he takes over the inspectional portion of our Food Program.

Through our Food Program, 12 new food establishments, a catering business, and a residential kitchen opened for business in 2007. They were Goodies, Little Sprouts Enrichment Center, Roudenbush (at Frost, Nabnasset, and the Community Center), Le Gourmet Jardine, Jeff Mounts Hotdogs, Hampton Inn, Ginger Tree and Karma Restaurants, Westford Seafood Inc., New Tiki., and Mom's Catering. The Westford Common Farmers Market also opened to much acclaim and success and is expected to return next year in a potentially expanded format.

Environmental Services again spent considerable time reviewing and providing comments to numerous departments, boards, and committees. The majority of the requests for comments came from the Planning Board and the Zoning Boards of Appeals. These requests included subdivisions, site-plans, and special permit applications etc., as needed. Some of the projects in 2007 included Cornerstone Square, Graniteville Woods, Jefferson @ Westford (JPI), and Westford Crossing.

Westford stays vigilant as to the presence of West Nile Virus (WNV) and Eastern Equine Encephalitis Virus (EEE) in Massachusetts through the Department of Public Health's (DPH) continuing updated efforts. Laboratory testing from January 1, 2007 - November 30, 2007 confirmed 6 human cases of WNV with no human cases of EEE this year. Additional data revealed 43 infected birds and 65 mosquitoes carrying WNV, as well as 31 mosquitoes infected with EEE throughout Massachusetts. Although there were no positive humans, birds, horses, or mosquitoes in Westford this year, EEE and WNV is assumed to exist in the mosquito population and will continue to be monitored next year.

As required by the DPH, all bathing beaches must be tested for water quality on a weekly basis between Memorial Day and Labor Day. This year we were forced to temporarily close Edward's Beach for two days, from 7/17/07 to 7/19/07, due to unacceptable bacteriological water quality. Beaches that are closed by the Board of Health remain closed and posted as such until testing shows a lack of contamination present. Subsequent follow-up laboratory water quality tests deemed the water within acceptable limits and the beach was reopened.

Environmental Services continues to coordinate with other departments, organizations, and towns to update, develop, and test our Emergency Preparedness and Response Plans. In December, the Town Hall was forced to be immediately evacuated as a structural engineering report deemed the building unsafe to occupy. As a testament to this ongoing preparation as well as cooperation, the Town Hall was able to relocate all of its departments to other buildings almost seamlessly. A huge thanks to everyone able to provide space to all the displaced departments and a special thank you to Chris McClure and IT, who truly excelled above all others. In most cases, computers and phones were up and fully operational two days after the order to evacuate. Thank you all and good luck in the New Year!

#### **Animal Health Inspector**

Animal Health Inspectors are responsible for the issuance of quarantines for animal bites; the submission of suspected rabid or diseased animals to the Massachusetts Department of Public Health for testing; and barn inspections. In 2007, Animal Inspectors completed the following:

Michael E. Harrington  
*Chief Animal Health Inspector*  
Meg Mizzoni  
*Assistant Animal Health Inspector*  
Tim Whitcomb  
*Assistant Animal Health Inspector*

- 22 barn inspections to ensure that all animals were properly inoculated and given adequate housing, care, and nutrition.
- 63 quarantines were issued for animals involved in either bites on humans or animals with wounds of unknown origin, in order to prevent the spread of rabies.
- 4 animals were sent to the state rabies lab for testing.

Additionally, there were 12 complaints regarding water fowl and associated health issues that were investigated by inspectors.

## HIGHWAY DEPARTMENT

I am pleased to submit the annual report for the Town of Westford Highway Department.

Richard J. Barrett, Jr.  
*Superintendent of Streets*

The Highway Department from January 1, 2007 through December 31, 2007 performed the work described below.

### Town Roads

Regular maintenance and repair of town roads consisted of cleaning and repairing catch basins and manholes, cutting brush on the sides of the roadways, repairing guardrails, and patching and sweeping roads and municipal parking lots. The Highway Department also grades all town gravel roads, installs berms and curbing, and cuts and clears trees from roadways during and after storms.

This year 13,165 tons of bituminous concrete was used for repair and maintenance of town roads.

### Roads Resurfaced

The following streets were resurfaced with bituminous concrete or treated stone and asphalt.

Tyngsboro Road	North Hill Road
Winding Way	Sherwood Drive
Stratton Hill Road	Blue Ridge Road
Connell Drive	Part of Main Street
Elm Road	Poplar Road
Pine Road	Lake Shore Drive South
Birch Road	Maple Road
Hemlock Road	Spruce Road
Village View Road	Jessica Circle
Park View Circle	Meadow Lane
Woods Pond Drive	Terrace Drive
Lorden Drive	Churchill Court

### Roads Crack Filled

Plain Road	Depot Street
Nutting Road	North Main Street
Dunstable Road	Tyngsboro Road
Forge Village Road	

### Drainage Town Roads

Providence Road	1 catch basin 30' of leach pipe
Tenney Road	5 catch basins 120' of leach pipe
North Hill Road	100' of pipe
Heywood Road	160' of leach pipe
Moore Avenue	Replaced 200' of culvert
Lowell Road	Replaced 1,000' of crushed stone for leach trench

In addition to the above drainage we replaced or installed 40 new catch basins.

**Snow and Ice Removal**

The Town of Westford Highway Department, in the interest of public safety and for the convenience of motorists, cleared the snow and ice from approximately 175 miles of roadway.

In this process the town used 1,200 tons of road sand, 4,000 tons of salt, and 4,000 gallons of a liquid anti-icing product.

The following are the times the Highway Department was called out to treat or plow the town roads:

January	1	Freezing Rain	Salt/Sand
January	15	Freezing Rain	Salt/Sand
January	18	1" Snow & Rain	Salt/Sand
January	22	0.5" Snow	Salt/Sand
January	27,28	0.5" Snow	Salt/Sand
February	2	3" wet Snow	Salt/Sand/Plow
February	14,15	7.5" Snow & Sleet	Salt/Sand/Plow
February	22,23	4" Wet Snow	Salt/Sand/Plow
February	26	0.5" Light Snow	Salt/Sand
March	2	2" Snow, Ice, Rain	Salt/Sand/Plow
March	5	0.5" Snow	Salt/Sand
March	16	14" Snow	Salt/Sand/Plow
March	24	3" Wet Snow	Salt/Sand
April	4	8" Snow, Sleet, Rain	Salt/Sand/Plow
November	20	0.5" Light Snow	Salt/Sand
December	3,4	4" Snow, Ice, Rain	Salt/Sand/Plow
December	9, 10	Freezing Rain	Salt/Sand
December	13	9" Snow	Salt/Sand/Plow
December	16, 17	9.5" Snow, Sleet, Rain	Salt/Sand/Plow
December	27	Snow, Sleet, Rain	Salt/Sand/Plow
December	30	3" Snow, Sleet	Salt/Sand/Plow

I wish to express my sincere thanks to both the Board of Selectmen and Town Manager for their full cooperation and to all members of the Highway Department.

## HIGHWAY GARAGE BUILDING COMMITTEE

The activity of the Highway Garage Building Committee in calendar year 2007 consisted of working with the Town Counsel and Town Manager's office to establish final payment that may be owed to the bonding company that took over the construction of the Highway building facility when Standen Corporation defaulted on their obligations for construction. Throughout the year the Highway and Engineering departments moved into the new facility, and both staffs are currently working from the facility on a daily basis.

Richard Barrett  
George Fletcher  
John Healy  
Robert Jefferies  
Gaylord MacCartney  
James Pearson

The Highway Garage Building Committee would like to thank the Town Manager and the Board of Selectmen for their cooperation in bringing forward a new and efficient operations facility for the Highway Department personnel and the residents of Westford.

## HISTORICAL COMMISSION

### The National Register of Historic Places (NRHP)

The Town Farm application for placement on the National Register of Historic Places was reviewed by the Massachusetts Historical Commission in December 2007. The Historical Commission expects the registration to be granted during 2008.

### Demolition Delay Bylaw

The Demolition Delay Bylaw was amended at the Annual Town Meeting in May 2007. These changes were added: 1) an increase in the response time, from 30 days to 45 days, within which the Historical Commission must respond to determine whether a structure is historically significant, 2) a fee to be borne by the filer to cover administrative costs, and 3) a change in the applicability scope from 1921 to a rolling 85 year look-back period.

During 2007, our efforts to save the James Madison Parker house at 85 Carlisle Road failed and the house was demolished. The house was built ca 1850, and it was important to Westford because it was the first home from pre-1900 encountered when entering the Parker Village Historic District from the south on Carlisle Road.

During 2007, there were two homes in demolition delay and both delay periods have currently expired. These homes are the Samuel Law/Polley House located at 76 Lowell Road and the Fletcher House at 52 Flagg Road. Both homes are estimated to have been built around 1820. Both homes are still standing and being offered for sale. The Historical Commission is still hopeful that a qualified buyer(s) will be found for each.

Members of the Historical Commission also toured the Richardson House at 120 Lowell Road. The home is being renovated and converted into a four-apartment condominium as part of a larger development on the property. This home does not qualify for protection under the demolition delay bylaw as it is not being demolished, although the developer did invite the Historical Commission to tour the structure to document historic elements before the structure is renovated and sold.

### Community Preservation Projects

Annual Town meeting approved \$205,972 in Community Preservation projects to be funded from the Historic Reserve Account:

- \$20,000: Documentation of historic buildings, objects, and structures within the town
- \$25,000: Completion of a town-wide Archeological Assessment
- \$50,600: Removal and replacement of roof at the Town Farm building
- \$60,372: Preservation of historic town records and preparation of a Conservation Survey
- \$50,000: For preservation of a historic structure located at 85 Carlisle Road

### Abbot Mill Restoration/Conversion Project

On several occasions in 2007, the Historical Commission worked with representatives of the developer to provide documented support to the Mass. Historical Commission for justification of funding grant requests.

### Facilities and Capital Planning

Several important capital projects were completed for the Cottage and Westford Museum during 2007. In the spring, window repairs were completed on the Cottage as the last phase of the painting project that was begun in 2006. The onset of winter weather in 2006 forced the window repairs to be delayed until the spring.

Robert Shaffer  
*Chair*  
Sally Benedict  
*Treasurer*  
Stacey Perron  
*Secretary*

John Cunniffe  
Rita Shipley  
Jim Zegowitz

Jane Hinckley  
*Alternate*  
Phil Gilbert  
*Alternate*

### *Historical Commission*

Two significant repairs were made on the Westford Museum using Community Preservation funds. First, a new fire escape on the rear of the Museum was installed. As a result, the limited occupancy restriction in the occupancy permit for the second floor was lifted, and the Museum can now operate at full occupancy. The damaged portions of the sill boards and siding were also replaced and repaired.

#### **Town Hall Closure**

In December 2007, the Westford Town Hall was closed due to issues of structural integrity. As a key structure in the Westford Center Historical District, the Historical Commission will be working with Westford's leadership over the coming year to identify appropriate uses for the structure, locating funds for restoration of the building, and re-opening it for public access.

#### **Membership**

In September 2007, Roberta McGuire resigned after serving on the commission for many years and the last two years as chair of the Historical Commission. The commission would like to thank Roberta for her dedication and the many hours of hard work she put in to help advance the commission's work in the areas of historic preservation in Westford.

It is with sadness that the Historical Commission notes the passing of Roland Pendlebury. Roland had been a long-time, dedicated member of the Historical Commission.

## HOUSING AUTHORITY

The Westford Housing Authority (WHA), established in 1971, is the local body responsible for the expenditure of State and Federal housing grants. The Authority currently owns and manages 73 units of housing for the elderly and disabled, six units of family rental housing and eight units of housing for people with mental illness. In addition to the public housing inventory, the Authority also owns three condo units at the Brookside Mill Condominium Complex. These homes are rented to moderate-income tenants. These housing programs are subsidized and regulated by the Commonwealth and receive no funding through Westford's annual budget.

Muriel Drake  
Carol Engel  
Scott Hazelton  
Phyllis Koulouras

A Board of Commissioners, four of whom are elected by the town for five-year terms and one who is appointed by the Governor, sets policy and oversees the Authority's operations. The Executive Director and her staff carry out the day-to-day activities. Board members meet monthly on the second Thursday of the month at 7 PM, alternating locations between senior developments located at 65 Tadmuck Road and 7 Cross Street.

In the May town election Scott Hazelton was re-elected to a new five-year term that will expire in 2012. Mr. Hazelton also serves as the Housing Authority representative to the Community Preservation Committee. Mr. Richard Eastman, the Governor's Appointee, resigned his position on the Board in June. In January 2007, Ms. Lisa Larrabee joined the Authority as Administrative Assistant to the Director.

After over three years of pre-development work, the Federal Bureau of Housing and Urban Development gave final approval to move forward with our senior housing expansion project located behind our Tadmuck Road facility. The long-awaited groundbreaking occurred in early December, with construction estimated to take 12 months. This much-anticipated housing will provide supportive services that will allow tenants to remain independent and in their homes for a longer period of time. As rents will be based on income, the needs of low- to moderate-income seniors who are shut out of traditional assisted living arrangements due to the cost will be met.

Through the 40B process and the implementation of local town by-laws, the number of Westford's affordable units, both homeownership and rental, continues to grow. In an effort to assist the town with the ever-increasing responsibilities associated with the management of these valuable assets, the Housing Authority has explored ways to formalize and strengthen the current existing relationship with the town. The creation of a formal partnership would provide more effective, efficient, professional/technical and administrative support to Westford's affordable housing programs and the town boards that deal with these issues. In addition, it would provide a one-stop affordable housing resource to assist residents interested in obtaining housing. A formal agreement is expected in early 2008.

As it does every year, the board and staff of the Housing Authority wish to acknowledge and thank the many individuals and service organizations of Westford who have given so much of their time and resources during 2007 to make the lives of our residents that much more enjoyable.

## J.V. FLETCHER LIBRARY

*Library reports are dedicated to the memory of late trustee Sam Frank*

Ellen Rainville  
Library Director

### Implementation of Board Goals

The library was able to open Sunday hours in 2007 thanks to the fund raising conducted by the Friends of the J. V. Fletcher Library, Inc. Advocacy Campaign. Each individual Sunday donor was displayed on a weekly poster while accompanying special bookmarks detailed all donors of the January through April season. We salute here the Friends for their hard work to fund this ever-popular service. The Board of Library Trustees engaged Extra Mile Design to create a new brand/logo for the library in 2006, and library staff enthusiastically implemented the new look in fliers, banners, bookmarks, rack cards, and brochures. The palette of the new brand and logo were directly derived from the Library Improvement (née Beautification) Project, Phases I and II of which were completed in 2007. As part of this push, Aesop's Tables Café was created, furnished and dedicated on April 29, 2007, by the Friends of the J. V. Fletcher Library, Inc. Trustees and Friends together began the groundwork for the creation of a Library Foundation – a long-term goal that will continue to evolve.

### New Technology Initiatives, Databases, and Collections

With other town departments, the library migrated to FirstClass as an email and software platform. And with the assistance of the town IT Department, the library was able to offer wireless access throughout the building, centralized public printing and photocopying, migration of public computers to the Comcast network, added computer equipment, and an enhanced server and router to accommodate new telephone and data outlets. Through *MyLibraryDV*, Board of Selectmen meetings are now downloadable online and may be viewed both in-house and remotely. The following new databases were added:

- America's Obituaries and Death Notices
- Auto Repair Reference Center (vehicles from 1945 on)
- *Westford Eagle* online (from 9/15/2005)

Staff training continues on evolving technology. The library is to be added to the town-wide telephone system and staff is re-designing the library web site [www.westfordlibrary.org](http://www.westfordlibrary.org) for the FirstClass platform.

The following new collections were created or expanded in 2007:

- *The Westford Writers Collection* was created to support and represent local writers.
- The Pimsleur foreign language audio book collection was updated and expanded.
- New Travel Guide publishers were added to an ever-growing and popular subject collection.
- New large print titles were purchased simultaneously with regular print bestsellers.

### Grant Funded Initiatives

A highlight of 2007 was the Youth Services Division's implementation of the \$10,000 "Mother Goose on the Loose" grant. This project was funded through the Massachusetts Board of Library Commissioners with funds from LSTA (Library Services and Technology Act), a Federal source of library funding provided by the Institute of Museum and Library Services. With grant training, staff developed:

- *Baby Lap Time* for infants and their caregivers
- *Monkey Business* for toddlers
- Monthly Saturday morning preschool concerts
- Musical offerings for preschoolers during the week and in story times
- Early literacy tips for parents incorporated into all story times
- Early literacy information folders distributed to the Pediatrics West physicians for dissemination to parents with preschoolers

Additionally, grant funding purchased numerous puppets, supplies, musical instruments, and resource books to enhance both story times and their development.

The Fletcher Library also received a Northeast Massachusetts Regional Library System (NMRLS) Supplementary Deposit Grant, used in 2007 to enhance the large print collection. Director Ellen Rainville participated in a NMRLS Marketing grant and created a Library Marketing Plan for the library to, in part, apply the new branding. Along with other library applicants in the Commonwealth, the J. V. Fletcher Library received its first matching award from the Commonwealth's new Public Libraries Fund, created to supplement locally raised funds such as the Sunday Hours donations received in 2006.

### **Programs**

The new programs cited above built upon the existing mix of busy Story Times, Book Bunch offerings, Mother Goose Times, Library Book Discussion Group meetings, and Internet Classes. In June the NEADS dogs visited the Library and attendees viewed the documentary "Prison Pups," highlighting this non-profit organization established to train and provide rescued and donated dogs to assist the deaf or physically disabled. Apple Blossom Parade launched the juvenile Summer Reading Program theme of "Explore New Worlds: Read!" while young adult readers pursued "Extreme Reading" and adults joined the tradition with "Fletcher's Anatomy" (a spoof on the hit television show). Total registrations for all three Summer Reading Programs topped 1,800 resulting in a banner reading year!

### **Administrative and Fiscal News**

Again, the library qualified for statewide certification with the assistance of funds from the Friends of the J. V. Fletcher Library, Inc. and gifts to the J. V. Fletcher Library Memorial Book and Gift Account. The Friends supplemented the town book budget with an additional \$27,000, while \$7,000 of gift funds were used to meet the book certification requirement. In an additional austerity measure, one half of the library's Merrimack Valley Library Consortium (MVLIC) annual membership was paid with State Aid to Public Libraries grant funding.

### **Professional Development and Recognition/Awards**

Congratulations are due here to Young Adult Specialist Kira McGann, who won a statewide Public Relations Award from the Massachusetts Library Association (MLA) for her "Baby Lap Time" brochure. Also, kudos are due Systems Librarian Dina Kanabar who was chosen from a statewide pool of applicants to attend the Library Leadership Conference in summer 2007. Four library staff participated in the Me and My Shadow Program with the Wakefield Lucius Beebe Public Library to share and observe professional standards, practices, and procedures, and director Ellen Rainville trained with other town department heads to become NIMS compliant. She additionally served as a department head representative on the Long Range Fiscal Policy Committee and began a term on the statewide Directors' Essentials Website Committee at the end of 2007. Staff continued to serve on various Merrimack Valley Library Consortium, Massachusetts Library Association, and Northeast Massachusetts Regional Library System committees.

### **Facility**

During late summer and fall, the library was engaged in an elevator pit waterproofing project; we here thank the Finance Committee for funding this emergency need, as well as for supporting the boiler replacement project that was funded at Special Town Meeting. During 2007, the library embarked on the first two phases of the four-phase Library Improvement Project – an initiative to replace worn carpet, introduce a warmer color palette, update public furniture, and maximize now-inadequate space. In an inspired three-way mix of funding, town capital funds literally laid the groundwork by paying for new carpet and paint, while new furnishings and shelving were underwritten by the Friends of the J. V. Fletcher Library, Inc. and the Library trustees. The result is attractive and comfortable new space and furnishings in the ground floor Meeting Room, lower hallway, the Fine Arts area, the main floor Reference

*J.V. Fletcher Library*

and Circulation areas, the Story Hour Room, and the mezzanine study space. The Friends of the J. V. Fletcher Library, Inc. have launched a successful Annual Appeal to continue with Phase III improvements to upgrade the Children's Department in 2008.

While these projects addressed needed repairs and transformed the library's cosmetic appearance, space constraints continue to challenge all collections, stack, and storage areas. With 2008 marking twenty years in the "new addition," the library begins plans for the next renovation-expansion project.

**Personnel and Staffing**

Looking back over the past fiscal and calendar year, it has been a challenging year for staff with over a dozen staff surgeries, the loss of parents and loved ones, and coverage of two maternity leaves. And yet in calendar year 2007 the library completed Phases I and II of the Library Improvement Project, staff completely embraced and implemented the new brand and logo, endured the elevator water-proofing disruption, increased programming, and shifted, relocated, and re-housed cramped collections. The director here celebrates and commends the Fletcher library staff and the many dedicated volunteers who provided assistance in 2007; the following significant anniversaries of long-term service to the Town of Westford are especially noteworthy:

Ellen Rainville, Library Director: 35<sup>th</sup> Anniversary on June 5, 2007

Maureen Barry, Branch Manager: 25<sup>th</sup> Anniversary on July 1, 2007

Catherine Carroll, Head of Technical Services: 35<sup>th</sup> Anniversary on Sept. 15, 2007

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Yr. To Date Total
Adult Books	8,463	9,262	7,562	7,572	7,413	6,867	8,310	7,487	8,465	8,074	7,952	9,156	96,583
Children's Books	12,040	10,386	8,696	9,048	9,154	6,943	9,776	8,212	9,216	8,594	7,656	12,154	111,875
Adult Magazines	714	758	671	763	782	708	785	820	913	774	784	894	9,366
Children's Magazines	203	150	213	254	227	187	225	174	181	173	166	163	2,326
Adult CD's	1,891	2,109	2,119	2,048	2,123	2,100	2,416	2,403	2,407	2,056	2,042	2,087	25,864
Children's CD's	216	235	174	200	168	161	197	224	261	205	198	280	2,519
Adult Cassettes/LPs	410	513	419	487	472	348	435	359	423	366	377	335	4,944
Children's Cassettes/LPs	238	273	185	164	216	199	181	359	236	188	186	316	2,721
Adult Videos	2,308	2,322	1,820	1,803	1,824	1,924	2,133	2,040	2,369	1,961	1,797	2,123	24,462
Children's Videos	1,500	1,530	1,127	1,110	1,235	1,047	1,388	1,269	1,254	1,105	1,073	1,364	15,012
Downloadable Overdrive	28	34	59	67	67	63	105	76	103	60	47	64	773
Downloadable Video													
Adult Miscellaneous	14	0	2	4	6	8	1	2	4	4	5	10	60
Children's Miscellaneous	94	105	102	85	105	111	111	119	129	115	120	122	1,309
Museum Passes	212	213	128	114	116	140	93	112	100	146	141	207	1,722
IPAC Renewals	0	0	0	0	0	0	0	0	0	0	0	0	0
Foreign Language Deposit	41	57	40	31	33	44	35	25	34	50	40	54	484
<b>Library Subtotal ----&gt;</b>	<b>28,372</b>	<b>27,947</b>	<b>23,297</b>	<b>23,750</b>	<b>23,969</b>	<b>20,841</b>	<b>26,201</b>	<b>23,681</b>	<b>26,185</b>	<b>23,895</b>	<b>22,603</b>	<b>29,339</b>	<b>318,716</b>
Bookmobile -- Adult	172	309	237	203	273	138	216	180	289	206	286	368	2,887
Bookmobile -- Juvenile	716	1,293	908	1,417	1,490	725	1,166	926	1,264	1,447	1,222	1,251	13,826
<b>Van Subtotal ----&gt;</b>	<b>888</b>	<b>1,602</b>	<b>1,145</b>	<b>1,620</b>	<b>1,763</b>	<b>863</b>	<b>1,382</b>	<b>1,106</b>	<b>1,553</b>	<b>1,653</b>	<b>1,518</b>	<b>1,619</b>	<b>16,713</b>
<b>TOTAL :</b>	<b>29,260</b>	<b>29,549</b>	<b>24,443</b>	<b>25,370</b>	<b>25,732</b>	<b>21,704</b>	<b>27,583</b>	<b>24,787</b>	<b>27,738</b>	<b>25,548</b>	<b>24,121</b>	<b>30,958</b>	<b>335,429</b>
Previous Year FY06:	26,023	27,580	24,883	26,134	24,927	23,432	25,546	25,602	26,508	24,434	26,705	31,841	331,978
Percent Change:	12.44%	7.14%	-1.81%	-2.92%	3.23%	-7.37%	7.97%	-3.93%	4.64%	4.56%	-9.68%	-2.77%	1.04%
Renewals	2,148	2,441	1,933	2,351	3,703	2,623	2,513	2,389	2,593	2,493	2,562	2,586	30,335
Network transfers IN	3,185	2,910	2,553	2,605	2,260	2,113	2,878	2,512	1,636	2,663	2,329	2,290	29,954
Inter-Library Loans OUT	1,579	1,580	1,282	1,426	1,448	1,298	1,548	1,405	934	1,381	1,496	1,582	16,959
Inter-Library Loans IN	39	43	23	36	34	35	32	42	55	72	57	45	513
Databases, Fletcher	0	8	15	13	4	8	12	4	11	8	17	9	109
Databases, MVL/Region													
Reciprocal (NON-NETWORK)	1,341	1,531	1,425	1,425	1,462	1,310	1,887	1,776	1,969	1,473	1,446	1,498	14,483
Reciprocal (NON-NETWORK)	3,841	4,361	3,660	3,561	3,552	3,267	4,599	4,049	4,621	4,800	4,582	4,615	49,508
Hold Requests	3,805	3,821	3,847	3,604	3,246	2,875	4,284	3,717	3,966	3,424	3,392	3,987	43,968
New Registrations	80	72	135	99	52	49	82	55	79	63	57	84	897
Total Reciprocal	5,182	5,692	5,085	4,986	5,014	4,577	6,486	5,823	6,590	6,273	6,028	6,113	68,051
% of Circ to Reciprocal	18.26%	21.08%	21.83%	20.99%	20.92%	21.96%	24.75%	24.60%	25.17%	26.25%	26.67%	20.84%	22.76%
Meeting Room Reservations	74	101	86	115	113	95	102	116	137	117	132	118	1,306
Days Open	20	23	25	25	23	25	29	26	31	29	26	26	308
Hours Open	177	213	211	219	208	211	236	201	238	223	233	219	2,589
Internet Users	606	675	705	713	628	596	771	580	791	681	704	601	8,051
Comp. Workshop Attendees	0	0	0	3	3	2	0	4	3	5	4	3	31
Comp. Workshops Offered	0	0	1	1	1	1	0	1	1	1	1	1	9
Adult Program Attendees	4	3	2	3	2	1	3	2	2	2	2	3	29
YA Program Attendees	107	46	0	144	6	23	7	0	7	28	284	1,351	2,003
YA Programs Offered	4	1	0	5	1	2	1	0	1	1	4	11	31
Children's Program Attendees	933	712	122	883	831	332	278	797	901	743	1,136	2,618	10,286
Children's Programs Offered	13	7	4	26	18	7	7	20	26	26	9	16	157
Computer Room Hours	54	76	73	81	74	78	84	76	82	71	64	77	880
<b>Avg Circ Per Day</b>	<b>1,463</b>	<b>1,285</b>	<b>978</b>	<b>1,015</b>	<b>1,119</b>	<b>868</b>	<b>951</b>	<b>953</b>	<b>895</b>	<b>881</b>	<b>928</b>	<b>1,191</b>	<b>1,089</b>

## TRUSTEES OF THE J.V. FLETCHER LIBRARY

### Dedication

The trustees would like to acknowledge the contribution to the library over many years by trustee Sam Frank, who died in office in September. His experience, dedication, and sense of humor have been sorely missed. More than \$5,500 was contributed to the Trustees' Benefactors' Fund in Sam's memory by his grateful friends. His children are working with the director to develop a fitting memorial to honor Sam's contribution to the library and the community.

Bob Price  
*Chair*  
Buffie Diercks  
*Secretary*  
Marianne Fleckner  
*Treasurer*

Sandy Kelly  
Hajo Koester  
Jack Wrobel

### Progress Towards Trustee Goals

The stated goals of the trustees in 2007 were to:

- Develop a plan including a timeline for creating a library foundation to support major long-term library objectives.
- Establish a means of identifying and assessing skills within the Westford community that would be beneficial to library development.
- Begin plans for a formal library building expansion project and for enhanced future services.
- Work with a design firm to create a unique, identifiable library "brand."

The Foundation Committee met several times early in the year to define the role of the proposed library foundation and to determine the best method for establishing it. Members of the committee and the director attended the Northeast Massachusetts Regional Library System (NMRLS) Annual Joint Friends meeting held on January 27 at the Hamilton-Wenham Library at which the process for transitioning a Friends of the Library organization into a library foundation was presented.

It was ultimately agreed that the existing Friends of the J.V. Fletcher Library Board—one focused largely on raising revenue through the annual book sales and direct mail membership solicitations—be gradually transformed into one focused on raising substantially higher revenue through annual gifting by individuals solicited in person. The project has now been handed over to the Friends who have formed the Friends' Foundation Subcommittee, with two trustees as members. This trustee goal was considered met, and the committee has therefore disbanded.

The Skills Committee sent a letter to all respondents of the 2006 volunteer survey to acknowledge their offers of help and their enthusiasm. Selected respondents have subsequently received requests for specific help, while the names of others remain on file. This trustee goal was considered met, and the committee has therefore disbanded.

In 2006, the Expansion Committee developed a 10-year timeline showing the sequence of steps through which the building expansion program would progress. This building schedule has now been updated with more realistic dates and more recent library construction cost estimates. This goal has been continued into 2007 as described below.

The Branding Committee worked closely with a design firm to create an appropriate, instantly recognizable logo for the library and to develop a standardized format for all printed material generated at the library. The results of this work are now apparent in the attractive and distinctive newsletters and other material produced by the staff. In addition, the new format and logo have been adapted by the Friends for use in their annual appeal letter and other mailings to the community. This trustee goal was considered met, and the committee has therefore disbanded.

### Library Trust Funds Activity

Acknowledging the town's difficult financial situation, the trustees agreed to draw on library trust funds to help purchase a new heat pump. The library is required to spend at least 15% of

its operating budget on books and materials; the trustees assisted the town in meeting this requirement by spending \$1,123 on collection development.

Trust fund money also paid for new study tables, for new, more comfortable stacking chairs for the meeting room, and for refinishing and reupholstering some of the library's original furniture. Trust fund money was also used to purchase three museum passes and to cover most of the cost of the volunteer recognition brunch.

As permitted by library policy, the trustees funded membership of the staff and the trustees in appropriate professional organizations and funded their attendance at a number of regional conferences.

### **Library Policies**

The trustees worked with the director during the year to keep the library's operating policies compatible with the current facility, the latest technologies, and the best practices of library management. Changes to some policies reflected the growth in town government and the move to centralize services.

The trustees modified the following policies:

- Collection Development Policy
- Community Bulletin Board Policy
- Independent Roles of the Trustees, the Director, and the Friends Policy
- Internet Access Policy
- John Wagner Computer Room Policy
- Video Policy
- Volunteer Policy

### **Recognition**

The trustees would like to congratulate Director Ellen Rainville and Technical Services Head Cathy Carroll on reaching their 35<sup>th</sup> year with the library. Branch Manager Maureen Barry has now served the library for 25 years; the trustees thank Maureen for her work in taking library services into the community as the driver of the bookmobile.

The trustees would like to thank the library staff for their continued excellent service to the community. Their support of and contributions to the latest innovations at the library are much appreciated. It is their courteous and helpful attitude that invariably leads library patrons to describe the library as a pleasant place to visit and accounts for much of the support for the library in the community.

The trustees wish to commend Director Ellen Rainville for her conception, development, and oversight of the Library Beautification project. Her well-coordinated schedule of implementation—painting, carpeting, removal, rewiring, refurnishing—minimized the impact on the patrons. Maintenance Worker Dennis Mulligan is to be praised for his Herculean efforts in moving material out of the way just ahead of the contractors during the project. The response from the community has been overwhelmingly positive, making all the agonies and cost of the project's implementation worthwhile.

### **Volunteerism**

The trustees would like to thank the 28 skilled volunteers who work behind the scenes to process new books and magazines, repair damaged books, keep books in their proper places on the library shelves, and all the other indispensable tasks that keep the library functioning. The 2,135 hours these volunteers worked in the library in 2007 was equivalent to 109% of a full-time paid staff member. These extraordinary volunteers were honored at the annual recognition brunch on October 29.

### **Friends of the Library**

The trustees wish to thank the Friends of the J.V. Fletcher Library—and the contributing members of the community—for their successful campaign to raise more than \$11,000 for the restoration of the seasonal Sunday hours in 2007. This effort was rewarded by a proportional matching disbursement by the Massachusetts Board of Library Commissioners (MBLC) from the Public Libraries Fund.

The Friends continued to fund the purchase of videotapes, DVDs, and bestsellers to ensure new items for the popular rental programs. They also purchased the majority of the popular museum passes and funded the summer reading programs, the various holiday programs, and the adult programs. The Friends hosted four book sales throughout the year, providing a treat for our book lovers while generating revenue to support the library.

The trustees specifically wish to thank the Friends for their financial support to the Library Beautification project. The freshly painted walls, new carpet, and new furnishings have greatly enhanced the library's appearance.

### **Professional Development**

The library director and various trustees were able to attend the following events this year, sponsored by our state library support organizations:

- The NMRLS Annual Joint Friends meeting held at the Hamilton-Wenham Library: *Friends and Foundations*.
- The NMRLS Legislative Breakfast with state and local government officials on March 9 at the Burlington Public Library.
- The Massachusetts Library Trustee Association/Massachusetts Friends Of Libraries (MLTA/MFOL) Joint Annual Conference on October 27 in Marlborough: *Decertification and How it Affects a Community*.
- The MBLC/MLTA 7<sup>th</sup> Annual Trustees' Symposium on March 31 in Boxborough featuring presentations on *Public Libraries of the Future* and *Finance Committee Perspective on the Library's Budget*.

### **New Goal**

The trustees' goal for 2008 will be to initiate the J. V. Fletcher Library Building Expansion Program. In support of that goal, the following objectives and activities are set forth:

- Direct library management staff to conduct a facility needs assessment.
- Create a Facility Needs Committee to meet monthly.
- Create a detailed schedule for near-term planning and activity.
- Explore the creation of a Capital Campaign (Fund Raising) Committee.
- Meet with appropriate town boards and officials prior to May 2008 Annual Town Meeting.
- Secure funding for a library building consultant and feasibility study at the May 2008 Annual Town Meeting.
- Tour newly renovated and built public libraries.

### **Note**

Following the death of Sam Frank on September 15, Hajo Koester was appointed as interim trustee (until the next town election) at a joint meeting of the Board of Selectmen and the Board of Library Trustees on November 6.

The trustees generally meet in the library at 7:30 PM on the first Monday of each month. Information about the library—its resources, policies, and meeting times—may be found online at the library website: [www.westfordlibrary.com](http://www.westfordlibrary.com).

## LONG RANGE FISCAL POLICY COMMITTEE

The Westford Board of Selectmen created the Long Range Fiscal Policy Committee in May 2007 and charged the Committee with recommending a five year, sustainable fiscal plan for the Town that addresses the existing structural imbalance in Westford's annual budgets. The report was completed and the committee was dissolved in November 2007.

The Committee consisted of members with diverse backgrounds, opinions, and priorities. Our discussions were respectful and collaborative, and this report reflects our efforts to identify common ground and achieve consensus on a range of issues. The report is as comprehensive as time allowed; subsequent committees will further expand upon our work.

### Executive Summary

Westford's rapid growth has been accompanied by demands on services that have driven up Town expenses. In addition, there are several budget items whose unrestricted growth is affected by factors largely beyond Town control, including health insurance, retiree benefits, utilities, and state and federal mandated services. Westford's revenue sources have not kept up with its expenditures, and the Finance Director's projections show a growing gap between expenses and revenue in coming years.

In recent years, the Town has successfully balanced the budget without solving the underlying structural problem by deferring the replacement and/or maintenance of capital items, using reserves to fund operational expenses, implementing cost-cutting measures, adding and increasing fees, and relying on greater than expected increases in state aid. However, these measures have not solved the underlying structural problem, and Westford's spending growth continues to outpace its revenue growth.

To solve the underlying structural problem, Westford must look at both revenue and expenses. The following two scenarios illustrate the severity of the problem:

**Revenue.** If the Town wants to raise revenue in FY'09 to a level that would solve the structural problem for the next five years, the Town would need a permanent tax increase (or another ongoing source of revenue) amounting to \$5.6 million in FY'09.

**Expenses.** If the Town wants to reduce expenses in FY'09 to a level that would solve the structural problem for the next five years, the Town would need a permanent expense reduction equivalent to a 7% cut to departmental budgets in FY'09.

The committee recognizes that Westford does not have a formal set of fiscal policies to guide its financial matters but rather depends upon past practice as a guide. The Committee identified the successful practices currently in place and recommends formalizing them into policies. In addition, the Committee defined several new policies not currently in use. The Committee believes that adoption of these policies by the Board of Selectmen will contribute to correcting the current financial structural imbalance facing Westford.

The final report of the Long Range Fiscal Policy Committee has been posted on the Town web site in the Board of Selectmen Documents section.

Kelly Ross  
*Chair*  
Diane Weir  
*Vice-chair*

Betsy Andrews  
Judith Culver  
Dave Murray  
Bill Olsen  
Ellen Rainville  
Pat Savage  
Jim Sullivan  
Valerie Wormell

Ex officio members:  
Norman Khumalo  
Steve Ledoux  
Suzanne Marchand  
Pam Tebbets

## MONUMENT ADVISORY COMMITTEE

This year the committee received no action items and therefore it did not meet.

Maintenance to and seasonal preparations to the town's monuments were accomplished by the Highway and Parks Department. This year the flag pole on the common underwent overhaul and repair to the rope-and-pulley system that has deteriorated over the years. A lock box for the rope was installed to combat the vandalism experienced to the rope and cleat during the year.

Thanks to the Westford Highway and Parks Department and School Department for their efforts to work with the committee to enhance the appearance of Westford's Monuments.

Paul F. Murray  
*Chair*

Nancy Cook  
Patricia Dubey  
Ellen Harde  
Stacey Perron  
Jonathan Revis  
John Wrobel

# CENTRAL MASSACHUSETTS MOSQUITO CONTROL PROJECT

## **Mission Statement**

The objective of the Central Massachusetts Mosquito Control Project (CMMCP) is to attain an efficient, economic mosquito control operation which will provide the best results possible and be consistent with all ecological aspects and the best interests of the member towns.

Our goal is to reduce mosquito exposure to the public and the potential for disease transmission by mosquitoes by utilizing proven, sound, mosquito control techniques. CMMCP believes the best way to accomplish this task is by practicing an Integrated Pest Management (IPM) approach as it relates to mosquito control in Massachusetts. IPM utilizes a variety of control techniques and evaluation procedures. Control efforts are undertaken only after surveillance data has been collected and analyzed. Training, experience, and common sense dictate our response in any given situation.

It is our desire and responsibility for this Project to have the best mosquito control for the communities that we serve.

## **Research and Efficacy**

While CMMCP is an agency charged with the control of mosquitoes, we strive to check for efficacy of our products and techniques, and whenever possible perform research in new or different areas of mosquito control.

Areas of research included:

1. Adult Mosquito Resistance to Resmethrin;
2. Adulticide Efficacy;
3. Larval Control Efficacy;
4. Bloodmeal analysis of *Culiseta melanura*;
5. 2007 Service Request Satisfaction Survey

## **Introduction**

The Central Massachusetts Mosquito Control Project currently provides its services to 39 cities and towns throughout Middlesex and Worcester Counties. The Project's headquarters is located at 111 Otis Street, Northboro, MA. Please call (508) 393-3055 during business hours for information. Eighteen full-time and five summer interns were employed at CMMCP in 2007. This the year we received a total of 10,294 requests for service from residents and officials. 525 requests were from residents of Westford.

## **Education**

The Mosquito Awareness Program that we offer to elementary schools and other civic organizations in our district has become very popular. Project staff meets with students, teachers, or residents to discuss mosquito biology, mosquito habitat, and control procedures. Much of the presentation is directed towards what can be done to prevent mosquitoes from breeding around their homes. This program is tailored to meet the needs of the specific audience. 2,152 students and over 400 residents and town officials attended these programs in 2007. Educational pamphlets are available to anyone interested in learning about mosquito control and the services provided by the Project, and these items are routinely stocked in member Town/City Halls and libraries. Display boards with information on our program are rotated through area Town/City Halls throughout the year. Bookmarks with educational information have been printed and stocked in member libraries and town halls, and are used as part of the education program. We also have a website at [www.cmmcp.org](http://www.cmmcp.org) that has extensive information on mosquito biology, our control procedures, the products we use, etc.

### **Wetlands Restoration**

As part of our effort to reduce the need for pesticides, we continue to place great emphasis on our wetlands restoration program. By cleaning clogged, degraded, and overgrown waterways, mosquito breeding from that area can be reduced or eliminated, and drainage areas are restored to historic conditions. 3,940 culverts were cleaned in an attempt to eliminate unnecessary standing water and reduce mosquito breeding. 83 culverts were cleaned in Westford. This work was done in conjunction with cleaning, clearing, and digging of 146,240 feet of streams, brooks, and ditches. This represents over 27.5 miles of waterways which were cleaned and improved by Project personnel in our service area in the year 2007. 2,205 feet of ditches were improved in Westford.

### **Arbovirus Control**

As part of our West Nile Virus (WNV) prevention program, 36,185 total catch basins were treated with larvicidal product to control the mosquitoes that seek out these cool dark wet areas to breed, including the *Culex* species of mosquito, a major target for West Nile Virus transmission. 1,001 basins were treated in town. We identify priority areas in each town and treat the basins in these selected areas to reduce the emergence of this arbovirus. The priority areas are as follows: Prior year WNV activity; senior centers and over 55 housing developments; recreation areas; schools and neighborhoods (higher density first); and industrial areas.

### **Mosquito Surveillance**

The Project's surveillance program monitors adult mosquito and larval population density, and is the backbone for prescribing various control techniques. Specialized mosquito traps are deployed throughout the Project's service area to sample for adult mosquitoes that may be transmitting mosquito-borne diseases. In conjunction with the Mass. Dept. of Public Health, we sample in areas suspected of harboring WNV, EEE, and other mosquito-borne viruses. 1,528 pools (collections) of mosquitoes totaling 39,506 specimens were tested for mosquito-borne viruses this year. No WNV or EEE was reported in horses in our service area in 2007. Adult mosquito surveillance began in May and concluded in late September. Three full-time employees were hired for the summer to assist our Staff Entomologist in his duties.

### **Larval Mosquito Control**

Bti (*Bacillus thuringiensis* var. *israelensis*) mosquito larvicide is a species-specific, non-reproducing bacterium and is used to treat areas where mosquito larvae are found. Our field crews will investigate areas we have databased and treat the area only if surveillance gathered at the time shows an imminent threat of mosquito emergence. A total of over 9,000 pounds of Bti was applied by helicopter in 3 towns, Boxborough, Chelmsford, and Billerica, and 5,793 pounds were applied by hand throughout our service area to area wetlands to reduce the emergence of adult mosquitoes. This represents over 2,932 acres of wetland that was treated with this mosquito-specific product, significantly reducing adult mosquito populations in these areas. Larval control began in March and continued throughout the month of September. 201 pounds were used in Westford to treat 40.2 acres.

### **Adult Mosquito Control**

Our goal is to manage all mosquito problems with education, wetlands restoration or larviciding, but we recognize that there are times when adult mosquito spraying is the only viable solution. In such cases specific areas are treated with either hand-held or pickup truck mounted sprayers if surveillance gathered at the time exceeds a pre-determined threshold to warrant an application. This program is offered on a request-only basis, and the exclusion process under CMR 10.03 (21A) allows residents and/or town officials to exclude areas under their control from this or any part of our program. Adult control began in early June and ended in mid-September with the onset of low nighttime temperatures, reduced service requests, and low mosquito population density.

## NORTHERN MIDDLESEX COUNCIL OF GOVERNMENTS

The Northern Middlesex Council of Governments (NMCOG) was established in 1963 under Chapter 40B of the Massachusetts General Laws and is one of thirteen regional planning agencies in the Commonwealth. NMCOG serves nine communities in the Greater Lowell area, including Westford, and provides professional technical assistance on transportation, economic development, land use, community development, permitting, smart growth, housing, historic preservation, open space and conservation, geographic information systems (GIS), pre-disaster mitigation, and environmental protection. The Council's governing body is composed of a chief elected official, a Planning Board member, and an alternate from each member community.

Robert Jefferies  
*Selectmen representative*  
Alan Nudler  
*Planning Board representative*  
James Silva  
*Chair of NMCOG, Alternate*

The agency strives to bring a regional and interregional perspective to all areas of planning and resource management by fostering cooperative efforts between municipalities and encouraging collaboration between the public and private sectors. NMCOG promotes the interests of the local communities at the state and federal level and often acts as a liaison between the municipalities and other levels of government.

The Council maintains a staff of professional planners and technicians to assist in developing and implementing its policies. Assessments upon the member communities are on an equal per capita basis and are used to provide the local match required to access various State and Federal funding programs. The Council's FY 2008 budget included \$70,958 in local assessments, of which \$5,258.03 represented Westford's share.

In the fall of 2007, Jim Silva was appointed as Chairman of NMCOG, replacing Ellen Rawlings of Billerica who held the position for 10 years. Additionally, Robert Flynn retired after 20 years as the NMCOG Executive Director. He was replaced by the Westford resident (and long time Assistant Executive Director) Beverly Woods. With the unprecedented situation of both the Chair and Executive Director positions belonging to new people and Westford residents, NMCOG will have new energy, drive, and increased attention to suburban communities of the region.

NMCOG devotes a large share of its resources to transportation issues. Transportation planning is undertaken in cooperation with the local communities, the state transportation agencies, and the Federal Highway Administration. Over the past year, the Council has assisted the town and MassHighway in examining traffic issues along the Route 110 corridor and at Minot's Corner. In addition, NMCOG staff has continued to assist the town in tracking the progress of the Bruce Freeman Rail Trail, which is now under construction. NMCOG is also working with MassHighway and its consultant on the I-495 Transportation Improvement Study. The study examines current and future traffic and safety conditions along the I-495 corridor from the Westford/Littleton line to Salisbury. The project scope of work includes a feasibility analysis for creating a new interchange at Route 225 in Westford. The study will be completed in September 2008.

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

The Council continues to provide assistance to the Lowell Regional Transit Authority (LRTA) in the following areas: obtaining Federal capital and operating assistance; marketing programs to improve ridership and revenue; statistical monitoring and analyses; and planning evaluation of the LRTA's route structure and scheduling. Direct assistance with projects such as the relocation of the transit hub to Gallagher Terminal is aimed at improving the operating and

financial efficiency of the transit system. Transportation services are available to Westford seniors through the Westford Senior Center. LRTA is currently working with Westford officials to examine the potential for providing fixed route bus service along Route 110.

The Council, in cooperation with the U.S. Economic Development Administration (EDA), completed the 2004-2008 Comprehensive Economic Development Strategy for the Greater Lowell Region. The document provides a blueprint for addressing the economic development problems facing the region over the life of the plan. The CEDS document strives to achieve a balance between the implementation of economic development initiatives and maintaining the quality of life for area residents and businesses. The Council is in the process of preparing the Annual Update to the CEDS document and will soon file an application with EDA to form an Economic Development District.

NMCOG is establishing a non-profit corporation arm, which will enable it to attract private and non-profit funds for economic development and housing initiatives. This non-profit will be called the Northern Middlesex Economic Development District, Inc. A Board of Directors with Jim Silva as president was formed and bylaws adopted. The filing of official formation papers will occur in early 2008 as well as filing for non-profit status with the IRS and Massachusetts.

NMCOG recently completed a feasibility assessment for Westford's Affordable Housing Committee. The report examined alternatives for utilizing a parcel of land on Boston Road for the development of affordable housing. Over the upcoming year, NMCOG will be completing a similar study for a parcel of town-owned land located in the northern section of town.

NMCOG staff continues to assist the Westford Planning Board and the Comprehensive Master Plan Committee in preparing the Economic Development Component of the Westford Comprehensive Master Plan. This project is funded partly by the town and partly with monies provided by the Massachusetts Department of Housing and Community Development, using technical assistance funds made available as part of the state's Expedited Permitting Program.

## PARKERVILLE SCHOOLHOUSE COMMITTEE

A fresh coat of white paint with trimmings of green on the 1880 one-room Parkerville Schoolhouse was a major accomplishment this year. The site is a pleasing gateway to the south end of the town. In June, the Country Schoolhouse Association of America chose the Parkerville Schoolhouse as one of six to be on its tour. It received rave reviews. Check out our website at [www.ParkervilleSchoolhouse.org](http://www.ParkervilleSchoolhouse.org). The school's historical collection continues to grow.

The recent death of founding member Jennie Johnson has brought sorrow and a great sense of loss to the committee. She served for many years as its president, secretary, and as a teacher in the Old School Days program, sharing her expertise from having initiated a similar program during her teaching career in Acton.

Heidi Hatke  
*President*  
Charles Cusson  
*Vice President*  
Susan Cusson  
*Recording Secretary*  
John Wilder  
*Treasurer*  
June Kennedy  
*Corresponding Secretary*  
Roger Plaisted



Under the auspices of the Friends of the Parkerville Schoolhouse, Inc., a town-wide mailing was conducted in October. The Board of Directors is appreciative of the continuing financial support from the townspeople. Although the town owns and insures this building, all projects at the schoolhouse are done at no cost to the town. In the spring, 21 local third-grade classes participated in the Old School Days field trip to the schoolhouse. Several classes from Acton were also in attendance. Jane Jurgeleit, June Kennedy, and Melva-Jean Shepherd served as schoolmarms. The latchstring is out for the 2008 classes. An Open House for townspeople in November also served as a reunion for those students who attended Parkerville Schoolhouse before its closing in 1929. For this occasion, Parkerville friend Jay Spadano assisted Cub Pack 102, Tiger Den #3, in decorating the schoolyard with cornstalks, scarecrows, and pumpkins.

Many meetings and parties were held during the year. Volunteers have made seasonal decorations for the windows and offered help for cleaning. Westford Academy students Eva Parish and Chris DiCesare have given community service to the Board of Directors.

There are tables and chairs to accommodate 50 people. The rent is reasonable. Townspeople are invited to call Heidi Hatke at 978-392-6827 to reserve the building.

The combined meetings of the Parkerville Schoolhouse Committee and Friends are normally held at the schoolhouse on the second Monday of the month at 7:00 PM. If you plan to attend a meeting, call June Kennedy at 978-692-8924.

## PARKS AND RECREATION COMMISSION

The Parks and Recreation Commission acts as a policy-setting committee for the Parks, Recreation and Cemetery Department. The commission oversees short- and long-range planning for recreational facilities and site acquisition, as well as the development and maintenance of existing recreational facilities. The seven members of the commission are appointed by the Town Manager. The Parks, Recreation and Cemetery Department has responsibility for recreation programming, parks and grounds maintenance, and cemetery maintenance and operations. The Commission meets the first Monday of the month at 35 Town Farm Road. The website is [www.westfordma.gov/rec](http://www.westfordma.gov/rec). There is a separate commission for cemetery operation.

Kacy Caviston  
*Chair*  
Carolyn Metcalf  
*Vice-chair*

Colleen Barisano  
Ken Hanly  
John McNamara

One long-awaited move happened this year when the department was given approval to relocate offices to the historical Town Farm building. Town Farm was the Town's Alms or Poor Farm dating back to 1837. The move has given the department much needed office, meeting, and program space. During the summer, staff, managed by Heidi Hillman, cleaned up the interior of the building that had been vacant since 2003. Historical colors from the 1800's were used to paint the first floor offices, kitchen, and meeting rooms. Paneling was removed to expose the original interior brick work. Carpeting was removed to reveal wood floors in some of the rooms. Professional contractors added interior security lighting, carpeting, replacement of a boiler, and maintenance of the three other heating systems.

Community Preservation Funds were granted to the Historical Commission and School Department for new roofs on the original building and addition, as well as the replacement of gutters and the repointing of chimneys and flashing, which was completed in the fall.

Parks and Grounds staff cleaned up the exterior by removing overgrown weeds and debris and brought in material to create planting beds around the front and side of the original building. The crew cleaned up the back yard by removing dumped items and overgrown weeds and grasses. Repairs were made to upper floor windows with broken or missing glass.

The Library replaced used furniture, which was recycled for use at the Town Farm building. Chairs and tables were a welcome addition, a cost savings, and a good reuse of the furniture.

### Programs

The Westford Partnership for Children (WPC) Afterschool Enrichment Program, a collaboration with the Westford Public Schools, began its fourth year this August. The department added the Middle Schools program in February. The Middle School program, housed at Stony Brook, added a number of new activities including cooking, rocketry, jewelry making, fitness, and robotics. Students from Blanchard are bused to Stony Brook for after school activities such as yearbook and newspaper. The website is [www.westfordma.gov/wpc](http://www.westfordma.gov/wpc).

Wicked Cool Science, a summer program, was held at Forge Pond. This new program offered traditional "camp" activities as well as science and nature related activities. Other new programs included Cardio Tennis, Tai Chi, a revamping of Friday Night Movies or Parents' Night Out, and scrapbooking.

Seven youths from Westford – Brian Murray, Kyle Pilachaowski, Rohit Rajin, Tim Breen, Matt Breen, Lauren Steele, and Julia Kinney – were successful at the local Hershey track meet and moved on to the State meet held in Bolton. Brian Murray was also successful at the State meet and was eligible to advance to the North American Final meet held in Hershey, PA.

### Tennis

Carolyn Metcalf spearheaded a fundraising effort to complete three additional tennis courts at the Veterans Memorial Complex/Stony Brook. Through the Westford Friends of Recreation she held dances and solicited in-kind donations and matching funds from a road race event

involving some Verizon employees. The courts were completed in the fall and an official opening will take place in the spring of 2008.

The addition of a backboard, constructed by Eagle Scout Philip Mastandrea at the Whitney Playground tennis courts, has created additional play opportunities. The backboards are getting extensive use for warm up and practice drills.

Under coach Donna Holmes, professional tennis instructor, the USTA Westford Junior Tennis team qualified for the State meet in August. This was the first year the team has competed in the summer tournament, and they won one match before being eliminated.

#### **Suzanne St. Gelais Memorial Benefit & Volleyball Tournament**

The department lost a longtime employee, Suzanne St. Gelais, in March. Her fellow co-workers and friends raised funds for the construction of a sand volleyball court at Edwards Beach. The first annual Suzanne St. Gelais Memorial Benefit and Volleyball Tournament was held in August. Proceeds from the benefit provide scholarships to children for participation in department programs.

#### **Ronan McElligott Memorial Playground**

The Ronan McElligott Memorial playground will be built in memory of 5-month-old Ronan, who passed away in August, 2007. Ronan suffered from Leigh's disease, a rare neuromuscular disorder that left him with multiple disabilities. Had he survived beyond infancy, he would have been one of the ten percent of children unable to use a traditional playground.

Stephanie and Steve McElligott, in partnership with the Westford Friends of Recreation (WFOR, a 501 (c) 3 non-profit charitable corporation), have formed a committee to raise funds in Ronan's memory to build a barrier-free playground at Edwards Beach. The committee is in the process of fundraising for the estimated \$280,000 project. The website is [www.westford.com/ronansplayground](http://www.westford.com/ronansplayground).

#### **Westford Community Fields - Nutting Road Recreation Fields**

The Parks and Recreation Commission continued to plan for the construction of two new multipurpose fields at Nutting Road. The Commission met with neighbors to update them on the completion of an ANRAD. A Request for Qualifications (RFQ) for Design and Construction Management of the project was posted on the Central Register. Ten firms submitted responses by the December deadline. The Commission read through and evaluated all submittals; four firms were selected for interviews in January 2008.

Westford Youth Lacrosse and Westford Youth Soccer Association have committed funding. A fundraising group is in the process of organizing the plan and committee members.

#### **American Legion Playground - Graniteville**

Parks and Grounds crew and several Highway crew members completed the installation of a playground at the American Legion ball fields in the Graniteville section of Westford. The project included excavation of the area, construction and installation of equipment, ground surface preparation, and fence work. The previous wooden structure had to be removed due to safety concerns. The new structures are age-appropriate for 5-12 year olds. In addition to the playground, Eagle Scout Daniel Souza built two benches and two octagonal tables with attached seating for the site. The ball fields are used extensively throughout the spring, summer, and fall, hosting youth baseball and softball leagues and tournaments. The addition of the tables and benches was greatly appreciated by the users of the playground and fields.

#### **Parks and Grounds**

The crew completed major repair work to infields at the American Legion, Hamilton field, and VFW field. There was an increase in vandalism requiring extensive repair work at the VFW/Forge softball field. The crew repaired the new irrigation system and scoreboard. There was an increase in graffiti at several parks.

*Parks and Recreation Commission*

The crew continues to work with the Veterans Agent on the Veterans and Memorial Day events. The crew is responsible for the raising and lowering of flags throughout town and on Main Street for special occasions or as mandated by the governor or president.

The Suzanne St. Gelais Memorial Volleyball court construction was completed by the crew with help from the Highway department (backhoe) in time for the inaugural event in August. The construction included removing and reinstalling fencing to open up the area for the court. The project was funded from donations in Sue's name to the Westford Friends of Recreation.

## PERMANENT SCHOOL BUILDING COMMITTEE

The committee has worked throughout the year to complete corrections to the contractor's work at the Stony Brook School and to get the contract closed. In 2006 the contractor was declared in default, and outside counsel was retained by the town to pursue the committee's claim against the bonding company for its failure to complete the project. Suit was filed in Norfolk Superior Court to recover the costs of the work which should have been completed by the contractor and/or the bonding company. Throughout 2007 the suit has progressed slowly, with requests for documents from both parties.

The most significant work that remained in 2007 was the replacement of the defective pavers at the entrances to the school. A landscape architect was hired to complete design and construction documents, and the work was completed over the summer months with the assistance of a Clerk of Works hired by the PSBC.

Kenneth Morgan  
*Chair*  
George Murray  
*Vice-chair*  
Steven Brierley  
*Secretary/Treasurer*

Arthur Benoit  
Karen Cavanagh  
Thomas Ellis  
Angela Harkness  
Robert Jefferies  
Mike Mulligan  
Kirk Ware  
Victor Weisenbloom

Katherine  
Thompson  
*Assistant to the  
Committee*

## PERMANENT TOWN BUILDING COMMITTEE

### **Cameron Senior Center Project**

The committee presented a recommendation to the Board of Selectmen to proceed with renovation/redesign of the Cameron Senior Center. This project would allow the Cameron Senior Center to accommodate existing programs and expand to meet the needs of our growing senior population. The Annual Town Meeting passed an article to hold a ballot vote to authorize the town to spend money to complete the final architectural and engineering design.

Thomas Mahanna  
*Chair*  
Karen Cavanagh  
*Vice-chair*  
Nancy Cook  
*Secretary*  
Lawrence Order  
*Treasurer*  
Paul Davies

After approval of the ballot vote in September, the committee was charged with procuring a firm to complete the architectural and engineering design for the Cameron Senior Center. The committee recommended the hiring of a project manager, which was approved, and after completing the review process from proposals for architecture and engineering services, the committee recommended hiring the architecture firm Graham/Meus Inc.

The committee also assists the Senior Needs Committee, when requested, as they explore other possible additional funding sources for the Cameron Senior Center project.

### **Town Hall Project**

The committee began work on the feasibility study for Town Hall. The intent of the study is to determine how to best accommodate the space needs of employees at Town Hall.

### **Policy Statement**

The committee met with the Board of Selectmen to present a policy and procedures document and has subsequently submitted a revision to the selectmen. The intent of the document is to provide clarification of our function in regard to building projects. In conjunction with the document, the committee continues to create content for a website that will include information to help guide the process of building projects. The website can be accessed through [www.westfordma.gov](http://www.westfordma.gov) using the link for town departments.

### **Members**

The committee voted a new slate of officers: Thomas Mahanna as Chair, Karen Cavanagh as Vice-chair, Nancy Cook as Secretary, and Larry Order as Treasurer. The committee would like to thank Christopher Doonan, who resigned this past year, for his valuable contributions. Nancy Cook joined the committee. Meetings are held every other Wednesday at 7:00.

The committee continues to endeavor to coordinate efforts within town departments to provide Westford with the buildings necessary to house the town's vital community services in as efficient and cost-effective a manner as possible.

## PLANNING BOARD

The Planning Board is pleased to present this account of the significant events and activities of the board for 2007.

Andrea Peraner-Sweet  
*Chair*  
Mike Green  
*Vice-chair*

### Applications

The following table is a summary of the number of applications received and their end-of-year status.

Dennis Galvin  
Allen Nudler  
Fred Palmer

Ross Altobelli  
*Town Planner*

Planning Board Application Summary 2007				
Type	Status			
	Approved	Denied	Withdrawn	Pending
Site plan	4	0	0	3
Preliminary Subdivision	1	0	0	1
Site plan - modification	1	0	1	0
Definitive subdivision	2	0	0	1
Special Permit – major commercial project	0	0	0	2
Special Permit – wastewater treatment plant	0	0	0	1
Special Permit – planned commercial development	0	0	0	1
Special Permit – public shade tree removal	0	0	1	0
Special Permit – flood overlay district	1	0	0	0
Special Permit – reduction in parking	0	0	0	1
Special Permit – sign permit	2	0	0	0
Subdivision, approval not required	6	0	0	0
<b>TOTALS</b>	17	0	2	10

Highlights of the year include:

### Weetamoo III – Weetamoo Way

This project illustrates the use of local zoning in preserving open space. On September 24, 2007, after numerous public meetings, the board voted to approve the Open Space Residential Proposal. The project will provide eight single-family detached dwellings while preserving 7.75 acres of open space.

### Tennis Courts – Stony Brook Middle School

On February 5, 2007, the Planning Board approved the construction of three additional tennis courts at the Stony Brook Middle School proposed by the Westford Friends of Recreation Inc. Further, the board appropriated \$25,000 from the Summer Village mitigation funds to assist in the construction of three additional tennis courts.

### Cornerstone Square – Boston Road / Littleton Road

In January, an application to develop a 245,970 square foot, upscale lifestyle retail center at the intersection of Boston Road and Littleton Road (Route 110) was presented to the board. The proposal consisted of a mixed-use commercial, retail and office space development. The size, scope and extent of the project presented the board with multiple challenges, and the board spent the better part of the year reviewing this project. It engaged numerous consultants to assist it, including traffic engineers, site plan and design reviewers, lighting engineers and landscape architects. It worked with and sought the input of multiple boards and town officials.

*Planning Board*

Through the extensive review process, the proposal was reduced to 229,600 square feet. Roadway improvements along Boston Road and Littleton Road were proposed and negotiated. As a result of the anticipated economic impact of this development, the town was awarded a \$1 million Massachusetts Opportunity Relocation and Expansion (MORE) grant from the state.

At the end of the year, the board was wrapping up its hearings on this matter and anticipated voting on the project at the beginning of 2008.

**Comprehensive Master Plan**

The Comprehensive Master Plan Committee has been hard at work throughout 2007. With the assistance of its consultants, Community Opportunities Group, Inc., it put together seven technical papers on the following topics:

1. Transportation and Pedestrian Circulation
2. Natural and Cultural Resources
3. Housing and Neighborhoods
4. Open Space and Recreation
5. Facilities and Services
6. Land Use and Zoning
7. Economic Development

These papers were then presented to various town boards, committees and commissions for review and comment. From these papers and the information gathered, the committee set to work on drafting implementation strategies, goals and objectives for the Comprehensive Master Plan. As 2007 drew to an end, the committee was hard at work putting together the Comprehensive Master Plan.

The board intends to submit the completed Comprehensive Master Plan in 2008.

The board also undertook an initiative to begin promoting Low Impact Development (LID) in Westford. The Town Engineer arranged for a consultant to come and speak with the board. The board now routinely asks developers to look at LID options and engages a consultant to assist developers in implementing LID options.

The board also continues to promote the use of the alternatives to standard subdivision development through the use of its open space bylaw and flexible development bylaw. These bylaws offer the town the opportunity to guide development so as to create subdivisions with increased open space, affordable and over 55 housing and reduced impact on town services through better site planning.

The board would like to thank all of the reviewing departments, commissions and boards for their valued input into projects.

# POLICE DEPARTMENT

## Police Department Roster

### Chief of Police

Robert M. Welch, Jr.

### Deputy Chief

Thomas M. McEnaney

### Captain

Walter R. Shea

Edward P. Rochon

### Lieutenants

Victor F. Neal Jr. – Court Prosecutor/Operations Division

Joseph J. Roy – Operations Division

Joseph A. Shields – Special Services Division

Donald H. Pick – Operations Division

### Patrol Sergeants

Hervey P. Cote

Marc T. Proia

Ronald L. Paulauskas

Stephen F. Timothy

William G. Luppold, Jr

Mark P. Chambers

David S. Connell

### Patrol Officers

David Bettencourt

Gregory D. Marchand

Michael E. Croteau

Amy Landry

Joseph Eracleo

James P. McCusker

Justin L. Agraz

Daniel J. O'Donnell, Jr

Derek P. Hartley

Robert P. Musto

Jon-Allen Haslam

David P. O'Hearn

Scott J. Hyder

Joseph A. Walker

Michael J. Jelley

David M. Welch

Steven E. Keins

### Special Services

Det. Christopher D. Ricard

SRO. Michael J. Perciballi

Det.Sgt. David S. Connell-K9

Det. Dennis A. Rogers

Det.Sgt. William G. Luppold Jr. Prosecutor

Det. James D. Peloquin

### Telecommunicators

Timothy H. Whitcomb-Supervisor

William F. Duggan

Amy M. Weeks

Michelle L. Wright P/T

Andrew Sherman

Tammy L. Jones P/T

Gena L. Carson

Courtney A. Theberge

### Office Personnel

Jo E. Cobleigh

Linda K. Zarzatian

Michelle L. Wright

Tammy L. Jones

### Custodial

Donald Guillmette

Police Department

**Police Call Log**

Arrest	154	Firearm Violation-Discharge	15
Arrest Juvenile	5	Firearm Violation-Possession	1
Protective Custody	14	Fire-Alarm	99
Restraining Order Violations	10	Fire-Building	17
Accident Motor Vehicle-Fatal	1	Fire-Call Box	24
Accident Motor Vehicle-Injury	62	Fire-Motor Vehicle	9
Accident Motor Vehicle-No Injury	516	Fire-Other	151
Accident-Industrial	3	Fireworks Violation	15
Accident-Other	6	First Responder	97
Accident-Recreational Vehicle	2	Forgery	3
Animal Control Officer Call out	159	Fraud	22
Alarm	1050	Funeral Escort	9
Ambulance	990	General Offenses	0
Animal Bite	10	General Services	0
Animal Cruelty	2	Harassment	9
Animal Stray	36	Health Hazard	9
Animal/Motor Vehicle Collision	21	Indecent Exposure	7
Animal-Vicious	0	Identity Theft	17
Annoying Opposite Sex	0	Injury to Property-Private	151
Assault-Felony	0	Injury to Property-Public	26
Assault-Simple	5	Investigation	11
Assault & Battery Physical	2	Larceny	132
Assault & Battery Weapon	0	Larceny Attempt	0
Assist Motorist	0	Larceny by Check	6
Bank Escort	162	Larceny by Credit Card	11
Breaking & Entering Attempt	15	Larceny from Motor Vehicle	45
Breaking & Entering Forced	25	Larceny Motor Vehicle-Auto	11
Breaking & Entering Unlawful Entry	10	Larceny Motor Vehicle-Other	1
Breaking & Entering Unfounded	1	Legal Advice	222
Bomb Threat	0	Liquor-Possession	4
Building Found Open	75	Liquor-Sale Minor	1
Bylaw Violation-Cars	16	Liquor-Illegal Sale	0
Bylaw Violation-Dogs	11	Lock Out	256
Bylaw Violation-Drinking	2	Lost Child	2
Bylaw Violation-Other	58	Maintain the Peace	18
Bylaw Violation-Soliciting	13	Message Delivery	27
Child Abuse	1	Missing Person	25
Child Neglect	4	Mutual Aid	42
Civil Complaint	0	Motor Vehicle Abandoned	12
Commitments	33	Motor Vehicle Citations	***
Counterfeiting	3	Motor Vehicle Disabled	207
Disorderly Conduct	6	Motor Vehicle Violations	569
Disturbances	469	Non-incident	11
Disturbing the Peace	4	Officer Wanted	109
Domestic	151	Order Served	68
Drugs-Other	8	Property Take Possession	14
Drugs-Possession	20	Property Found	93
Drugs-Sale	0	Property Lost	63
		Property Recovered	9
		Property Insecure	9
		Prisoner Pick Up	0
		Prowler	7

*Police Department*

Rape-Attempt	0	Surveillance Motor Vehicle	12
Rape-Force	0	Surveillance Person	29
Rape-Statutory	0	Suspicious Activity	24
Receiving Stolen Property	0	Suspicious Motor Vehicle	204
Record Check	0	Suspicious Person	162
Removal Animal	6	Telephone 911 Hang-up	349
Repossession	4	Telephone 911 Non-emergency	263
Robbery-Attempt	0	Telephone 911 Other	11
Robbery-Firearm	0	Telephone Harassment	63
Robbery-Knife	2	Telephone Obscenity	4
Robbery-Unarmed	0	Threatening	10
Rubbish Disposal	12	Traffic Control	11
Runaway	3	Traffic Hazard	255
Safety Hazard	182	Transportation	18
Search Warrant	1	Trespassing	41
Security Check	69	Truancy	1
Sex Offense-Other	18	Vicious Animal	0
Shoplifting	7	Vehicle ID Number (VIN) Check	13
Stolen Property Received	0	Well Being Check	126
Sudden Death	5		
Suicide	2		
Suicide Attempt	6	<b>TOTAL</b>	<b>8853</b>
Summons Served	139		

## RECORDS & ARCHIVES MANAGEMENT COMMITTEE

The Records & Archives Management Committee continued activities in support of its charter “to create a records and archives management policy for town records, to find a suitable central location for the safe storage of historical records, and to address other preservation issues for town records.”

Virginia Moore  
*Chair*

Ellen Harde  
Jane Hinckley  
Sandy Martinez  
Robert Oliphant  
Kaari Mai Tari

### Records Management

Moisture concerns in the Town Hall basement were addressed with the installation of a French drain system in early fall of 2007 with capital funding appropriated by a special town meeting in 2006.

In late 2007 serious safety issues were discovered in the Town Hall structure itself, resulting in the evacuation of all personnel as the result of a structural survey of the building. The weight of the high-density storage files storing the active records of many departments caused the problem. They were removed from Town Hall to the old Water Department. Many other files are still housed in Town Hall, and their safety in an unmanned, condemned building without a sprinkler system is of great concern. We look forward to working with the Permanent Town Building Committee to find new and hopefully permanent archives for our historic resources.

The Board of Water Commissioners graciously offered space in the old Water Department for storage of records with a limited retention, which has helped with some of the storage issues, especially for the Finance Department and Town Clerk’s office. We are particularly grateful to Water Superintendent Warren Sweetser, Business Manager Robin Fulford, and Wayne Beauregard and his crew for assembling the shelves and moving more than 50 boxes from Town Hall to the Water Department space.

Several steps were taken to encourage town departments, boards, and committees to adopt records management strategies as an ongoing effort.

- Records preservation guidelines were simplified and distributed.
- A third records management cleanup day was conducted at Town Hall on September 21 to prepare records for an off-site move while the basement drainage system was installed and to dispose of non-permanent records, as per state-mandated retention schedules. Many cubic feet of material were taken away to be recycled or shredded.

Committee members toured the unoccupied Town Farm building for possible use as a records archive or records storage facility. Extensive renovations would be required for such purposes, particularly regarding environmental control, structural support of floors, and security, and the location is not convenient to the Town Clerk’s office.

The committee visited the new Highway Department facility to take a closer look at the Engineering Department plans and the storage units used for the plans and to gain a better understanding of how Engineering Department documents are scanned and used. We thank Town Engineer John Livsey for hosting us.

Committee members visited the recently renovated (January 2005) Special Collections section of the Concord Public Library as guests of Leslie Wilson, Curator of Special Collections, who talked to us about their collection and gave us a tour of their facility. In addition to showing us their archives, Ms. Wilson provided information about applying for grants for records management and preservation funding and about vendors for compact shelving and off-site storage.

### Preservation

The second phase of processing the collection of town records dating from the 1780s to the 1920s, known as the Tin Box Archives, continued as Marilyn Day, former director of the Westford Museum and member of the Board of Directors of the Historical Society, continued

to organize thousands of documents into manageable and searchable categories and place them in plastic sleeves or in acid-free paper to aid in preservation. Assisting her in this effort were Pat Louch, Sandy Martinez, Melva Jean Shepherd, and Beth Shaw. We are grateful to Library Director Ellen Rainville for finding space to house this collection in a far more stable environment than the damp Town Hall basement, enabling continued work on the collection.

Town Meeting in 2007 appropriated Community Preservation Funds for the preservation of many town records. Several departments worked collaboratively to obtain this grant and the following projects are being worked on simultaneously:

- Committee members contributed many hours to finish reorganizing and re-filing Planning and Zoning applications and decisions that will be indexed and scanned in 2008. We thank Beverly Lamburn and Cecile Demers-Gauthier for volunteering their time in this effort as well.
- Mary P. Bogan, a Conservator from the Northeast Document Conservation Center (NEDCC), spent three days in the Town Clerk's office surveying the early bound records in the Town Clerk's vault and subsequently wrote a report with recommendations for preservation and conservation treatment.
- About 8,000 sheets of Engineering Department plans were prepared for scanning and digitizing.
- More than 6,000 sheets of commercial building plans were indexed and flattened to prepare for microfilming. Many thanks to Nancy Sharpe, who has provided upwards of 70 hours in 2007 to help with that challenging task. The indexing work is being done at the Forge Village Fire Station, now housing the Technology Department. We are grateful to Technology Director Christopher McClure for finding space to set up a workstation and temporary storage for these plans as they are indexed and queued for scanning. Former Engineering Inspector James Esterbrook created the database that is being used to create the index.
- Discussions were held with the Recreation Department about scanning, preserving, and providing online access to town cemetery records.

Patty Dubey, Assistant Town Clerk, re-housed another 8 volumes of vital records in plastic sleeves to eliminate direct handling of the original documents.

## RECYCLING COMMISSION



The goal of the Recycling Commission is to provide means for residents to dispose of household waste so that it is recycled and reused rather than incinerated. Ongoing recycling programs launched in years past – such as curbside pickup or used electronics collection days – are managed by the Commission. But

each year the Commission explores new initiatives to increase recyclables while decreasing waste trash.

Andrew Bergamini  
Joanne Bergamini  
Kristina Erickson  
Abby Foster  
Ellen Harde  
Elizabeth Sawyer  
Barbara Theriault

### New Recycling Initiatives in 2007

#### Eliminating Cardboard from Curbside Trash

The state of Massachusetts bans disposal of cardboard with household trash. While many Westford residents are aware of that ban and comply with it, much of the trash picked up curbside still contains cardboard. This year the Commission tackled this problem by working with our curbside trash collector to ensure that workers placed a rejection sticker on cardboard and left it behind. Using the [www.westfordrecycles.org](http://www.westfordrecycles.org) site as well as [www.westford.com](http://www.westford.com), the Commission educated residents that virtually all cardboard can now be flattened and included with recyclables, and that by doing so residents can decrease what Westford pays for curbside pickup.

#### Using Local Real Estate Agents to Teach New Residents to Recycle

There are nine real estate offices in Westford, and historically they have not provided new homeowners coming into town with information on how to recycle. The Commission saw an opportunity to partner with the agents to set new homeowners on the right recycling track and asked their involvement to get the word out. The Commission provided the agents with materials for new homeowners including a welcome letter, a recycling guide and a coupon to get a bin.

#### Recycling for Small Businesses

Increasing methods for residential recycling remains the Commission's focus. But as the number of commercial businesses in town continues to grow, and these businesses – real estate offices being a prime example – generate considerable paper and other potential recyclables, the Commission is compelled to take action. This year the Commission has partnered with the town's recycling contractor, Integrated Paper Recyclers, to introduce two recycling programs for Westford-based businesses at a reasonable cost.

#### Compact Fluorescent Bulbs and Button Battery Collection

CFL bulbs contain mercury and must not be disposed of in the trash. Large retailers sell thousands of these bulbs but do not collect used bulbs. As an option for Westford residents, the Commission has set up new drop-off locations at two hardware stores in town – Ace and McKay Hardware. Button batteries are also collected at both locations.

### Ongoing Collection Programs Continued in 2007

The Commission organized the following recycling opportunities for our residents:

- Three used electronics and sneakers collections
- Spring brush chipping
- Town-wide Litter Cleanup (TLC) Day
- Spring and fall yard waste collection for subscribers
- Summer and fall document shredding
- Fall brush chipping

The Commission also participated in the following town events:

- “Step it Up”
- Water Department Open House
- Farmers Market on the Common

The following table lists the material collected through Westford’s recycling programs and the percent increase or decrease from previous years:

<b>Material &amp; Collection Frequency</b>	<b>2007</b>	<b>2006</b>	<b>2005</b>
<b>Glass, Metal and Plastic</b> Bi-weekly curbside collection	821 tons +29%	636 tons +4%	610 tons -2%
<b>Mixed Paper and Cardboard</b> Bi-weekly curbside collection	1,701 tons -7%	1,835 tons -3%	1,900 tons -1%
<b>Used Electronics</b> Three collection days	31 tons -11%	34 tons +37%	25 tons -21%
<b>Brush</b> Two spring brush collection days	5 tons -71%	17 tons	
<b>Appliances</b> Monthly collection by Atlas Recycling	36 tons -23%	47 tons -16%	55 tons +7%
<b>Waste Oil</b> Saturday collection at Westford Center fire station	432 gallons +9%	395 gallons	
<b>Litter</b> Spring town-wide litter collection Day	1 ton		

The following table lists the solid waste (trash) collected in Westford and the percent increase or decrease from previous years:

<b>Material &amp; Collection Frequency</b>	<b>2007</b>	<b>2006</b>	<b>2005</b>
<b>Solid Waste</b> Weekly curbside collection	9,287 tons -2%	9,471 tons -2%	9,639 tons +1%

### Other Key Information

- Kristina Erickson and Joanne Bergamini joined the Commission in 2007, and Gerry DiBello retired, having done every job imaginable for the Commission since he signed on in 1989 when the group was still the Solid Waste Advisory Committee. Thank you so much, Gerry.
- The Commission meets the second Thursday of each month from 7:30 to 9 PM at the Cameron Senior Center.
- Answers to most recycling questions can be found at [www.westfordrecycles.org](http://www.westfordrecycles.org).

## REPRESENTATIVE TOWN MEETING STUDY COMMITTEE

Following the 2007 Annual Town Meeting, the Board of Selectmen appointed a five-member committee to study the pros and cons of a Representative Town Meeting form of government for the Town of Westford and to make a recommendation on whether the Town should pursue the concept. In addition, the Committee was to study and make a recommendation as to the appropriate day and time to hold the Annual Town Meeting. The committee was to have five members, including a representative of the League of Women Voters and four citizens at-large. A member of the Board of Selectmen is to be an ex officio, non-voting member of the committee.

George Murray  
*Chair*  
Robert Phillips  
*Secretary*

John Cunningham  
Buffie Dierks  
Marianne Fleckner  
Robert Jefferies  
Bob Price  
Valerie Wormell

Bob Jefferies and Valerie Wormell are sharing the Board of Selectmen representation, and Marianne Fleckner serves as an alternative member. The committee has agreed to include other recommendations for the improvement of Town Meeting in its final report.

As of February 2008, the committee has held five meetings and has interviewed several subject matter experts, including: Ellen Harde, Westford Town Moderator; Steve Ledoux, Westford Town Manager; Dave Murray, Chair, Westford Finance Committee; and Bernie Lynch, City Manager of the City of Lowell and former Chelmsford Town Manager. It continues to research available articles and publications and plans to meet with additional knowledgeable individuals.

Meetings are generally held the first Tuesday of each month at the Millennium School. Meetings are posted at Town Hall, and opinions are gratefully received from Westford residents.

No deadline was included in the committee's charge from the Board of Selectmen for completion of its report to the town. At this point, it is not known whether the committee will complete its work before the Annual Town Meeting in May 2008.

## ROUDENBUSH COMMUNITY CENTER

### **Celebrating 32 Years of Education and Service to Westford**

The Roudenbush Community Center is celebrating 32 years of education and service as Westford's community center. RCC childcare centers located at 65 Main Street, at Frost, the Old Nab School, and the Abbot School provided care and curriculum to over 400 children ranging in ages from infant to 6<sup>th</sup> grade this past year.

A wide variety of exciting new programs such as Bollywood Dancing, Jump Rope classes, and personal enrichment classes for all ages have been added to our list of over 900 classes. These have been extremely popular, and the quest for unique programs continues.

Throughout the year, Roudenbush "Community Care" programs collected food, books, blankets, coats, and more for seniors and adopted families at the holidays. RCC children actively collected items donated to the Westford Food Pantry and sent care packages to our soldiers and shelters in Lowell and Boston. RCC is also a member of the United Way of Merrimack Valley and the Gifts in Kind Program.

RCC co-sponsored the first Westford Farmers Market during the summer and fall of 2007 on the Westford Common. Over 17 vendors participated in this successful event which will continue in the summer of 2008.

### **Awards & Grants Received**

- Roy L. Jeannotte Award for Service and Leadership from the Nashoba Valley Chamber of Commerce was received. RCC was recognized by the MA State House and House of Representatives for community service.
- Grants received to help support the many programs that we offer include the Greater Lowell Foundation, Kids' Care Club, Westford Cultural Grant, Westford Charitable Foundation Grant, and the MA Special Olympics Grant.
- RCC continues to be the lead agency for the Community Partnership Grant for Child Care Assistance for Westford families through the Massachusetts Department of Early Education and Care.

### **Improving our Services, Efficiency, and Buildings**

- Preschool programs at Old Nab and Main Street and childcare programs at Frost have their national accreditation through the National Association of Education for Young Children (NAEYC), the highest quality in childcare certification, and were both recertified this past year.
- The Roudenbush Scholarship Fund assists RCC families in temporary financial need. The scholarship is funded through profits from the sale of the Roudenbush Map of Westford, cookbooks, and other fundraisers. RCC also oversees the Avis Hooper Scholarship, the Patti Mason Music and Art Scholarship Fund, and the Deborah Fridrich Community Education Scholarship in memory of our dear friend.
- RCC is affiliated with the Nashoba Valley Special Olympics, which was started in the fall of 2006 by RCC, Dan Gallagher, and Tom Basiliere with the help of many dedicated volunteers. Over the past year, over 100 children ages 6-14 (athletes) and 100 partners (middle school – high school) have participated in activities including

Gary Hultgren  
*Chair*  
Stacey Mantenuto  
*Vice-chair*  
Christine Coughlin  
*Secretary*

Mary Gala-Yao  
Arlene Hammel  
Frank Pisano  
Jack Viera

*Roudenbush Community Center*

soccer, track and field, tennis, basketball, swimming and more. This program is completely free to all athletes.

- RCC offers additional programs for kids with special needs. Funds to run the programs are raised through fundraisers and two grants: the Westford Charitable Foundation and the MA Special Olympics Grant.

Also during the past year, we have completed the following building or grounds improvements with a total value of over \$200,000 in capital improvements, over and above our regular maintenance budget. *These projects are entirely paid for through RCC fundraising and capital appropriations:*

- **Frost:** Complete replacement of 2 front porches and columns; replacement of outdoor lighting; ceiling replacement; and total replacement of wood siding and trim on the outside of the building.
- **65 Main St.:** Complete replacement windows installed; replacement of side doors; and renovation of several office spaces.
- **Old Nab:** Complete roof repair; new playground equipment and signs; and repair and replace ceilings in several rooms.

**The Roudenbush Committee**

RCC is a town department and is financially self-sufficient. The RCC Committee is appointed by the Town Manager and is responsible for setting policy and is the fiscal agent of its \$2.5 million budget. The committee is divided into three subcommittees: Buildings & Grounds, Personnel, and Finance. Committee members also serve as the board of directors of TRCCI, a non-profit 501(c)3 organization.

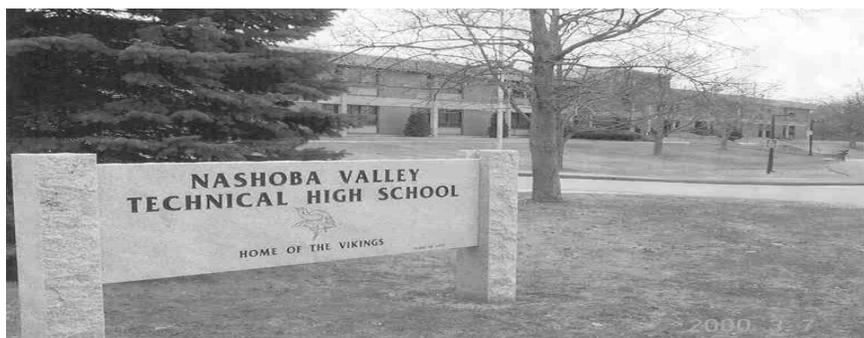
## NASHOBA VALLEY TECHNICAL HIGH SCHOOL

Nashoba Valley Technical High School is a regional technical high school established in 1969 to serve students in grades 9–12. It now also provides post-graduate programs for those between the ages of 18 and 25 years old. Nashoba has earned an impressive reputation for producing community leaders as well as providing community service. With an enrollment of approximately 650 students from seven communities, Nashoba Valley Technical High School offers career preparation in 16 technical programs.

### Westford's NVTHS School Committee Members

Hajo Koester  
Joan O'Brien

Douglas Moran  
*Alternate*



### Administration

Dr. Judith L. Klimkiewicz	Superintendent
Mr. Victor Kiloski	Assistant Superintendent/Principal
Ms Carol Heidenrich	Director of Technology
Ms Melissa LeRay	Director of Student Services
Ms Danya Sclar	Guidance Team Leader
Ms Denise Page	Director of Curriculum/Grants
Mr. Matthew Ricard	Dean of Students
Mr. George Kalarites	Facilities Manager
Ms Clare Jeannotte	Business Manager

**Accreditation:** New England Association of Schools and Colleges.

**Faculty:** 54 certified teachers

**Pupil Teacher Ratio:** 20:1

### The Year in Review

In 2007 Nashoba opened the first Theatre Arts program in the Commonwealth of Massachusetts to expand student opportunities to study the ever-expanding entertainment industry. The program has been met with much acclaim and success in its first year.

Much of the facilities and grounds work that was unable to be funded through the major reconstruction project has been completed by students, staff, and volunteers. The athletic fields are sporting a new irrigation system, a new scoreboard, baseball homerun fencing, and a brand new concession facility, which is handicap accessible and offers new bathroom facilities to our outside guests.

Nashoba has also become a satellite campus for Fitchburg State College with many professional development and teacher graduate matriculation opportunities for area teachers and residents. Classes have been well attended and interesting to all participants.

Finally, NVTHS continues to improve its post-secondary opportunities for students, with multiple new articulation programs with public and private colleges, as well as immediate career placement opportunities with our business partners.

We are happy to announce that enrollment continues to grow, with fifty-four students from Westford now attending Nashoba Valley Technical High School.

**Three 12-Week Trimesters**

Classes consist of eight 45-minute periods set in a 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. Post-graduate students maintain only the technical schedule.

**Vocational-Technical Programs**

Auto Collision Repair & Refinishing  
Automotive Technology  
Banking, Marketing & Retail  
Carpentry/Cabinet Making  
Cosmetology  
Culinary Arts/Hotel Restaurant Management  
Dental Assisting  
Design & Visual Communications

**(Secondary & Post Graduate)**

Electrical Technology  
Electronics/Robotics  
Engineering Technology  
Health Assisting/Early Education & Care  
Machine Tool Technology  
Business Automation Technology  
Plumbing/Heating  
TV Media Production/Theatre Arts

**Special Academic Programs**

Advanced Placement and college preparatory courses are available in all core areas. Foreign language and traditional electives are offered for all four years for any interested students.

**Dual Enrollment**

Juniors who are eligible may elect to enter the Dual Enrollment Program and take courses during the junior and senior year at a two-year or four-year public college or private institution in Massachusetts or New Hampshire. Upon completion, they receive their high school diploma from Nashoba and one or two years of college credit. Over 25 students in recent years have graduated with an Associates degree from 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.

**Student Activities**

Nashoba sponsors an extensive program in intra-scholastic sports including varsity teams in ten high school sports with equal opportunities for both male and female students. Other extracurricular activities include Student Council, National Honor Society, yearbook, Students Against Destructive Decisions, Ski Club, Tennis Club, Skills USA, Student Leadership, peer mediation, and other special interest clubs. No user fees are imposed on any sport, school sponsored club, or activity.

**Continuing & Community Education**

Approximately 700 adult students a year attend the Continuing Community Education Program in late afternoon and evenings at Nashoba.

**Community Service Projects**

Nashoba is unique in its approach to community service and its relationship to its district communities. Students are expected to go out with their instructors to district towns to work on community service projects. The students perform necessary projects for the district towns. The Community Service Program educates students in a real-world setting and allows the towns the benefit of viewing Nashoba students at work and having a major project completed without expending limited town resources for capital improvement. Samples of projects completed for Westford recently are: emergency vehicles repaired and painted; electrical work in Westford schools; and the construction of a storage building at the town cemetery.



**Committee Meeting Time/Place**

The District School Committee meets every second Tuesday of each month at 7:30 PM in the Nashoba Valley Technical High School Conference Room.

## WESTFORD PUBLIC SCHOOLS

The Westford Public Schools enrolled 5,247 students for the 2006-2007 school year, an increase of 37 students over our 2005-2006 enrollment of 5,210 students. Children of school age

Everett V. Olsen, Jr.  
*Superintendent of Schools*

represent nearly 30% of the town's total population. Over the last eight years the number of children born in Westford has declined. The number of births correlates highly with future school enrollments. Westford is beginning to observe a degree of stabilization in our elementary enrollment. Between 2002 and 2004 our average annual K-12 enrollment increase was 185 students. This decreased to an average annual K-12 enrollment increase of 43 students between 2005 and 2007. It will be important for the town and school system to monitor the impact of high-density residential developments, as these could potentially bring additional growth to our K-12 enrollment.

One of the significant achievements during the 2006-2007 school year was the drafting of a Five Year Vision and Core Values by a Vision Work Team. The Work Team consisted of approximately 30 members and included parents, residents, school staff, students and members of the business community. The vision will provide a framework for the redrafting of the Westford Public Schools' Strategic Plan.

Over the next two years system-wide goals, objectives and action plans will be developed for the following five strategic plan components: Curriculum, Instruction and Assessment; Personnel and Professional Development; Student Support Services; Communications and Community Support; and School Management and Leadership. The rewrite of these five Strategic Plan components will take two years. We will ultimately use this document as an important guide in the development of School Improvement Plans and our annual budget. My sincere thanks to the members of our Vision Work Team for a job well done.

Enhanced communication with parents, residents, town officials, staff and students was an important goal of the Superintendent during the 2006-2007 school year. Four newsletters were published to inform residents of the progress and accomplishments of our students and staff. In addition to my meetings with town officials, residents and staff, several meetings were conducted with students. These were particularly enjoyable and provided a greater degree of insight into the academic and social needs of students. Additionally, the Nutrition Committee completed its work in developing a policy and regulations to present to the Westford School Committee. The policy and regulations were drafted to meet the requirements of Public Law 108-265, the Child Nutrition and WIC Reauthorization Act of 2004. The Nutrition Committee is to be commended for its ambitious approach to bringing better nutritional practices to our school system.

As with every other year the 2006-2007 school year presented significant fiscal challenges. Our school system's general fund appropriation represented an increase of 4.4% to the school system's FY 2006 appropriation. This was a very modest increase when one considers the fact that our school enrollment is larger than the enrollment of some small cities in the Commonwealth. In many communities across the state, revenues have not increased at rates commensurate with expenses. The lack of revenues has unfortunately shifted the incidence of cost for some key services to individual students in the form of fees. 2006-2007 is the second year of implementing a broad range of student fees. Fiscal constraints continue to impede our ability to move our school system forward so that our students exhibit increased competitiveness in relation to students from other nations.

Westford has excellent students and excellent staff who respect each other and grow from each other. I am always proud of the performance of our students on the statewide MCAS testing, but I also realize the need for continuous improvement on this important assessment. Although performance on the MCAS is an important measure of a school system's curriculum and instructional quality, we continue to provide a curriculum that has a breadth and depth that exceeds MCAS requirements. Our focus on continuous improvement is essential in allowing

our students to meet ever-changing global political, economic, social and technological challenges.

Finally, the quality of our school system not only comes from within, but also from the support of many. My thanks to the School Committee, Board of Selectmen, Finance Committee, Town Manager, and the Westford community for the support that has allowed our school system to provide an excellent education for the children of Westford.

## SPECIAL EDUCATION

The opening of the past school year found changes in the Special Education Department. Dr. Kevin Dwyer retired after 23 years of dedicated service to the Westford Public Schools. Dr. Dwyer has left a legacy of sound programming, a strong infrastructure and the practice of doing what is best for all children. We wish him a healthy and happy retirement.

Diane Pelletier  
*Director of Pupil Services*

The Westford Public Schools are fortunate to have exceptionally talented and dedicated special education teachers and support staffs who continuously strive to improve their practices in educating diverse learners. All students have the right to be educated in their district schools. To that end, we continue to build new programs in the Westford Public Schools to accommodate the individual needs of students. By doing so, we provide educationally appropriate programming, increase the capacity of our staff to learn new skills and decrease the number of students placed in costly out-of-district private schools. We commend the efforts of principals and their staffs for their support and commitment to developing these programs in their schools.

Westford Public Schools special education department supports 531 students with differing abilities, or about 10% of the student population. The state average is +16%. Of the 531 students we serve, 31 students are placed in private special education day schools, collaborative classrooms or residential school placements.

Annually, Westford Public Schools special education department receives funding from three Federal grants; PL 94-142 (240), Early Education and Care (262) and Program Improvement (274). PL 94-142 provided funding for one school psychologist, 5 occupational therapists, 1 speech/language pathologist, 3 special needs teachers, 7 teaching assistants and 4 reading resource facilitators. Monies were also used to provide home-based and behavioral training services to students with autism spectrum disorder, as well as direct services for students with vision and hearing impairments. The Early Education and Care Grant funded a preschool teaching assistant. The Program Improvement grant funded professional development in the following areas: Autism Spectrum Disorder, teaching pragmatic language skills, diagnostic assessment methods, behavior management, certification training for research based reading instruction, teaching study skills at the secondary level and curriculum development with general and special educators working together to develop comprehensive alternate curricula for students with severe special needs. These grants are very important to special education programming in the Westford Public Schools. They assist us in providing the mandated services necessary to support students with differing abilities in our district.

We look forward next year to the implementation of a new web-based program to write educational plans and improve our data collection and to a new full-day preschool class at the Millennium Integrated Preschool.

## SCHOOL HEALTH SERVICES

Westford school nurses provide direct care, health education, administrative case management, policy/program development and oversight on behalf of students whose health needs range from routine to serious and complex. School nurses are responsible for: first aid and episodic care of students and staff; immunization surveillance and immunization administration in collaboration with the Westford Board of Health; medication administration; maintenance of student health records; health education for students, staff and parents; management of individual health care plans and emergency plans; health screenings and referral for health care and health insurance.

Lee Thurston, RN, MS, NCSN  
*Nurse Leader*

A school nurse at each Westford School and two nurses at Westford Academy provide school health services for all students. The Essential School Health Services (ESHS) grant from the Massachusetts Department of Public Health funds a part-time nurse administrator and a part-time substitute nurse. In addition, two part-time technicians conduct state mandated hearing, vision, height and weight screenings.

June 2007 data submitted to the Massachusetts Department of Public Health for the ESHS Grant identified a total of 1000 students with special health care needs. (Some students have multiple needs.) There are 386 students with complex health care needs requiring Individualized Health Care Plans. The following is a partial list of student physical/developmental conditions from the School Health Services June 2007 data:

• Allergies	
○ Food allergies	160
○ Bee sting allergies	34
○ Latex allergies	10
• Asthma	575
• Cancer	3
• Cardiac conditions	33
• Diabetes Type I	18
• Migraine headaches	43
• Cerebral Palsy	1
• Spina Bifida	2
• Seizure Disorder	22
• ADHD/ADD	206
• Depression	45

School Health personnel conducted the following health screenings: 2366 hearing screenings; 4056 height and weight screenings; 2086 postural screenings and 3196 vision screenings. In addition, school nurses collaborated with the Westford Board of Health to conduct 538 oral health screenings for elementary and middle school students this year.

School Nurses established a CPR training program in collaboration with the Westford Board of Health to ensure that volunteer staff members at each school are trained in CPR and the use of an AED (automated electronic defibrillator). ESHS grant funds provided manikins and supplies, as well as all training costs for this program.

School nurses are grateful for the community support that enables them to provide quality health services for students, staff and families in Westford.

## FACILITIES AND OPERATIONS

During the 2006–2007 school year the school system conducted a number of small-scale preventive and corrective facilities maintenance projects, as well as several larger scale projects that primarily took place during the summer months. Our goal was and is to provide students and staff with a safe, clean, and stimulating educational environment. It is also our responsibility to safeguard the town’s substantial investment in its school buildings, which are used throughout the year not only for educational purposes, but also by many town and community groups during the after-school hours.

Kathleen Auth  
*Director of School Finance*

The underground storage tanks for #2 heating oil at both the Robinson School and the Day School were replaced prior to the start of the school year. Both of the existing tanks were original to the facilities and had been in place for over 30 years. We were able to take advantage of a state grant program offered to cities and towns that covered part of the cost of the replacement of one of the tanks.

We also received a grant from the Department of Energy Resources that provided partial funding for an upgrade to the HVAC controls system at the Abbot School. The indoor air quality in the building has been greatly improved as a result. We hope to complete this project in fiscal year 2009 if funding is available.

We installed secure entry systems at Blanchard, Stony Brook, and Westford Academy. All nine school buildings, with the exception of the Millennium building, are now equipped with a camera and intercom to allow our secretarial staff to clearly view and communicate with whomever is seeking access to the school throughout the school day.

Numerous smaller repairs and improvements were made throughout all school facilities. A convection steamer and gas kettle were purchased for the Robinson kitchen. The condenser that serviced the media center at the Blanchard School also had to be replaced. We are continuing to remove aging carpet and replace it with vinyl tile on a room-by-room basis, particularly at the older elementary schools. The tile has a longer life, is easier to keep clean, and is better for the health of students and staff.

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 also thankful for the ongoing support of every committee, board, and voter of the town, which enables us to provide the students of Westford with clean, well-maintained, school facilities.

## CURRICULUM AND INSTRUCTION

The Office of Curriculum and Instruction works diligently to provide a high quality, rigorous curriculum for the Westford Public Schools. The district's academic offerings, aligned with the Massachusetts Curriculum Frameworks, are continually reviewed to ensure a solid basis for student learning. While the frameworks serve as a foundation, Westford students are exposed to learning opportunities that extend the state's mandates. As a professional learning community, our attention continues to focus on curriculum that challenges students, best practices and current research for instruction, the use of available data from assessments in all disciplines to improve teaching and learning, and high quality, sustainable professional development for staff.

Lorraine Tacconi-Moore, Ed.D.  
*Assistant Superintendent for  
Curriculum and Instruction*

This year, the curriculum task committees in the areas of the Arts, English/Language Arts, Foreign Languages, Health/Wellness, History/Social Science, Mathematics, and Science/Technology Engineering, working with classroom teachers, refined common benchmark assessments to measure the students' understanding of our end of grade/end of year benchmarks that all students are expected to attain.

Highlights of the 2006-2007 school year included:

- Introduction of a new handwriting program to first grade
- An adoption of an elementary mathematics program to address curriculum alignment issues and provide a balanced approach to numeracy
- Expansion of the Living Lab initiative to include all students in grades 1-5
- An increase of hours for academic coaches at the middle schools
- Adoption of new textbooks in German I and II; World History; Sociology; and Marketing and Marine Biology
- Realignment of the high school Chemistry curriculum
- Study groups allowing teachers to explore collaboration opportunities and to learn about curriculum and instructional practices in other grade levels
- Development of exemplars in art and music
- Revision of wellness program at the elementary level to integrate health education into the physical education curriculum

Providing high quality, sustainable professional development continues to be a priority. In addition to providing content trainings, early release days were used to discuss curricular issues, and a full day of professional development activities was offered with a menu of choices to the staff. This differentiated approach offered professional development in the areas of curriculum; instruction; assessment; emotional well-being of students; and operating as a professional learning community. Developing professional learning communities within the schools continued with principals individualizing components to meet the needs of their schools and their improvement plans, while focusing on student achievement. This is the third year of this important initiative.

The University of Westford continues to provide a program in which teachers can elect rigorous, graduate-level courses within the school system. This year's offering included courses in differentiated instruction, effective teaching strategies, topics in advanced mathematics, and mentor teacher training. Our partnership with Simmons College continues with a second cohort of students studying for either a master's degree or a C.A.G.S. (Certificate of Advanced Graduate Study).

*Public Schools: Curriculum and Instruction*

The students and the curriculum in the Westford Public Schools continue to be supported by licensed school librarians (half-time in the elementary schools). Librarians manage the schools' libraries and work with teachers to promote independent reading habits and develop information literacy and research skills. The library collections consist of a mix of print and online resources selected to support the curriculum and ensure a diverse and engaging set of fiction and non-fiction works. A sustained effort at collection building over the last four years has brought marked progress in meeting state library standards in all schools.

Westford's educators use a variety of technologies for recordkeeping, data analysis, and reporting, in addition to providing depth to the curriculum. Students learn a range of technology skills through their application in curriculum-based activities and projects. This integration of technology into the content areas requires ongoing professional development for educators as well as readily available technical and integration support for all staff. Each school's instructional technology specialist, who works with teachers to prepare and teach technology-infused classroom activities, provides just-in-time professional development and support.

The cooperative arrangement between the school system and the town is concluding its second year and has yielded significant efficiencies through this coordination. Town and school technical support personnel are currently under the umbrella of a single problem reporting and responding system. An efficient system for online communication for both town and schools has been implemented, and plans are underway to begin the coordinated management of servers and data storage where appropriate and cost-effective.

These curricular and instructional initiatives are designed to continuously improve student achievement in the Westford Public Schools. As members of the Westford Public Schools community, we appreciate the continued support provided by the townspeople. As members of a community that endeavors to continually learn and improve, we strive to provide an instructional program that embraces high expectations for every student.

## ABBOT AND NABNASSET ELEMENTARY SCHOOLS

The Abbot and Nabnasset Elementary Schools have forged a strong partnership continuing to work together as sister schools sharing staff and resources.

Susan DuBois  
*Nabnasset Principal*  
Rose Vetere  
*Abbot Principal*

### Curriculum and Instruction

Professional development has always been a focus for teachers at the Nabnasset and Abbot schools. The teachers make great use of the early release professional development days throughout the school year. In October many teachers at the Nabnasset learned how to administer the newly revised Developmental Reading Assessment. Teachers received new books and reviewed scoring changes. In May first grade teachers and support personnel learned about the Handwriting Without Tears program they will implement next year. Second and third grade teachers from the Nabnasset and Abbot schools met with Mr. Umbro and Mrs. Vetere to wrap up our two-year project titled Building a Bridge. Teachers began this program to develop a stronger transitional bridge by participating in a professional collaboration. They worked in partners to exchange classroom visits and reflect on the writing curriculum, materials, assessment tools, and instructional strategies. Teachers from a variety of grade levels from the Abbot continued their lifelong learning and participated in a six-week study group focusing on Guided Comprehension. The group met weekly to review and discuss how to effectively implement strategies learned from the course.

### School Advisory Council

The Abbot School Advisory Council has three areas of ongoing focus: communication, consistency, and safety. Faculty representatives include Rose Vetere, Meghan McCrorey, Chris Stanvick, and Heidi Ottowitz. The parent representatives were Margo Leipins Pawlak, Iris McMillan, Beth Cohan, and Christine Furness. We are very appreciative for the valuable contribution each of the members has made to the school community.

This year's faculty representatives on the Nabnasset School Advisory Council were Susan DuBois, Lisa Navarro, Marie Breen, and Karla Pentedemos. Parent and community members were Colleen Barrisano, Keri MacKay, Iris McMillan, Jeff Roop, and Kerry Ryan. The Nabnasset School Advisory council continued to focus on improving academic achievement, promoting parental involvement and providing a safe school environment.

### Parent/Community Involvement

Recognizing the value of strong school community relationships, the Nabnasset and Abbot Schools welcome participation from a variety of community constituents. Once again the Nabnasset and Abbot Schools recognized the outstanding work of our bus drivers who ensure the safe transportation of our children to and from school each day. The drivers were honored during Bus Safety Week in October. Students wore yellow clothing to kick off the week of appreciation. Students also created thank-you cards for their drivers. At the Nabnasset students participated in a Bus Safety Bookmarker contest and the winners enjoyed a pizza party.

The Nabnasset and Abbot Schools each held a Friendship Dance on February 9. This was Abbot's first Friendship Dance. The Abbot gym was transformed into a dance floor with many of the students dancing the night away. This could not have been such a success without Gloria Gilbert who organized the dance as well as many other parent volunteers and student volunteers from Westford Academy. At the Nabnasset the students enjoyed their annual Friendship Dance with a variety of dances from the limbo to the chicken dance. The students were treated to guest parent DJs and Westford Academy student volunteers who led some of the dances and taught our students some new dance moves.

Every year the PTO at both schools provide enrichment programs for the students. They are able to sponsor these programs through their fundraising efforts. This year the PTO brought

Rob Surret's Hero Art to the Abbot School for a general assembly. This was an inspirational and motivating program that had the students in awe and generated a writing contest about how each of them could make a difference. The Abbot also welcomed back such programs as Leeny Del Seamonds, Techsplorations, Petticoat Adventures, and the Discovery Museum: Physical Changes. The Nabnasset started out the year with Johnny the K, another wonderful presenter who engaged the students through song and humor and focused on topics such as respect, responsibility, and cooperation. During the year the Nabnasset hosted and enjoyed programs like Wingmasters, author Emily Boon, A Day in Ghana, Rhythm Kids, Mother Goose, and Helen Keller. The Nabnasset and Abbot Schools appreciate the Westford PTO for the delicious Conference Night dinners and Teacher Appreciation luncheons.

### **Student Leadership and Recognition**

The Nabnasset students enjoyed trips to a variety of local locations that added to their learning in school. Our first grade students visited the Acton Discovery Museum to further explore earth science. The second graders ended their year with a trip to Boston to the New England Aquarium to see some of the animals they have researched and learned about. Lastly, the pre-first class traveled to New Hampshire to the SEE Science Museum to round out their science units on investigation properties.

At the Abbot School our third grade students started the year off with a tour of Westford. They ended their year with a day in the life of a student at the turn of the 20<sup>th</sup> century by visiting Westford's own Parkerville Schoolhouse. Fourth grade students visited the Lowell National Park to learn about early industry and immigration, which culminated in a simulation called Immigration Day. The fifth graders visited Sturbridge Village to compare and contrast present-day Massachusetts with life in Early America.

Nabnasset and Abbot students also participated in a variety of compassion projects throughout the school year helping to make a difference in their town, state, national, and world communities. Students participated in UNICEF's Trick-or-Treat drive, Pennies for Patients, and Anton's Cleaners Coats for Kids. Students also held food drives. Students from the Nabnasset and Abbot schools also took time to bring forty-five bags of food to the Westford Food Pantry and learned about how the Pantry operates.

Staff at the both schools are always looking for students who demonstrate outstanding work and acts of kindness and citizenship. The Nabnasset recognized many students this year, presenting them with R.I.S.E. (Respect, Include, Safety, Encourage) Certificates for their selfless actions. The Abbot also recognized many students for SPIRIT Awards throughout the year during our monthly assemblies. Students were recognized for their academic achievements, outstanding effort, and exemplary citizenship. The students' commitment to their academics, their school, and their peers contribute to creating such a wonderful school environment.

The "Nabbot" pen pal program between the Nabnasset second graders and the Abbot third graders continued this year with great success. Each student was paired with a pen pal at the sister school and they began their correspondence in October. Pen Pals met each other in June during Move-Up Day. Move-Up Day provided second grade students with a preview of the Abbot School. Students spent some time with their pen pal, were given a tour of the school, learned about school group opportunities, and experienced an Abbot lunch. This day also allowed second and third grade teachers an opportunity to meet and discuss classes, curriculum, and transitions.

**Conclusion**

The Nabnasset and Abbot Schools work together with parents and community members to create a safe, enriching school community for all of our students and staff. Together faculty and parents have always put student interests first and focused on enhancing instructional practices, curriculum development, and providing opportunities to members of the community to become involved in the school and their children's education. Our success as a school and the success of our students are in part attributed to the ongoing collaboration between two schools and parents.

## JOHN A. CRISAFULLI SCHOOL

### Year End Review

The Crisafulli School has been in full operation for five years. The Crisafulli School served 423 students in seven sections of third grade, seven sections of fourth, and eight sections of fifth. We welcomed three new classroom teachers, an art teacher, and a strings teacher to our community.

Laurie Kirby  
*Principal*

### PTO

The K-5 Parent Teacher Organization has been town-wide for the past seven years. At the Crisafulli, parents Ann Antes and Cindy Freud coordinated site-specific projects. Mrs. Antes and Mrs. Freud met monthly with teachers and administrators to coordinate fundraisers and activities. They did an outstanding job organizing volunteers and acting as liaison to the larger organization. Their efforts have benefited our school greatly through all the enrichment opportunities, principal funds, classroom teacher funds, support of our literacy goal, support of School Advisory Council goals, teacher appreciation, and volunteering of precious time. Students benefited from a third grade (probability theme) and fourth grade (mystery) math and science night, which support the curriculum and brought the community together.

### School Advisory Council Goals and Initiatives

Parent Gina Schladenhauffen acted as co-chair of the council along with Principal Laurie Kirby. Parents Kerry Roder, Anna Ward, and Marcela Galli and teachers Buffie Diercks, Sharon Kennelly, and Sara Policow were members. We were very pleased to have Ellen Harde continue as our community member.

The council is committed to maintaining the strong home/school connection. Throughout the year parents were invited to coffees to learn more about the school's initiatives. To ensure smooth transitions for the students, parents were given the opportunity to meet with staff from our sister school, Robinson, and the Blanchard Middle School to ask questions and express any concerns. Families from Robinson and Crisafulli joined together in June at our second annual family picnic.

School improvement goals focused on academic improvement, building community, and building traditions. Strengthening and enhancing our literacy program was an academic goal. In support of the goal, many professional development hours were dedicated to researching and implementing researched-based practices. Teachers, the Language Arts Curriculum Coordinator, and the principal planned and facilitated workshops to further this goal.

We provided ongoing opportunities to strengthen our professional learning community. A committee made up of the principal and four teachers planned the professional development for the year. Site-based staff development focused on literacy. Many of the site-based professional development workshops were teacher led.

Our Student Council continues to play an integral role in fostering a positive learning environment. The principal, assisted by two teachers, met with the council each month. Student Council representatives from each classroom updated their classmates after each meeting and presented new initiatives at school-wide community meetings. Members were encouraged to participate in several leadership activities this year beginning with selecting and scheduling of the school's spirit days. Third grade representatives answered questions from their second grade peers on Move-Up Day. Student Council Representatives also led many community service projects. We collected school supplies for students in the Greater Lowell area. The community also collected food, clothing, and books throughout the year and donated them to the Cameron Senior Center.

The fifth grade chorus, directed by Mrs. Oliver, performed beautifully at the school's spring concert, at the Memorial Day program, at the sister school, Robinson, and for the fifth grade

completion ceremony. The band performed at the Memorial Day program, and the Orchestra performed at a winter concert and at the completion ceremony.

With the support of the School Advisory Council, PTO, parents, and staff, a dynamic, caring school community is being fostered and developed.

**Massachusetts Comprehensive Assessment System (MCAS)**

Students were tested in reading and mathematics in third grade. Fourth graders participated in writing the long composition, English language arts, and mathematics. Testing in science and technology, mathematics, and reading (and tryouts in history social science) took place in grade five. Some of our elementary students experienced stress, anxiety, and fear. To prepare students, we continue to give pep talks on trying one's best. We also emphasized that the purpose of testing was to measure the effectiveness of the curriculum and to identify students' levels of proficiency. Before each testing session, students participated in a power walk followed by a low fat, high carbohydrate snack of plain Cheerios. Children were allowed access to water at any time to remain hydrated.

**Conclusion**

In conclusion, the Crisafulli School community looks forward to working together to meet the needs of our students. We will continue to strengthen our partnership with Robinson, our K-2 sister school, the Blanchard Middle School, parents, and the larger community.

## **NORMAN E. DAY SCHOOL**

### **Overview**

The Norman E. Day School completed its fifteenth year as an elementary school on June 15, 2007. The school year commenced on August 29, 2006 with the Grade Three Student Orientation Program and concluded with the traditional Grade Five Completion Ceremony.

Kevin Regan  
*Principal*

### **Curriculum and Instruction**

Children in grades three through five participated in classroom instruction and activities aligned with the Westford Curriculum benchmarks. All classes in grades three and four piloted the Everyday Math Program or a combination of Scott Foresman and T.E.R.C Investigations. Each pilot focused on the five Math strands as outlined by the state Math Curriculum Framework. In literacy the focus was on reading comprehension and fluency. Higher order thinking was a concentration for students, as well as written responses to questions about content read. The Six Traits and John Collins approaches were utilized in the writing curriculum to broaden student writing proficiency. In science S.T.C. (Science & Technology for Children) kits were used and materials manipulated by students in support of inquiry-based learning. The Living Lab was a valuable resource for students throughout the school district. In Social Studies an emphasis was on student completion of open-ended questions. In health children studied personal safety and problem solving skills. Guidance Counselor Trish Sampson implemented Building School Community through use of Second Steps to expand student conflict resolution skills and social development. The 2006 M.C.A.S. (Massachusetts Comprehensive Assessment System) scores were analyzed for areas of strength and areas to improve student achievement. In March 2007 students completed tests in reading and language arts. In May 2007 all children took assessments in Math and others in science and social sciences.

### **School Advisory Council**

Parent members Lori Whelan, Debi Ryan, Sheila Grimm and Anne Marie Chateaufneuf, teachers Alison Bates, Amy Perkins and Gayle Powderly, and Principal Kevin Regan met monthly to discuss the educational needs of students attending the Day School, develop goals to meet these needs, review the annual school budget, and design a school improvement plan. The Council finalized a school improvement plan to enhance home/school communication, support student transitions into grade three and exiting grade five, promote high student achievement, provide enrichment programs, offer quality professional growth opportunities for staff, and maintain a safe and healthy learning environment.

### **Professional Development**

Staff participated in on-going training sessions in Math and literacy with the respective Curriculum Coordinator. Two workshops were conducted for staff to further examine differentiated instruction for students. A consultant from Teachers 21 was hired to facilitate these workshops. All staff were trained in restraint training as required by the state of Massachusetts. Select staff participated in advanced restraint training. Two days were offered for teachers to participate in the system-wide program to develop skills and knowledge base in curriculum and instruction, assessment, or wellness curriculum.

### **Student Activities**

Children participated in activities during the school day such as enrichment programs, field trips (on and off-site), monthly Cobra Council, concerts, Title One Program, and other curriculum-related experiences. Extended day opportunities included Safety Patrol, Student Senate, Grade Three Math Club, Grade Four Math Club, Grade Five Math Club, Morning Math, M.A.G.I.C. (Math Activities Generate Individual Confidence), Early Arrival Option, F.U.N. (Fun Understanding Numbers), Grade Five Play "Jungle Book," Westford Partnership for Children, Grade Five Chorus, and Instrumental and Strings programs.

### **Parent/Teacher Organization**

Day School site Coordinators Sue Havican, Kim Boumil, Anne Westerhoff, Judi Morrison and Sue Lavigne Thomas were instrumental in the coordination of the PTO Book Fair, monthly School Store, dinner for staff during parent/teacher conferences, Teacher Appreciation Day, and optional student breakfasts during MCAS testing. Their support and enthusiasm were significant factors for such a successful school year.

### **Recognition**

The following students were recognized for their achievement:

- Nicholas P. Colgan Memorial Award: Olivia Peterson
- Jan Nickerson Excellence in Music Award: Kadar Qian
- Grade Three Excellence Award: Kunal Aggarwal
- Grade Four Excellence Award: Jacob Bohenko
- Grade Five Excellence Award: Kate Whitney
- Grade Five Principal Awards: Sara Graziani and Ben Woodward
- Jeannine Haberman Building Community Award: Christine Raymond

A member of our school community made an incredibly generous donation of \$6,600. These funds were used for new wood stairs on the stage and step skid protectors on the front and rear stairwells. This gift is the largest donation our school has ever received!

Congratulations to the Grade Three Math Club who tied in first place with one other team (out of 59 teams) in the national Academic Leagues Math competition. Grade Three student Pranav Nanga achieved three perfect scores.

The Grade Four Math Club finished in 10<sup>th</sup> place out of 92 teams in this same competition. Grade Four student Ryan Bell was one of the top 15 finishers out of 2188 participants.

### **Future Plans**

In the next year our school will have a newly installed roof, implement the Everyday Math Program, pilot teaching health by the Physical Education teachers using a monthly theme, and expand professional development opportunities for teachers. As good as 2006-2007 was, we anticipate even a better and more productive year in 2007-2008!

## RITA EDWARDS MILLER ELEMENTARY SCHOOL

### Year End Review

The Rita Edwards Miller School, now in its fifth year of operation, continues to thrive and live its mission of valuing diversity and working together to foster self-esteem, academic persistence, and respect in a safe, nurturing, and creative environment. For the 2006-2007 school year, Miller School served approximately 403 students in grades K-2. As a result of the commitment demonstrated by all stakeholders, efforts toward continuous improvement and the evolution of a refined identity reflect Miller School's strong and caring community.

Dr. Mary Antón  
*Principal*

The school year opened with many new staff members, enriching our collective resources. We also found ourselves closing the school year with four retirements. The Miller School Community honors and fondly says goodbye to Nurse Leader Lee Thurston, Grade 1 Teacher Darryl Alexa, Reading Recovery Teacher Bonnie Oliphant, and Teaching Assistant Phylis Synder. Their talents and dedication to the children of Westford will long be remembered.

### Parent/Community Involvement

The parent and faculty members of the School Advisory Council (SAC) have a strong commitment to active involvement at Miller. The SAC has focused on two goals in the Miller School Improvement Plan, supporting English Language Learners (ELLs), and investigating ways to support struggling readers. The active involvement of Miller School families continues, and has grown steadily each year. Through our ongoing Parent-Child book discussion nights, Multicultural Night, Kindergarten Welcome Day, Spirit Days, Miller School Picnic, and Second Grade Transition Event, active parent/community participation at Miller continues to be welcomed and encouraged. A new initiative started this year was a parent-staff book discussion group. Three books were discussed this year, [Raising Cain](#), [Odd Girl Out](#), and [How to Talk so Your Child will Listen](#). Over thirty parents participated in these discussions led by the principal and guidance counselor. Another parent education initiative, Parent Project, provided over 132 parents with opportunities to attend an evening "educational conference," enrolling in sessions designed to facilitate parent understanding of current research and practice in areas such as phonemic awareness, Guided Reading, comprehension, math, and guidance.

Started by teacher Amy Ellison, our "Helping Hands" student club involved second grade students in the community through projects such as: the Hat & Mitten Drive; Pennies for Patients; making blankets, shawls, and scarves for the Middlesex Homeless Shelter in Lowell; pillows for elders; purchasing livestock for impoverished families in an underdeveloped country; collecting school supplies for an elementary school in Africa; and beautifying the school grounds with a cleanup effort and by planting some colorful flowers.

Finally, parent/community involvement continues to expand. The Miller school actively reaches out through its willingness to initiate and participate in social compassion projects each year. The Miller School Community demonstrated an outpouring of compassion and contributed generously in various ways to Westford families who experienced tragedy in their lives this past year. We extend our sincere sympathies as a school community.

### Curriculum and Instruction

The Miller School literacy model continues to grow and thrive. This year we have continued to follow and provide support to students in a range of areas and to provide ongoing extension for those students performing above grade level. In collaboration with The Center for Reading & Language Research (CRLR) at Tufts University, six Miller School first grade staff members piloted the scientifically research-based reading program, RAVE-O. RAVE-O, based on work by Dr. Maryanne Wolf, uses current understandings of brain research to help struggling students develop automaticity and understanding while fluently decoding. Twenty-five Miller School first graders benefited from this new approach! In the summer, the Miller

School RAVE-O team will work in conjunction with the CRLR to rewrite the RAVE-O curriculum for general use in the first grade classroom. Tufts University and the CRLR have generously supported the Miller School in providing training for 8 staff members over the course of the past year.

Working to provide excellent instruction for our students who are English Language Learners has been a priority for Miller School. Several staff members from Miller and from other schools in the District participated in Professional Development opportunities for Sheltered English Instruction and training for the administration of the Massachusetts English Language Assessment-Oral (MELA-O). This training is required of all teachers who have English Language Learners in their classrooms. Currently, Miller School has thirteen classroom teachers and five additional staff members trained in administering the MELA-O assessment, fourteen classroom teachers and eight other staff members who have completed 36 hours of training in Sheltering English Instruction, and ten teachers who have completed 12 additional hours of training in Second Language Acquisition.

Miller School second grade teachers actively participated in the math curriculum pilots this past year. Teachers worked closely with Anne Marie Condike to implement and assess the ways in which either the TERC investigations + Scotts Foresmann or the Everyday Math program worked for their students.

Miller classroom teachers received and piloted the Second Step social curriculum this year. The Westford Public Schools Health and Wellness Department made exploring this program possible. Preliminary feedback has been most positive. Teachers have acclaimed the value of lessons taught, and students have enjoyed learning important life lessons.

### **Conclusion**

As the 2006-2007 school year draws to a close, I would like to thank the town of Westford, Superintendent Bill Olsen, and the staff at the Miller School for their dedication to the children of Westford. At five years old, Miller School is a vibrant and exciting place to be a student!

Although this will be my final year in Westford, opening the Miller School and having the opportunity to help create a dynamic learning culture here will always remain a high point of my educational career.

## COLONEL JOHN ROBINSON ELEMENTARY SCHOOL

### Year End Review

The Robinson School welcomed six new staff members during the 2006-2007 school year. Enrollment at the end of the year was 393 students. The Robinson School educated a total of twenty kindergarten, pre-first, first, second, and looping classes.

Denise Arvidson  
*Principal*

### Parent/Community Involvement

The Robinson School Advisory Council was co-chaired by principal Denise Arvidson and parent Angela Waszak. Parent members included Stephen Singh, Scott Surer and Michelle Hillman and staff members included Jean Haight, Karen Henry and Dorothy Royal. Judith Culver served as community member. The 2007 School Improvement Plan was developed by the council and included goals of improving student attendance rates and promoting the revised mission statement.

Workshops sponsored by the School Advisory Council were offered to parents twice during the course of the year. The fall workshops were on the topics of fine motor development, homework and standards-based progress reporting. In the spring, there was a special focus on social competency and helping children develop friendships.

This year there was a continued focus on enhancing the transition experience for current second grade students to third grade. Scheduling changes afforded the opportunity for grade two teachers to meet with the grade three staff to discuss curriculum and instruction and observe in classrooms at the Crisafulli School. In addition, two joint Robinson/Crisafulli family picnics were held, one in August and the other in June. The events were well attended and enjoyed by families.

This year Justin Gray of Troop 159 conducted his Eagle Scout Project on site. Justin worked in conjunction with the Conservation Commission and the Robinson/Crisafulli Schools to create a trail through the woods connecting the two schools. This trail provides a valuable link for the students and is a great asset for the town. A family hike was held last fall to heighten community awareness of this resource and celebrate the completion of the trail.

As always, countless parent volunteers served in a variety of capacities as classroom helpers, library and tech lab volunteers, party coordinators and field trip chaperones. Senior volunteers and high school students also contributed many hours of service to our school community.

### Student Activities

The Peace-It-Together program continued to be the focus of many school programs and activities. The students participated in several assemblies to become familiar with the "I Care Rules" and common language of the program. All were taught strategies for dealing with conflict through the use of the "Solution Wheel." Staff continued to recognize acts of kindness through the use of "I-care" coupons. Students redeemed these coupons on Fridays with the Principal and Assistant Principal and they enjoyed sharing their kind deeds. An integral part of the Peace-It-Together program involved student participation in compassion projects such as a food drive for local food pantries and donations of pet food and supplies to the MSPCA Animal Shelter. Once again, hats and mittens numbering in the hundreds were collected as part of the "Warm Hands, Warm Hearts" program and donated to shelters. Students also participated in a "Senior Smiles" program by making gift bags, which were donated to the Cameron Senior Center.

The Colonel John Robinson School applied for a grant from the National Character Education Partnership and was named a national finalist. A site visit was conducted by CEP and school representatives have been invited to Washington D.C. for recognition.

### **Curriculum and Instruction**

The theme for the academic year continued to be Professional Learning Communities. The staff worked with the principal and assistant principal to set goals and clarify the vision for the school through a series of selected readings and small group work conducted during professional development days. There was an ongoing goal of training staff to support English Language Learners and many staff members attended courses and sessions on this topic.

The focus of the yearly Curriculum Expo was on Science. All teachers prepared examples of student work with references to the Massachusetts Curriculum Standards addressed. Each student had a piece of work on display for parents to view during March conferences. In April, the art teacher conducted a Spring Art Show for all parents to enjoy.

The second grade team piloted two math programs, and district-wide input led to the selection of the Every Day Math program for the next academic year. A new handwriting curriculum was implemented in kindergarten. This program, entitled Handwriting Without Tears, will be used in grade one as well in the coming year. The physical education program expanded to include tennis due to a generous donation of tennis rackets.

This was the ninth year of the Reading Recovery program at the Robinson. Two Reading Recovery Specialists provided intensive reading instruction to twenty-four first graders in a one-to-one setting. Via the new literacy model, these specialists also provided classroom support working with students in a small group setting. This was the Reading Services Committee's seventh year. The committee was formed to give input into the student selection and service delivery process.

The pre-first program completed a sixth year at the Robinson School. The program is designed to be a gift of time for children not developmentally ready for the rigors of grade one. Several children participated in the program and are now prepared to meet with success in grade one. The pre-first committee comprised of kindergarten, reading, and grade 1 teachers continued to oversee the program and make recommendations. A workshop entitled "Is My Child Ready for First Grade?" was developed by the committee to assist parents in making the decision for pre-first placement.

### **Conclusion**

In conclusion, the Robinson School community looks forward to the goals and challenges of the new school year as we implement a new math curriculum and continue to work in partnership with our sister school.

## BLANCHARD MIDDLE SCHOOL

### The Year In Review

August 2006, Blanchard opened its doors to 598 enthusiastic students. Students continued to be organized into seven teaching teams: Six White, Six Blue, Seven White, Seven Blue, Seven Red, Eight White, and Eight Blue.

Suzanne McGrail  
*Principal*  
Catherine Koch  
*Assistant Principal*

In sixth grade, students attended five core classes over the course of the week, language arts, reading, math, science, and social studies. Their days were rounded out by our exploratory foreign language program and integrated arts: art, health, physical education, music, and technology education. Seventh and eighth grade students attended four core classes each day, language arts, math, science, and social studies. In the seventh grade students began a two-year study of French, German, Latin or Spanish. Each day was completed by integrated arts; art, family and consumer science, health, music, physical education, or technology education.

Our specialized programs continue to service students. In sixth and eighth grade many students benefited from participation in smaller math classes. These classes are smaller and, therefore, able to proceed at slower pace while completing the entire curriculum. The Academic Coach works with students on a one-to-one and small group basis to help improve study skills, catch up students who have been out of school for a protracted time period, and provide a setting for successful homework completion.

This year saw a tremendous amount of growth in our application of technology. Our new student management system, iPass, and email system, FirstClass, presented many opportunities to manage student data and improve communication.

### Parent/Community Involvement

The 2006/2007 school improvement plan focused on four major goals, with sub-goals under each: improve academic achievement of all students; encourage parental involvement in the middle school experience; establish a supportive school community by providing experiences to practice courtesy, respect, responsible behavior, and leadership; and maintain a safe, clean, high quality learning environment to support excellence in education. School Advisory Council Members included parents, school staff, and a member of the community. Members included: parents Kim Jensen, Patrick Walsh, Suzanne Welch, and Judy Yorke; a community representative, Margaret Mullen; and teacher members Debby Duffy, Celene Healy, and Linda Stephenson.

Home-school communication continued with, “Wednesday Notice Day” and Mrs. McGrail’s “Friday NewsNotes” and the “ConnectEd System.”

A special thanks to the Westford Middle School PTO, which provided multiple enrichment programs for all grade levels and ran the successful magazine fund-raising drive to support these activities. Our students truly enjoyed the opportunity to leave the classroom and participate in these assemblies. In addition, the WMSPTO organized and ran several staff appreciation meals, the eighth grade breakfast, and the eighth grade end-of-year celebration dance. Thank you to the Sunshine Committee for all of our staff recognitions.

### Curriculum and Instruction

Blanchard teachers continue to implement the Westford Public Schools Curriculum Benchmarks, which are based upon the Massachusetts State Curriculum Frameworks. The past year included looking at how and why we assess students. The efforts of our teachers and other district staff will result in a streamlined assessment process that will provide valuable data about student learning.

Our new staff has worked with mentors to reflect upon their first year in Westford and hone their teaching practice. Teachers have focused their professional development activities on

differentiated instruction, cultural awareness, and increased content knowledge. Blanchard is proud of the hard work of their teachers and the ongoing efforts to increase and solidify an already existing expertise. Many faculty members attended conferences, workshops, and graduate courses to broaden their understanding of content and pedagogy. University of Westford courses also served as a strong resource for teachers to continue to develop their skills in the classroom.

### **Student Activities**

The Blanchard Middle School Orchestra received a gold medal for their performance at the Great East Festival in Holyoke, MA. The 6<sup>th</sup> Grade Concert Band and the 7<sup>th</sup> & 8<sup>th</sup> Grade Concert Band both received silver medals. Our Boys' and Girls' Choruses won gold. The West Street Serenaders, comprised of students from Blanchard and Stony Brook, received a Gold Award at the 2007 Heritage Music Festival in St. Louis and have been invited to participate in the National Invitational Choral Festival of Gold.

Our students continue to be active in a variety of after-school activities, including, but not limited to, intramurals, computer club, woodworking, chess club, and peer leaders.

On June 14, 2007, during the eighth grade awards assembly, students were presented with awards for Outstanding Achievement or Effort in a subject area and Overall Outstanding Achievement across all subject areas. Students received recognition for their placement on the National Latin Exam, and students received awards from F.A.M.E. Also presented were the Bob Battersby Award to Hedan Zhang; the Gary A. Franceschi Memorial Award to Amanda Szidat and Stephen Britko; and the Andrea Norton Award to Shannon Mills.

### **Conclusion**

As the school year closes we would like to honor the following six retirees who have been with Blanchard since it opened. These educators have contributed to a strong foundation of teaching and learning at the middle level. They are: Mr. John Indresano, 7<sup>th</sup> grade social studies; Ms. Christine Lightbody, physical education; Mr. Peter Pecorelli, guidance counselor; Mrs. Joyce Skiff, health educator; Mr. Phillip Weinshenker, 7<sup>th</sup> grade social studies; and Dr. Nancy Whitton, eighth grade language arts. Their daily presence and true devotion to middle school children will be missed.

The Blanchard school community looks forward to the excitement and challenges that will be presented in the upcoming school year as we continue to focus on the learning and development of children.

We are proud of the hard work of our students and staff and take great pride in their accomplishments.

## STONY BROOK SCHOOL

The two sixth grade teams were comprised of five teachers. Each of the teachers was responsible for teaching one core subject: mathematics, language arts, reading, social studies, or science. The seventh and eighth grade teams consisted of four teachers with responsibility for providing instruction in mathematics, language arts, social studies, or science. The students in each grade received instruction on their respective teams for about four hours each day, then worked with members of the Integrated Arts Team for ninety minutes. During integrated arts they participated in a variety of age-appropriate programs, including music, art, family and consumer science, health, technology education, and foreign language (French, German, Latin, or Spanish).

Peter Cohen  
*Principal*

### **Curriculum and Instruction**

The course of study followed the Massachusetts Curriculum Frameworks. Students were heterogeneously grouped in all subjects with the exception of mathematics. Students in math were placed in either a grade level or accelerated math program based on well-established criteria. Because students' understanding of math concepts occurs at different times during their middle school years, a goal of instruction is to challenge students and provide opportunities to build each child's confidence in math and guide them in developing their mathematical thinking.

Stony Brook was again the recipient of Title One funds, which allowed us to offer additional mathematics support to qualifying students in sixth grade. These students received additional support in their math class and in a small group once or twice per week after school. A tutor was hired, enabling us to provide this consistent and ongoing math instruction throughout the year.

### **Assessment**

Assessment is an integral part of the learning process at Stony Brook. Teachers used multiple forms of assessment for measuring student achievement. The assessments stretch beyond the traditional pencil-and-paper test to reports, projects, and hands-on class presentations. An assessment committee began the work of looking at the quantity and quality of the assessment tools used at the middle school level. This will continue to be discussed by the leadership team.

Teachers also worked to create common assessments for language arts, math, science, and social studies. Benchmark tests were given in all subject areas this spring to measure the students' understanding and comprehension of the WPS curricula. All sixth and seventh grade students were given the Benchmark test in mathematics to demonstrate their basic knowledge of math concepts and computation. The results were one factor in their math placement for the 2006/07 school year.

In the spring all students participated in MCAS testing. Mathematics tests and English/Language Arts tests were administered to sixth, seventh, and eighth graders. Seventh graders also completed the long composition and history MCAS tests. Eighth graders were given a science test.

### **Professional Development**

Professional development for the Stony Brook staff included the district-wide workshop opportunities as well as some in-house activities with an emphasis on building a professional learning community. The professional learning community will continue to be an emphasis for the coming school year. With a new principal, much of the year was spent discussing the current programs and analyzing what is working well and what needs improvement.

**Parent/ Community Involvement**

The Westford Middle School PTO, led by Julie Olivier, is a highly supportive organization that provides the middle school students with excellent activities and enrichment programs. Authors, concerts, and field trips were planned for the students. The annual magazine drive was held in the fall and raised significant funds for the school. Additionally, the PTO operated the school store. The Parent Circle also met regularly. The Parent Circle is a forum for parents of adolescents to share their issues and dilemmas and to become better parents.

**School Advisory Council**

The SAC, consisting of Principal Peter Cohen, three teachers, four parents, and a community member-at-large, met throughout the year. Two surveys were conducted asking students and parents for feedback on homework and asking parents for feedback on the quality of home and school communication. The results were analyzed and will be shared with the community. The school improvement plan will utilize the survey results as well.

**Extended Day Program**

The program was taken over by the partnership of the Westford Public Schools and the recreation department. The program was expanded to offer a wider variety of options, including activities ranging from musical instrument lessons to cooking.

**Communication**

A major emphasis was placed on school communication. Parents received a weekly email from the principal that updated them on Stony Brook happenings. In addition to the homework folders kept in the main office, the teams posted the homework on the Internet daily for students to access from home.

## WESTFORD ACADEMY

### Introduction

We welcomed 1550 students to Westford Academy for the 2006-2007 school year. We also welcomed many new teachers to our building. The year was highlighted by many achievements in the areas of academics and co-curricular activities.

Ellen A. Parker  
*Principal*

Student performance on the state-mandated MCAS tests continued to place Westford in the top tier of high schools in Massachusetts. The class of 2007 had 100% of its graduates successfully pass both the English Language Arts and mathematics tests.

The end of the school year was also a time of good-byes to valued WA teachers. Retiring were chemistry teacher Barry Rosen, and family consumer science teacher Jane Harrington. They will be missed.

### Recognitions

The College Board National Merit Scholarship Program again recognized Westford Academy students.

#### 2007 National Merit Commended Students:

Jacalyn Bedard, Nabeel Bhaiwala, Michael Dempsey, Benjamin Engel, Alessandra Forcucci, Brian Gilling, Robert Gleich, Elise Hannon, Malcolm Kearns, Genevieve Lacon, Stephen Larrick, Irene Lewnard, Sida Li, Bryant Millet, Nathaniel Moyer, Daniel Parker, Alexander Reid, Fletcher Tang, Junjie Xu.

#### 2007 National Merit Finalists:

Timothy Brunelle, John Delea, Andrew Geng, Michael Lin, Joshua Lund-Wilde, Alexander O'Connell, Christina Wright

Senior Jacalyn Bedard was recognized as the top scorer in Massachusetts on the National Spanish Exam.

Mathematics teacher Ms. Anne Stowe was recognized as a Massachusetts Teacher of the Year Finalist.

Westford Academy was one of only seven high schools recognized as an exemplary school and named a Commonwealth Compass School by the Massachusetts Department of Education.

### Communication

Communication remains an important component of the Academy's mission. Our newsletter was published quarterly and continued to include a Message from the Principal, calendar of events, and departmental highlights. The principal's Friday email provided parents with a snapshot of Academy happenings. The Parent Information Exchange (P.I.E.) meetings provided parents with an opportunity to get information on a number of topics and have a question-and-answer period with the principal. The Academy's website continues to provide a wealth of information on the many aspects of life at WA.

### 25 Years of Service

At the annual Westford Academy staff recognition reception, Mr. Michael Parent, Dean, was recognized for 25 years of service at Westford Academy. Mr. Parent received the traditional Westford Academy captain's chair for his years of dedicated service to the students of WA.

**Westford Academy Trustees**

The WA Trustees continue to support scholarships and programming with their annual financial award of approximately \$80,000. Their generous support was distributed through scholarships to graduating seniors, most worthy and excellence awards, National Honor Society senior book gifts, and the purchase of technology for the Academy's Visual and Performing Arts technology lab.

Westford Academy Trustees:

Mr. H. James Kazeniac	Mr. Lloyd Blanchard
Mr. H. Arnold Wilder	Mr. William J. Kavanagh
Mr. A. Dana Fletcher	Mrs. Helena A. Crocker
Mrs. Bette Ross Hook	Mrs. Eva Nesmith Brown
Mr. Geoff Hall	Mr. Robert Herrmann
Mr. Joseph F. Lisi, Ed.D.	Mr. Ryan Dunn
Ms. Ellen Rainville	Mr. William Cody

Honorary Member: Ms. Patricia Bradley

Emeritus Members:

Dr. Maurice Huckins, Jr.	Mr. E. Kennard Fletcher
Mrs. Eileen O. Anderson	Mrs. Barbara H. Parkhurst

**Conclusion**

We take great pride in the many accomplishments of our students and faculty. We continue to cultivate a positive school environment supportive of student success.

As I am retiring this year and writing my last report, I would like to say it has been an honor to be the principal of Westford Academy. The Academy is a school rich in tradition and second to none!

## WESTFORD ACADEMY GRADUATION CEREMONY

<b>Processional: <i>Pomp and Circumstance</i></b> .....	Elgar
<b>Class Marshals</b> .....	Steven Demaras, Sandy Dolabany
<b>National Anthem</b> .....	Played by Westford Academy Band and Alumni Kenneth Culver, Director
<b>Principal's Welcome</b> .....	Ellen A. Parker
<b>Recognition of Salutatorian</b> .....	Christina Marie Wright
<b>Recognition of Valedictorian</b> .....	Daniel John Parker
<b>Special Presentations</b> .....	Class Officers
	Katherine Galvin, President      Brian Detlefs, Vice President
	Amy Ouellette, Secretary      Lauren Monoxeles, Treasurer
<b>Alma Mater</b> .....	Sung by Westford Academy Honors Choir Karen St. George, Director
<b>Class of 2007 Speaker</b> .....	Catherine McNamara

### The Most Worthy Representatives of Westford Academy And Academic Excellence Awards

Westford Academy's Board of Trustees – Mr. William Cody, Presenter

<b>Congratulatory Remarks</b> .....	Everett V. Olsen, Jr.
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### Presentation of Diplomas by Westford School Committee

Ms. Elizabeth Andrews	Mr. John Moran
Mr. Arthur Benoit	Ms. Margaret Murray
Ms. Judith Culver	Ms. Mariclare O'Neal
Ms. Diane Weir	

<b>Class Song</b> .....	Medley of "Waitin' on the World to Change" and "I Don't Wanna Be" Performed by: Members of the Class of 2007
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<b>Closing Remarks</b> .....	Katherine Galvin, President
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### Reception for Graduates

Hosted by Class of 2009

**Westford Academy Class of 2007 Graduates**

David Joseph Allen  
Joshua Freeman Allen  
Christopher Jerome Alphen  
Stephanie Rae Anderson  
Matthew Tyler Annese  
Russell Pascal Antoine  
\*Daniel James Apicco  
Daniel Michael Auth  
Aaron Israeloff Babcock  
Joslyn Marguerite Baldwin  
Amy Lynn Baranauskas  
Andrew Douglas Barry  
Michael Housni Basmaji  
Amresa Christina Beale  
\*Lauren Elizabeth Becker  
Samantha Leigh Beckwith  
\*Jacalyn Nolan Bedard  
Jillian Carole Bedard-Cote  
Ashley Lynn Beebe  
Richard Alan Bennett  
Robert James Benoit  
\*Nabeel Bhaiwala  
\* Kyla Morgan Blocker  
\*Audrey Ilana Blumstein  
Brittney Catherine Bondeson  
\*Kellie Michelle Borrero  
\*Kristin Leigh Borrero  
Eric Stephen Bosworth  
Nicole Marie Bracco  
Nicholas Mark Brown  
\*Timothy James Brunelle  
John David Buonsanto  
Jacqueline Marie Burbine  
Brian David Burns  
Jaclyn Simone Burns  
Emily Kristine Bush  
Timothy Karston Campbell  
Nicholas Charles Cannata  
Gina Marie Capriccio  
Rebecca Sue Chapa  
Simone Isadora Chew-Chin  
Megan Jean Claffey  
Sarah Elaine Clermont  
Christopher Ronald Coates  
Mollie Carmichael Collins  
Christopher William Condike  
Timothy John Conlon  
Alexander Robert Connell  
Matthew Philip Connell  
\*Matthew Peter Cooke  
James Alexander Cooper  
Danielle Kelly Costigan  
Connor Evan Crawford  
Collin Michael Cusano  
\*Lauren Elizabeth D'Agostino  
Lucy Ann Damon  
Nicole Adrienne DaPrato  
Stephen Warren Day  
Michael Joseph DeAngelo  
Amanda Jean Dee  
Joseph Laurence Defina  
John Philip Delea  
\*Julianne Kathryn Dellorso  
Matthew Anthony DeLosa  
Kevin Michael DeLuca  
\*Michael Andrew Dempsey  
Andrew Rushton DesRochers  
Justin Paul Desrosiers  
Brian Gabriel Detlefs  
Alexander James DeTolla  
Christopher George Devlin  
\*Abritee Dhal  
Erin Leigh Doherty  
Sean Ryan Doherty  
Raffi Donabedian  
Benjamin Russell Donahue  
Matthew Eric Dow  
Christopher William Driscoll  
Erin Dubinski  
\*Benjamin James Engel  
Michael Anthony Farago  
\*Mary Elizabeth Foley  
Scott Brian Foley  
\*Alessandra Judith Sama Forcucci  
Chelsey Marie Fosdick  
Andrew Paul Fossey  
Adam Ross Fox  
\*Susan Marie Frisch  
George Fu  
Samantha Anne Fuller  
Dennis Michael Fulton  
Katherine Elizabeth Galvin  
Alexandra Galvis  
Lianne Maxine Gardner  
Kelly Marie Geagan  
Adam Matthew Geen  
Stephanie Ourania Gemmellaro  
\*Andrew Liang Li Geng  
Anne Morgan Geraghty  
Maria Christine Gervais  
Leanne Marie Gilardi  
Timothy Paul Gilbert  
Jared Richard Giliberti  
\*Brian Coley Gilling  
Robert Thomas Gleich  
\*Jennifer Elise Gould  
\*Rebecca Stone Grad  
Justin Joseph Gray  
Ryan David Greaves  
Trevor Charles Green  
Angelica Griegel  
Michael Joseph Guillemette  
\*Vreni Englert Gust  
Armen David Habosian  
Zenon Kassian Halatyn  
Ryan Kirk Hanefeld  
\*Caroline Mary Hanly  
\*Elise Marie Hannon  
Ethan Quinn Hansen  
Daniel Prescott Harrington  
Patrick Robert Harrington  
Stephen Wiggins Hart  
Nicholas Andrew Hartery  
John Edward Hathaway  
Mark Allen Hathaway  
Austin James Healy  
Joshua Andrew Healy  
Kelley Elizabeth Herald  
Nachuwim Shimown Hernandez  
Michael Robert Hess  
Kelly Marie Higginbotham  
Jeffrey David Higgins  
Leslie Marie Higgins  
Branden Frank Hill  
Sarah Danielle Hoch  
Gabriella Holguin  
Anna Holstein  
Alexander Marshall Huebner  
Jessica Ann Hulings  
Danielle Ellen Hunter  
Kali Fitzgerald Hunter  
Robert Prescott Hunter  
Kaitlyn Anne Hyslip  
Andrew Stephen Ingalls  
John Kyle Innis  
Nicholas Charles Iovino  
\*Alyssa Marie Jann  
Timothy Michael Jansen  
\*Jonathan Anthony Jesuraj  
Jeffrey Arraj Kalogeros  
\*Malcolm Dillon Kearns  
Ryan William Keele  
Arthur Lewis Kell  
\*Chelsea Susanna Keller  
Sean Michael Kelley  
Colleen Elizabeth Kelly  
Daniel Gallant Kenneally  
Allesha Barbara Kenyon  
Jeffrey David Kern

*Public Schools: Westford Academy*

Lindsay Nicole Kevghas	James Edward Merrill	David Paul Russo
Jacqueline Marie Kiely	Bernard William Meyler III	Hillary Ann Ryan
Scott Cameron Kirkwood	*Lauren Ashley Miccile	Alyssa Marie Ryder
Sarah Elizabeth Klapprodt	Stephanie Lauren Milisci	Katelyn Anne Sageman
Jacklyn Elizabeth Knieriem	Bryant Michael Millet	Daniel Alexander Schiavo
Erika Rose Kuhl	Ashley Michelle Miranda	Thomas James Schmidt
Madeline Matthiessen Kyle	Kevin John Mitchell	*Brian Adam Schmidtberg
Genevieve Frances LaCon	Catherine Mo	Jessica Marie Schutt
Casey Bernard LaCourse	Sarah Elizabeth Moler	Joseph Alexander Sciabica
*Stephen Christopher Larrick	Kelley Kearns Molloy	Melissa Crane Seldon
John Thomas Larson	*Lauren Catherine Monoxelos	Vasna Senethavysouk
*Cory Michael Lavallee	James Joseph Morrissey	James Baird Severance
Brian Girard LaVassaur	Nathaniel Salls Moyer	Adit Rajiv Shah
Michael Brendan Lawlor	Brendan Joseph Mumford	Amin Shaikh
Justin O'Shea Lawson	Cortney Erin Murray	Leah Elizabeth Shaw
*Kathryn Theresa Lawson	Ross Alan Murray	Aaron Daniel Shenkin
Zachary Michael Learned	Elise Collins Musumano	*Brian Sean Sheridan
Jessica Anne Leary	Douglas Maxwell Myer	Kaitlin Marie Donabedian Shimer
Justin Thomas LeBlanc	Noelina Nakiguli	David Robert Silva
Sarah Elizabeth LeBrun	Eric Kenneth Nelson	Elizabeth Jean Silva
Jay Michael Lewis	Christopher Ng	Alexandra Marie Smith
William James Lewis III	Jaclyn Kate Noyes	Samantha Renee Smith
*Irene Margaret Lewnard	Annissa Alice Nugent	Casey Michelle Souza
Sida Li	Alexander Michael O'Connell	Daniel James Souza
*Michael Lin	Meagan Emily O'Hare	Joseph Henry Spadano
*Eric Andrew Liu	Ryan McKenzie O'Neill	Lindsay Kay Spencer
Rachel Catherine Loth	*Amy Theresa Ouellette	Derek William St. Martin
*Joshua Todd Lund-Wilde	Lauren Elizabeth Paradiso	Adam James Stander
Kelly Ann Lundin	Inger Parent	Gregory Robert Stark
Ariss Morral Lyons	Daniel John Parker	Joel Lenwood Stark
Matthew Allen MacKay	Katelinde Quinn Pecora	Francesca Dianne Stella
Taylor Ashley MacKay	Daniel Johnson Perry	Lauren Elizabeth Studer
Susanna Helen Mackey	Julia Christine Peterson	Kyle Russell Sullivan
*Ruth Elizabeth Macklin	Kasey Susan Phipps	Dylan Charles Taffel
Rachel Ellen Mager	Lauren Alexandra Piligian	Adam Gabriel Talaid
*Andrew Joseph Maguire	Angela Ruth Pitt	Fletcher Kendrick Tang
Britney Maureen Mardany	Alexandra Emily Pollock	Nicholas John James Tavoularis
Lydie Mariutto	Kerry Faye Polmonari	Sherley Telus
Nathaniel Koch Martin	Marie Elizabeth Powers	Lisa Marie Terrio
Michael Paul Mattsen	Sean Francis Prisk	Carl Benjamin Theodore
Matthew John Mavroides	Akello Rosa Ragwar	Travis David Thibodeau
William Philip McAllister	Viswanath Venugopal Ramaswamy	Anna Roy Thomas
Morgan Leigh McCann	Kellen Daliarie Regan	Jenlynn Christine Thompson
Amanda Elizabeth McCusker	Michael Christopher Regan	Caitlin Ashley Thornton
Kelly Elizabeth McCusker	Alexander Thomas Reid	Ian William Tincknell
Rehana Alexandra McDoom	Mark Joseph Renna	John Robert Townsend
David Ashley McGaha	Matthew Francis Renna	Patrick Shawn Townsend
Allison Marie McKenzie	Joseph Taro Rinaldi	Casey Stephen Trio
Timothy John McLaren	Scott Michael Ritter	Matthew Robert Uvello
Colin Mark McLaughlin	Benjamin Thomas Robinson	Ryan Paul VanDam
*Catherine Teresa McNamara	Samantha Lynn Roddy	Robert Anthony Vardaro
Kyle Thomas McNiff	Mary Elizabeth Roper	*Kumar Felipe Vasudevan
Trevor Alan Medley	Amanda Leigh Rossi	Kayla Margaret Vesey

Joseph Robert Walsh  
Ashley Elizabeth Walter  
Mary Doherty Wauters  
Kara Janine Waybright  
Sarah Ann Webber  
Katherine Rose Welch  
Jordan Lynn Western  
Jason Michael Westgate  
Michael Alfred Wheatley  
Kayla Brittany Whitcomb  
Thomas James White  
Jacob Sheldon Wilder  
Kelsie Ann Wiley  
Luis Jonathan Wilson  
Svenja Kristin Windisch  
Jeremy Alden Wood  
Amanda Lee Wright  
Christina Marie Wright  
Brandon Arthur Wyke  
\*Junjie Xu  
Olivia Healy Yetten  
Caroline Mary Zak  
Danielle Holzman Zion

\*National Honor Society

Class Advisors:  
Shaun Hart  
Michael Towers

## TECHNOLOGY DEPARTMENT

In 2007, the Technology Department continued to focus on improving infrastructure and building upon our existing resources in order to make government more efficient and better able to serve and communicate with its residents.

Cooperation between the town and school technology departments remained a key goal this year and resulted in some major accomplishments and a commitment to continue to build this vital relationship. The town presented a shared long-term capital plan that was accepted at Town Meeting. This plan puts the town and school computer workstations on the same 5-year replacement plan. In 2007, over 300 school computers and 40 town computers were replaced. Classrooms and labs coping year after year with failing machines could offer students the chance to work on new computers. This plan stabilizes the technology budgets, reduces maintenance and support costs and allows the computer technicians more time to support users. The FirstClass Email, Web and collaboration suite adopted by the town last year was also fully adopted by the schools in 2007. Town and schools now share a central email directory and can easily share documents, calendars and other items. All ten school websites were also migrated, allowing more people direct access to edit and create web pages.

Several boards and committees also now access FirstClass for town email, calendars and documents. The Board of Selectmen, School Committee, Comprehensive Master Plan Committee, Finance Committee and Planning Board all use the system. Several enhancements are planned for 2008.

The Technology Department continued to produce Spotlight on Westford for Westford Cable Access Television in 2007, featuring Town Meeting programs in the spring and fall. In cooperation with Westford CAT and the Fletcher Public Library, Board of Selectmen meetings are now encoded and available to Library patrons at any public computer in the Library. The Technology Department also worked with the Library to provide patrons free, high-speed Internet access and wireless access. Toward the end of the year, Board of Selectmen meetings were available to library patrons at home through MyLibrarydv, a new online media program that connects users to local content and programming shared by libraries all over the country.

The town-owned fiber infrastructure continued to grow in 2007. All major town-operated buildings are now connected by fiber, saving additional money in leased T1 costs. This allowed over 20 servers to be consolidated into a central blade server environment, greatly simplifying the management and backup of town data. This also decreases server maintenance and replacement costs over time. By summer 2008, all major town and school buildings except for the Miller School will be connected to the town fiber network. This will introduce greater redundancy and allow the blade architecture to expand over time to include school servers and storage as well.

The expanded fiber network also allowed the town's Voice over IP phone system to be expanded, creating additional cost savings and adding enhanced phone and voicemail features to the Police and Fire departments and the Library. This project was started in late 2007 and these 3 locations will be cut over fully to the new phone system in early 2008.

Many projects in 2007 involved databases. Munis, the town's financial software, was expanded to the Water Department, updating and standardizing them according to prior year audit suggestions. The building permit system was updated, automating several processes and making the initial permit application available online. An online capital request database was

Christopher McClure  
*Director*  
Kate Maguire  
*Operations Manager*  
Kevin Murphy  
*Network Administrator*  
Tom Laflamme  
*Database Administrator*  
Eric Coraccio  
*Computer Technician*

introduced to aid in the budget process. These projects continue into 2008 and include more online permits and other improvements.

Many of these database projects include the GIS department, another vital partnership. The Technology Department has worked closely this year with GIS to integrate permitting and other address-based applications with GIS. The result is an enhanced and more dynamic GIS website. Online document management and enhanced GPS services for public safety are GIS projects already scheduled to begin in 2008.

The Technology Department looks forward to strengthening its many partnerships in 2008 in order to pursue its mission to make government better through the use of technology. The Technology Department continues to seek ways to improve efficiency and communication and meet the need for increased capacity while keeping costs as low as possible.

## TOWN CLERK

The Town Clerk's office ended 2007 in the training room of the Police Station. The office is staffed by three full-time and one part-time person, and elections are staffed by at least 84 trained personnel.

Kaari Mai Tari  
*Town Clerk*  
Patty Dubey  
*Assistant Town Clerk*  
Rita Shipley  
*Administrative Support*

### Registrars

Voting lists were prepared for a special town election, annual election, two special state elections, Town Meeting and two Special Town Meetings in 2007. Special voter registration sessions are held 20 days before an election and 10 days before a Special Town Meeting, usually at the Town Clerk's office. On those days the Town Clerk's office is open until 8:00 PM. The voting precincts in Westford are 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 – at Veterans Memorial Complex
Precinct 6	Rita Edwards Miller School, 1 Mitchell Way – off Russell's Way

The 2007 population in Westford based on census returns and voter activity was 20,787 as of December 31. There were 688 voter registrations processed in 2007, placing the town's voter population at 14,569.

The data provided by the Census is used to update voter information in the state's Central Voter Registry, which is used to generate voter lists for elections and Town Meeting, and the Jury List. This data is valuable to many town departments and state agencies, and information regarding residents under the age of 17 is shared only with the School and Police departments.

### Elections

At least 84 election officers are needed to ensure a smooth and manageable election day at the polls. Training is offered prior to most elections. Interested voters are encouraged to contact the Town Clerk's office.

Many departments play important roles in carrying out successful election days. Five schools host polling locations in Westford and we have come to rely on the helpful assistance of the facilities' secretaries and managers; Linda Atton and John Emanouil at Abbot School, Lynda Colby and Rick Menard at Blanchard School, Carol Steele and John Winn at Miller School, Jayne Locke and Dan Barrett at Robinson School, and Jean Bitton and Rick Harbaum at Stony Brook School are instrumental in accommodating voters and election personnel on election days. Richie Crocker is always available to address last minute needs, and Kurt Franz is as reliable as the sun rising (regardless of the weather!) on election day to deliver ballots to the polls. The Police Department helps ensure public safety and assists election officials at the polls, and input from election officers working at the polls and volunteering for various election preparation tasks are invaluable to improving efficiencies in election management. Special thanks to Noel Rainville, Mary Hill, Marilyn Frank, and Gaylord MacCartney for additional assistance with ballot counting, preparation of supply boxes, machine testing, improving communications between precincts and Town Hall and sign posting during the year. We have a great team!

### Vital Statistics

During the 2007 calendar year, 170 births, 65 marriages, and 137 deaths were recorded and 68 marriage intentions were filed. Details are printed elsewhere in the Town Report.

### **Licensing & Permits**

Dogs over six months of age must be licensed every year; licenses are based on calendar year. In order to be licensed a current rabies certificate is needed. The cost per license is \$10 per dog for all dogs, but owners ages 70 and over do not have to pay to license their dog(s). We licensed 2,197 dogs in 2007. The Town Clerk's office again participated in the annual rabies clinic by licensing dogs on location. Remember that according to town bylaw, if you neglect to license your dog before the end of the grace period (March 31), you must pay a fine of \$25 in addition to the dog license fee (seniors are not exempt from this late fee). If your dog has received a rabies vaccination, the Town Clerk's office often receives a copy of it directly from the veterinarian, so you can expect to be contacted by Assistant Town Clerk Patty Dubey about licensing your dog.

The Town Clerk's office, serving as licensing agent for the Division of Fisheries and Wildlife, issued 260 fishing, hunting, and sporting licenses and 78 stamps during the calendar year.

A total of 113 business certificates or DBAs were issued in Westford at a cost of \$20 per certificate. Certificates are valid for four years, prompt correspondence from the Assessors office regarding personal property tax on business equipment, and need to be either renewed or dissolved in order to keep our records current. Rita Shipley manages the database and keeps businesses up-to-date with renewal reminders.

Eleven raffle & bazaar permits were approved by the Police Chief and issued by the Town Clerk's office. These permits are available only to non-profit organizations that have been active for at least two years and are able to prove that if asked.

Acting as annual licensing officer for the Board of Selectmen, Patty Dubey maintains the files and prepared 86 renewals for selectmen's licenses.

### **Records Management**

A total of 790 meetings were held by the town boards and committees whose members are listed in the front of the Town Report. The Town Clerk's office has started to track the return of meeting minutes to ensure that boards and committees have a record of the meetings that are held. Many of these minutes can be found at the J. V. Fletcher Library, the Town Clerk's office, and on the web at [www.westfordma.gov/pages/onlineservices/documents/index](http://www.westfordma.gov/pages/onlineservices/documents/index).

In 2007, 190 board and committee members and election officers were sworn into office.

Great strides were made in the town meeting indexing project thanks to the assistance of Mary Smith, Priyanka Nawathe, Ameya Apte and Anish Kanabar. We have learned to rely on the efforts of volunteers to accomplish many critical tasks that we often do not have time to do in the course of our everyday responsibilities.

### **Preservation**

Special thanks to members of the Records and Archives Management Committee for their assistance with town archives, which is detailed in their report.

### **Miscellaneous**

The Town Clerk's office accepted 1,257 passport applications in 2007 that were forwarded to the passport processing center.

As commissioners to qualify individuals for certain state offices, the Town Clerk's office staff swore in 69 notaries public.

Town Clerk's office staff also serves as notaries publics, processing 636 notarial acts in 2007.

As the first line of response for public information requests, the Town Clerk's office staff relies on the expertise and assistance of many individuals and departments to whom we are grateful.

## TREE WARDEN

Another year has passed, and as usual, work on town trees that were old and damaged was taken care of.

Carlton Rooks  
*Tree Warden*

Many of them can be saved which we always try to do. If not, we bring in a tree company to do the work as they take care of it all.

On March 8, several of the 19th century sugar maples on Westford Common had to be taken down as they were deemed a potential danger to residents using the Common. National Grid paid to have this work done as they were having other tree work done along Boston Road.

The snow storms we had in December made more work as it was a wet, heavy snow, and many limbs came down.

The help from the Highway Department was greatly appreciated. Last of all, I wish to thank the Town Manager, the workers at the Town Hall who were so gracious to field complaints, and Chip Barrett from the Highway Department for all the help he gave me in this my last year as Tree Warden.

## VETERANS SERVICES



Veterans Services for the Town of Westford completed another successful year, operating from the Cameron Senior Center. The office, on a part-time basis, continues to provide services and benefits to eligible veterans and their dependents as outlined in Chapter 115 of the General Laws of Massachusetts.

Paul F. Murray  
*Veterans Service Officer*

The Veterans Services also offer burial, job programs and housing assistance, along with food and fuel aid programs to qualified applicants.

We continue to have a good return rate for lost or missing discharge papers (DD-214), which are the key documents to Veterans Services, both state and federal.

The cemeteries were flagged on Memorial Day and revisited on Veterans Day. A program to map veterans' burial locations in the cemeteries, utilizing the town's GIS Department, is progressing with the collection of information from the Westford Cemeteries Department, St. Catherine's, and the Russian Cemetery caretakers.

The Veterans Day and Memorial Day programs again this year were greatly enhanced by the participation of the Boy Scouts, Girl Scouts, Cubs Scouts, Brownies, and Westford Academy band members.

Each year as the program grows with the added names to the honor roll, more volunteers will be needed.

The leadership of these groups now plays a major role in the planning, staging, and success of these events. The observance of both these days by the town residents continues to improve, but is not yet what we would expect.

Thank you to all Westford departments, town officials, police and fire Honor Guards, American Legion Posts 159 and 437, Disabled American Veterans, the Veterans of Foreign Wars, Boy Scouts, Girl Scouts, Cubs Scouts, Brownies, and Westford Academy band members for their support of the veterans office and operations during this past year.

The Veterans Service Officer is temporarily located at 53 Main Street. Contact the Veterans Service Officer by phone at 978-392-1170, by fax at 978-392-0890, or by email at [pmurray@westfordma.gov](mailto:pmurray@westfordma.gov).

## WATER DEPARTMENT

The Westford Water Department is charged by the town with providing safe, high quality, uninterrupted water at a reasonable pressure, to meet the health and fire protection needs of that portion of the town served by the public water system. The Department must provide this service while meeting various state and federal requirements. The Department employs a staff of 13 to manage and maintain the Water Department and its resources. The full-time superintendent and a three-member Commission with one alternate, appointed by the Town Manager for three-year terms, are responsible for providing these services to the Town. The Water Department must adhere to water quality requirements established by the U.S.

Environmental Protection Agency and the Massachusetts Department of Environmental Protection. In 2007, the Water Department continued operations of its two water treatment facilities to provide the residents of Westford with drinking water. The Board of Water Commissioners meets twice a month, usually on the first and third Wednesday of the month. You can visit the Water Department's website at [www.westfordma.gov/water](http://www.westfordma.gov/water).

### Board of Water Commissioners

Robert J. Carter  
*Chair*  
Leslie A. Thomas  
*Secretary*  
Hugh C. Maguire  
*Member*  
Elizabeth Denly  
*Alternate Member*

### Water Department Staff

Warren E. Sweetser, Superintendent  
Robert Worthley, Water Treatment Manager  
Robin Fullford, Business Manager  
Jessica Cajigas, Environmental Compliance Manager  
Dianne Cloutier, Records Supervisor  
Sandra Kane, Administrative Assistant  
Paul Ricard, Foreman  
Wayne Beauregard, Foreman  
Chris Macpherson, Licensed Well Specialist  
Joe Emerson, Licensed Well Specialist  
Dave Crocker, Licensed Well Specialist  
Rob Daley, Licensed Well Specialist  
Scott Harkins, Licensed Well Specialist

### Highlights

This year was another successful year for the Water Department. The water treatment facilities on Forge Village and Nutting Roads continued to operate smoothly to provide residents of Westford with high quality drinking water.

The Water Department worked with Stantec Consulting Services, Inc. to update the Water Department System Master Plan. The plan includes an analysis of water capacity and water use projections; a water management and supply development plan; an updated water system model and hydraulic analysis; a distribution system improvement plan; and a capital improvement plan.

In 2007, the Water Department again received recognition by the Massachusetts Coalition for Oral Health for outstanding efforts during calendar year 2006 in providing community water fluoridation as a recognized scientific public health measure in the prevention of dental decay.

In September 2007, a ceremony was held to recognize Harold A. Fletcher for his 59 years of service to the Westford Water Department and the Town of Westford. In addition to Water Department staff and commissioners, in attendance for the ceremony were Harold's wife Fran Fletcher, Representative Geoffrey D. Hall, Town Manager Steve Ledoux, and Stantec representatives George Allen and Thomas Mahanna. Harold was awarded a citation from Rep. Hall and a plaque from the Town of Westford to commemorate his new appointment as Honorary Water Commissioner as a thank you for his dedication, including his 21 years as Water Superintendent and 16 years as a Water Commissioner. Congratulations Harold!

Elizabeth Denly became the newest alternate Water Commissioner when she was appointed in 2007. Elizabeth holds a Bachelor's degree in chemistry and is currently working as a senior environmental chemist/quality assurance specialist with TRC in Lowell, Massachusetts. She has been a resident of Westford since 1999.

**Public Outreach**

The Department continued its public outreach efforts in 2007. The biannual newsletter, InFLOWmation, and the annual Consumer Confidence Report continue to inform the public about water quality issues, pollution prevention and water conservation tips, and Water Department changes. Outreach efforts included classroom presentations to 4<sup>th</sup> graders about the hydrologic cycle, aquatic ecology activities with the 5<sup>th</sup> Grade Camp, pollution prevention education through the Day School's Living Lab, and judging the Science and Inventor's Fair.



Harold Fletcher, Water Superintendent 1970-1991  
Water Commissioner 1991-2004  
Alternate Commissioner 2004-2007

The Water Department also held an Open House in May 2007. Approximately 100 residents attended the event in order to celebrate 100 Years of Westford Water. Activities included: the presentation of citations from Representative Geoff Hall and Senator Panagiotakos' Aide Jim Arciero for 100 years of service to the Town of Westford; award presentations for the 4<sup>th</sup> Grade Poster Contest; distribution of rain barrels and water conservation devices; and tours of the water treatment plant. Additional water, conservation, and environmental information was provided by representatives from the Board of Health, Westford Recycling Commission, Westford Garden Club, Thorstensen Laboratory, and Northeastern Consulting Forestry Services.



State Representative Geoff Hall presents a citation to the Water Department from the legislature as Jim Arciero of Senator Steve Panagiotakos' office and Superintendent Warren Sweetser look on



Rain barrels awaiting pick up by residents

The Environmental Compliance Manager continued efforts to increase pesticide awareness through the "Healthy Lawns for Healthy Families" project. The website, [www.healthylawnsforhealthyfamilies.com](http://www.healthylawnsforhealthyfamilies.com), provides residents with information about local learning opportunities, pesticides, and organic lawn care. A workshop was held in April 2007 on Organic Landscaping and Lawn Care for professionals. The event was a huge success with over 60 public and private landscaping professionals in attendance. Another organic workshop

*Water Department*

was held for local residents in conjunction with a DEP grant and the Roudenbush Community Center. Over 20 residents attended the workshop which was presented by Ann McGovern of DEP.

**Water Rate Change**

Stantec's update of the Water Department's Master Plan identified nearly \$6 million in capital costs over the next five years. After reviewing the analysis of past and projected expenses and revenues, the Westford Board of Water Commissioners voted to adjust the water rates effective January 1, 2008. The firm of Woodcock & Associates, Inc. was engaged to analyze (1) the structure of the rates and charges to ensure the equitable recovery of costs, and (2) the level of revenues required to fund ongoing costs and offset some capital improvement needs. As an Enterprise Fund, the Water Department is fully supported by water revenues and does not affect the tax rate. The report from Woodcock & Associates, Inc. recommended an 8% increase in 2008 and small increases over the next several years, if necessary.

**Billing System**

Working in conjunction with the Finance Department and the Technology Department, in July 2007 the Water Department began its conversion to the Munis Utility Billing Software to become fully integrated with the town's financial reporting. The conversion is going well, with credit going to Tom Laflamme, Database Administrator, for providing a high level of support and training.

**At-A-Glance**

<b>Million Gallons Pumped</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
January	34.86	35.24	45.57	36.909	38.253	36.741
February	30.5	33.17	38.83	31.49	34.150	32.370
March	35.75	37.32	38.49	35.816	40.281	38.532
April	40.5	36.24	43.77	38.987	43.455	36.551
May	86.97	64.44	55.56	46.701	52.093	56.103
June	73.51	46.29	70.14	67.148	57.624	71.319
July	74.7	81.42	74.33	77.295	69.798	72.596
August	75.8	63.69	73.93	76.696	73.211	80.417
September	67.95	68.91	61.87	64.225	49.481	68.924
October	49.58	50.76	51.94	44.404	43.559	44.710
November	35.24	45.48	40.81	36.238	35.037	32.115
December	34.82	49.41	40.19	38.121	36.170	32.391
<b>Total</b>	<b>608.8</b>	<b>612.4</b>	<b>635.43</b>	<b>594.031</b>	<b>573.113</b>	<b>602.769</b>

**Total Storage Capacity = 4.85 Million Gallons**

**Number of:**

Fire Hydrants	905
Hydrants Installed	5
Accounts	5575
New Services	38
New Gates	10
Miles Water Main	125.0
Miles New Mains	0.4
Water Main Breaks	10
Service Renewals	26
Service Leaks	20

## WESTFORD MUSEUM & HISTORICAL SOCIETY

The Westford Museum and Historical Society, Inc. (WHS) is a non-profit corporation residing in the town buildings located at 2 Boston Road (the original Westford Academy) and 4 Boston Road (the former fire dispatcher's cottage). The museum is open most Sunday afternoons 2-4 PM. The office is generally open Monday, Wednesday and Friday 9 AM to 1 PM.

An exhibit on the Abbot Worsted Company dominated activities this year. The WHS received a grant from the Westford Cultural Council, which made it possible to do much more with the exhibit than otherwise could have been done. Students from the Westford Academy Museum Club helped interview past employees of the mill in preparation for the exhibit. The American Textile History Museum in Lowell loaned several C.G. Sargent patent models and an Abbot marketing display to include in the exhibit. The exhibit opened in May with several former mill employees in attendance. In September, a public roundtable discussion was held with four past employees and Chris Yule, the current developer of the property. The exhibit was the highlight for the 20 3<sup>rd</sup> grade classes that toured the museum in October, as well as the center attraction for several other groups who have visited the Museum. A 2008 calendar with photos of the mill buildings from past and present was produced in commemoration.

Dan Lacroix  
*President*  
Bob Oliphant  
*Vice President*  
Mike Harde  
*Treasurer*  
Pat Louch  
*Secretary*

Elwin Bagley  
Jim Bogue  
Doug Cook  
Gail Connolly  
Elizabeth Elliott  
Paul Giannasca  
Beth Shaw  
Newell Tillman

Penny Lacroix  
*Museum Director*



Programs this year have been varied and well-received. 2007 started with the annual celebration of St. Distaff's Day, and the annual DAR Good Citizens meeting at the end of January. In February, Bob Oliphant and June Kennedy led four book club discussions on June's latest book, *Recollections of Days Gone By*. Marilyn Day and Ellen Harde gave a talk highlighting digitized versions of Hildreth and Sargent glass plate negatives in March. In April, Littleton resident Kevin O'Connor shared his collection of historical maps and gave visitors an opportunity to examine some of the Museum's own map collection. In May, an energetic group of Museum volunteers hosted a Victorian Tea for 41 ladies in the community. The event featured Rita Parisi, who entertained all with her charm and wit. A talk by North Middlesex County Register of Deeds Richard Howe, Jr.

kicked off Bob Oliphant's ever-popular Genealogy course, which ran for 6 weeks this fall. A group of local spinners meet twice monthly in the Museum. The year wrapped up with a Traditional Family Recipe Bake-Off and Bake Sale held in December. Monthly folk concerts continue to provide another cultural venue at the museum.

The recently revitalized Westford Knight Committee (WKC) received a proposal to study the Boat Stone, which resides in the J.V. Fletcher Library. Scott Wolter, the forensic geologist who proposed the work, came to talk to an interested group at the museum in February. With permission from the Historical Society, the WKC then raised money and arranged to have the rock shipped to Minnesota for analysis. The results indicated that the weathering of the carvings on the rock is consistent with what would be expected of carvings about 600 years old. Unfortunately, the technology does not yet exist to prove this scientifically. Upon the stone's return to the Library in October, the WHS and WKC co-hosted a walking tour to visit the Westford Knight and the Boat Stone.

*Westford Museum & Historical Society*

Over the summer, we were fortunate to have WA graduate Erin Dubinski as our summer intern. She worked primarily with Jim Bogue, learning the ins and outs of historical society work. She also put together a small exhibit on the Westford Grange with items from our collections.

The Museum Shop has undergone some renovations, including new shelving units and several new books. Westford pottery continues to be a big seller. Marilyn Day's *Physicians of Westford* and *Walking Tour of Fairview Cemetery* (with photos by Rob Rubin) have both been well-received. Many volunteers made the June Strawberry Festival light work for all and a huge success for the Historical Society.

From a buildings and grounds point of view, the Westford Historical Commission managed several large maintenance projects. The cottage windows were painted and re-glazed, the museum fire escape was replaced, and the sills in the museum were repaired.

The Westford Historical Society would not exist without our volunteers. Board members, Westford Academy Museum Club members and other community volunteers all play a huge role in the operation of the Museum and Historical Society.

Meetings are held in the Museum Cottage on the 4<sup>th</sup> Wednesday of each month. The website is: [www.westford.com/museum](http://www.westford.com/museum).

## ZONING BOARD OF APPEALS

The Zoning Board of Appeals (ZBA) is a quasi-judicial body chartered under the Massachusetts Zoning Act (Chapter 40A and 40B) and Westford's Zoning Bylaw. Membership consists of five regular voting members and three alternate members appointed by the Board of Selectmen. A third voting member was added in 2005 to help ensure that a voting quorum would be present in case of member absences. The ZBA plays a role in regulating land use and development in the Town by hearing: applications for variances from the Zoning Bylaw; special permits for allowed activities that require heightened review under Town zoning; appeals of decisions of the Building Commissioner; and comprehensive permits for mixed-income developments in accordance with M.G.L. Chapter 40B.

### Voting Members

Bob Herrmann

*Chair*

Mark Conlon

*Vice-chair*

Jay Enis

David Earl

Scott McKay

### Associate Members

James Kazeniak

Roger Hall

Christopher Romeo

Zoning Board petitions were held for thirty-three (33) projects in 2007, some of which required more than one requested action (i.e., application type) while other are pending. The following table summarizes the disposition of these applications:

	Approved	Withdrawn	Denied	Pending
Variances	19	4	0	2
Special Permits	20	2	0	0
Comprehensive Permits	0	0	0	2
<b>Totals</b>	<b>38</b>	<b>6</b>	<b>0</b>	<b>4</b>

The requests varied greatly, including, but not limited to, use variances and variance requests for additions, special permits with variances for demolition and reconstruction of nonconforming structures, special permits for Home Occupations, and special permits for Accessory Dwelling Units.

Under Comprehensive Permit Law (Chapter 40B), the ZBA is authorized to waive local regulations, including zoning, for residential developments that consist of at least 25% affordable housing units. Two comprehensive permits were filed in 2007 and are currently under review, Westford Crossing and Graniteville Woods. Westford Crossing, which was initially proposed as 51 units, has been modified to a 32 unit townhouse-style housing development off South Chelmsford Road and Littleton Road. Graniteville Woods is a 208 unit, townhouse-style housing development off Cowdry Hill Road, West Street, and North Main Street.

## VITAL STATISTICS

### Births

The following list is printed with permission from the parents and is a partial listing of the 170 births contained in the public record for 2007.

<b>Child's Name</b>	<b>Mother's Name</b>	<b>Father's Name</b>	<b>Date of Birth</b>
Adams, Oliver Douglas	Elizabeth Amy Galburt	Douglas Paul Adams, Jr	5/11
Ascough, Maddox Walker	Shestin Elizabeth Rohs	David Joseph Ascough Jr	6/11
Banatt, Sydney Jessica	Shannon Lynn Farrell	Michael Thomas Banatt	9/7
Barrett, Rhianna Rose	Lori Beth Sheehan	Christopher John Barrett	8/28
Bhargava, Avani	Nidhi Bhargava	Bharat Bhargava	8/8
Bienkiewicz, Ethan Nguyen	Hao Nguyen	Joseph Michael Bienkiewicz	11/30
Bonenfant, Thomas Michael	Michele Marie Linehan	Michael Edward Benefant	9/28
Boucher, Matthew William	Tanya Lynn Anderson	Michael John Boucher	5/23
Brooks, Jordyn Anne	Dawn Tandus	Robert William Brooks	6/6
Brown, Jonathan Samuel	Laura Grace Hawk	Stephen Bradley Brown	9/17
Burt, Margaret Katherine	Marybeth Sirois	David Eric Burt	10/30
Callery, Ava Earlene	Kathleen Shannon Reed	Timothy Sean Callery	11/17
Cannistraro, Sofia Corinne	Betty Jo Chiara	David Joseph Cannistraro	4/10
Chiasson, William Broderick	Susan Leigh Frost	Paul James Chiasson	5/2
Coluzzi, Kathleen Harper	Gina Lynn Hedgecoth	Mark Edward Coluzzi	8/5
Dowd, Erin Catherine	Jennifer Lynn Powers	Daniel Joseph Dowd	4/30
Dubuc, Nicholas Conrad	Gretchen Natalie Skentzos	Ronald Conrad Dubuc	3/19
Durkin, Kyle Patrick	Wendy Marie Vautour	Michael Edward Durkin	6/15
Duronio, Alyssa Jean	Emily Elizabeth Dorsey	James Francis Duronio	5/4
Engdahl, Daniel Owen	Stephanie Jeanne Hall	Stephen Frederick Engdahl	1/3
Fenelon, Andrew Benjamin	Madeleine Elisa Reyna Ciudad	Herbert Andrew Fenelon	5/4
Ganesh, Aparna	Sulochana Sundaresan	Ganesh Narayanswami	8/13
Gills, William Lee V	Julie Matheson	William Lee Gills IV	4/11
Gouldson, Aiden Sean	Andrea Denise Barriault	Sean Colin Gouldson	9/19
Haley, Rachel Mary	Kelly Anne Flemming	Brian Patrick Haley	1/19
Hall, Katherine Aileen	Jeanne Hegarty	Steven George Hall	5/30
Hansen, Caya Beth	Bonnie Broughton Robinson	Erik Dylan Hansen	4/25
Hansen, Cory James	Bonnie Broughton Robinson	Erik Dylan Hansen	4/25
Holway, Alexander Kent	Joanna Marilyn Kalikow	Lowell Hoyt Holway III	4/25
Hu, Jingrui	Yi Shi	Chunhui Hu	4/9
Janko, Ava Rose	Karen Marie Aiello	Steven Wayne Janko	2/2
Madrigal, Jasmine Heather	Willow Ruth DiLuzuio	Eleodoro Sarreal Madrigal Jr	6/20
Manna, Saunak	Bandana Sau	Sarit Kumar Manna	1/22
Mark, Nihal Ethan	Mamatha S Jagannathan	Silas Raj Mark	5/28
		Jason Michael Huff	
McMullen, Ava Claire	Crystal Marie Ford	McMullen	9/2
Merritt, Caitlin Bray	Amy Bray McNamara	Brian Scott Merritt	3/20
Moran, Jameson Terrence	Leanna Lynn Palmer	Terrence William Moran Jr	1/29
Morris, Marie Leni	Tina Preissler	Matthew Leon Morris	4/18
Munichiello, Teresa Avila	Katrina Avila	Michael Richard Munichello	2/28
Nolan, Alexandria Leigh	Sarah Beth Buckley	Mark Alan Nolan	3/4

*Births*

<b>Child's Name</b>	<b>Mother's Name</b>	<b>Father's Name</b>	<b>Date of Birth</b>
Olson, Patrick Roy	Krissy Lee Bateman	Peter Francis Olson	1/2
Pandia, Nikhil	Sushila Pareek	Rajesh Pandia	4/29
Perez, Alexander Gabriel	Phoung Khanh Tang	Mario Salome Perez	2/19
Pixley, Benjamin Kasiel	Marcella Beth Fleischman	Stephen Edward Pixley	1/16
Rajaram, Priyanka	Gayathri Gopalakrishnan	Anand Rajaram	5/17
Ravichandran, Anika	Rajeswari Ravichandran	Ravichandran Rajagopalan	10/9
Roy, Hailey Kendall	Karen Jane Devine	Rudolf Kenneth Roy	9/5
Schurman, Zachary David	Christine Dee Cronholm	Benjamin Ryder Schurman	11/13
Smith, Jake Robert	Jessica Lynn Phair	Robert Cleve Smith Jr	1/23
Smith, Olivia Michelle	Michelle Marie Curtis	Timothy Herbert Smith	4/17
Sofer, Lucas Chase Quebec	Jacqueline Anne Quebec	Michael Craig Sofer	11/24
Sporel, Katherine Rose	Heidi Rose Meyer	Eric Richard Sporel	11/20
Thakur, Aanya	Viraj Jain	Aman Thakur	8/2
Thomas, Ariana Marie	Jennifer Marie Chapman	Marc Claude Thomas	6/23
Vidoli, Veronica Ava	Michele Monique Faulkner	Daniel Larry Vidoli	3/23
Wang, Emily Susanna	Jin Wang	Xianghong Wang	4/27
Waterman, Brady John	Sara Nichole Mouw	Eric Stephen Waterman	3/16
Wells, Tyler Brian	Meghan Leslie Gullette	Brian Harkness Wells	11/8
Zukowsky, Benjamin Charles	Elizabeth Jean Fuller	Mark Stuart Zukowsky	1/20

**Deaths**

This is a complete listing of the 137 deaths in 2007.

<b>Name</b>	<b>Age</b>	<b>Marital Status</b>	<b>Date of Death</b>
Allaby, Raymond H.	83	mar-Claire Tuite	1/26
Ashe, Rita J	77	wid-Matthew R.	4/16
Athanas, Charles	87	wid-Frances Hatzithkis	4/13
Ayotte, Lydia Mary	86	div-Robert	6/7
Bacon, Gloria Jean	62	mar-Gregory N.	9/4
Bannigan, Thomas M.	87	div-Helen Flemming	1/13
Beardsley, Brandt Duane	87	wid-Beverly June Davis	10/30
Bednarski, Lynn M	55	never married	12/22
Beekman, Frances H	90	wid-Elmer C	10/31
Beeson, John Amiel	58	mar-Florence Gigliotti	6/16
Benedict, Laurence P.	78	mar-Sally P Potter	1/10
Bennett, Greta Bertha	88	wid-George R	10/31
Bliss, Rita	87	wid-Edwin H	11/1
Bowen, Barbara A	46	never married	4/2
Brandt, Barbara French	79	mar-Roger	12/30
Caffelle, Dorothy E	81	wid-John W	8/1
Capriccio, Mary D	85	wid-Lewis F	4/13
Carroll, Leslie Leonard	82	mar-Frances Buracker	6/22
Carroll, John F.	88	wid-Edith Laskey	1/18
Cassidy, Marnell Charles	75	mar-Ida F Santarelli	12/5
Cassidy, Virginia	86	wid-Raymond	12/4

Deaths

<b>Name</b>	<b>Age</b>	<b>Marital Status</b>	<b>Date of Death</b>
Chancey, Anthony	78	never married	4/26
Cogan, Gilbert M	84	mar-Z Gale Feigenson	6/6
Cohen, Marcia	79	never married	3/1
Collen, Charles Leighton	83	never married	5/27
Collins, John F.	84	wid-Rita Grenier	1/3
Cote, Bernard Leo	62	mar-Shirley M Houle	2/4
Cripps, Donald	89	mar-Lillian M MacDonald	8/26
Czarniecki, Walter	52	div-Shelley Kick	7/30
DeMone, Greta Charlotte	71	wid-Norman	3/1
Diette, Douglas A	47	mar-Renee L Maille	7/20
Diette, Irene A.	91	wid-Elmer	1/4
Donnellan, Melvin W	92	mar-Eleanor M Rogers	8/6
Donohoe, James F Jr	69	mar-Judith Quinn	8/20
Doolin, Christopher Thomas	41	mar-Amy Daniels	6/13
Emmet, Richard Stockton	82	mar-Alan Summersby	7/27
Enos, Cecilia C.	45	mar-James M	6/26
Finn, Joseph A	81	wid-Ann E. Small	3/22
Fisher, Gregory G.	47	never married	11/17
Flynn, Bernard E	78	mar-Eva Balestrieri	2/15
Flynn, William E.	83	mar-Irene E. O'Hara	5/22
Foss, Ina L	90	wid-William	11/8
Frank, Carole Ann	67	wid-Samuel I	10/28
Frank, Samuel Irving	75	mar-carole Ann Dodge	9/15
Freitas, Alfred R Jr	67	div-Judith Bouvier	8/3
Freitas, Irene C	88	wid-Manuel J	5/14
Fridrich, Deborah	59	mar-John S	6/26
Furbish, Frederick J. Jr	78	mar-Marilyn A Welch	10/25
Gagnon, M. Jeannette	96	wid-John	11/19
Gallo, Robert C	73	wid-Joan C Barnard	12/13
Gardner, Robert W Sr	90	mar-Mary Cogan	10/15
Gendron, Francis Robert	79	mar-Janina Wojtas	11/18
Georgeou, Julia	95	wid-William	6/21
Gillette, Robert Francis	56	mar-Debra Ann Robertson	10/24
Godfrey, Wayne Malcolm	72	mar-Jean Power	3/25
Golis, Mary	88	wid-John	12/20
Goyette, Donald R.J.	63	Mar-Jeannine Tremblay	11/18
Hamilton, Theresa Rita	67	mar-John L	12/29
Hartwell, Nathan Haywood	84	never married	4/12
Heilman, Ethel M.	81	div - Adam	4/2
Hicks, Virginia L	97	never married	10/27
Hinckley, Ralph Edward	88	mar-Jane Buckner	11/23
Holmes, Bruce	54	never married	4/7
Horton, Charles E	74	mar-Sylvia Champagne	8/19
Jaquay, John Herbert	80	never married	4/6
Johnson, Jennie W	69	div-Robert	10/11

## Deaths

<b>Name</b>	<b>Age</b>	<b>Marital Status</b>	<b>Date of Death</b>
Johnson, Marguerite	65	mar-Donald O.	10/26
Karlson, Gloria	77	wid-Rodney	1/25
Keith, Wayne Robert	72	div-Marion Szewczyk	2/8
Kendall, Marjorie S.	90	wid-Joseph F	12/16
Khoeun, Selena	2 mos	never married	4/6
Lawrence, Walter C	74	mar-Carolyn Kinghorn	7/31
Leach, Leroy Earl	83	wid-Gertrude Gustin	7/24
LeClair, Beverly	65	mar-Edward	2/14
Levine, Milton	85	mar-Leona Klein	5/23
Lyman, Marion T.	73	mar-Carl G	9/23
Male, Alice L	83	wid-Raymond	6/9
Marsh, Frederick J	57	mar-Linda Gutierrez	10/1
Mathews, Mildred Evidel	96	wid-Robert Jackson	10/4
McCaul Sr, Donald Winslow	79	div-Theresa Vennard	1/14
McElligott, Ronan John	5 mos	never married	8/31
McFee, Stephen J	42	mar-Tina M Johnson	5/23
McInnis, Janice A	57	wid-Weston L	10/4
McLaughlin, Mary Alice	76	never married	10/8
McLaughlin, Tammy Jo	39	mar- Keith	2/10
McLoughlin, Caroline Eleanore	76	wid-John	12/10
McNeil, Francis Clifton	96	mar-Lucy Romanowsky	9/19
Melant, Eileen Camille	87	wid-Joseph H	1/19
Millett, William Atwood	85	never married	11/2
Milot, Marie	91	wid-Homer	5/27
Moran, Barbara B	91	wid-John E	7/12
Muskovitz, Mary T	90	wid-Sidney	2/13
Nemet, Frances D.	71	wid-Richard J	10/17
O'Donnell, Helen B	95	wid-James	10/8
Paduano, Rose A	100	wid-Frank	12/5
Pease, Lloyd Clarence	73	mar-Maureen J Desmond	7/24
Pelrin, Blanche C	87	wid-Philip	7/26
Pendlebury, Roland Francis	91	mar-Ruth Sotham	9/8
Perham, Harold C	92	mar-Stella C Crysler	9/11
Perron, Claudette L	66	mar-Armand G	2/9
Pestana, Edmund Santos	88	mar-Madeline Doris James	11/1
Prager, Charlotte Henrietta	85	wid-Gilbert G	7/20
Preman, Samuel	85	mar-Sarah Shirley Stern	8/25
Queen, Virginia C	88	div-John	4/8
Radcliffe, Frederick	82	mar-Connie Iamorri	11/17
Rao, Vedula S.	81	wid-N. Vardhanamma	2/11
Reardon, Ada B	93	wid-John F.	6/19
Regan, Marion Jane	85	wid-Joseph Jr	5/11
Rice, Joan G.	67	mar-Richard	7/20
Rohnert, Martha L	64	mar-Richard	3/25
Rolashevich, Bronius	95	div-Louise L Sobrero	4/11

Deaths

<b>Name</b>	<b>Age</b>	<b>Marital Status</b>	<b>Date of Death</b>
Rowe, Mary Jovita	70	mar-George J	4/18
Roy, Susan M	57	mar-Garry	2/27
Rush, Dorothy Ann	77	wid-Herbert L Rush	8/6
Sandholm, Ronald G	76	mar-Luise Zuryk	8/11
Scarmeas, Nellie	87	wid-Milton	1/7
Scutero, Bella	89	wid-Nathan	11/20
Silva, Julia	88	wid-Serafim	3/15
St Gelais, Suzanne R	21	never married	3/28
Stanton, John T	96	wid-Blance L Deschenes	2/8
Sturtevant, Gladys E.	84	wid-Albert	3/11
Sullivan, Eleanor F	77	mar-George T	10/10
Szylvian, Edmund	87	mar-Ursula Conway	6/20
Teague, Maria Kathleen	90	wid-John J	12/4
Thibault, Elizabeth F	89	wid-Lucien	2/17
Trebino, Virginia Ann	84	wid-Robert J	6/2
Valcourt, Rita P.	67	mar-Kenneth	10/9
Waddell, Ann B	100	wid-George	1/14
Waddell, Jean	49	never married	10/3
Wallace, Brian D	55	never married	5/8
Wallace, Rose L	87	wid-Edward	10/11
Walsh, Gerald W.	68	mar-Nancy Harrington	11/20
Waye, Amy S.	99	wid-Leroy	1/14
Wheeler, James A	91	wid-Mary J. Walsh	1/29
Williams, Edith S	92	wid-James L	6/29
Woitowicz, Aleck F.	93	never married	5/12
Wojcik, Doris Louise	72	wid-Brian	1/4
Wright, Frances	90	wid-Claude H	11/8

**Marriages**

The following list is printed with permission from the newlyweds and is a partial listing of the 65 marriages contained in the public record for 2007.

		<b>Date of Marriage</b>
Aaron, Sharon Beth	Mayer, Michael Brian	4/28
Barnes, Floyd E.	Saul, Jennifer L	6/15
Bernier, Renee Lorraine	Trask, Jeremy James	10/13
Byrd, Sarah Jean	LoFrese, Mary Elizabeth	7/14
Castagno, Joseph III	DeMeester, Julie	6/23
Cherng, Denise Binsin	Schannon, David Reed	8/11
Coraccio, Eric Guy	Cosmopoulos, Andrea Lynn	9/15
Cutrumbes, Jennifer Lynn	Guyotte, Joshua James	7/6
Dean, Louise A	Furia, Mark Joseph	5/19
Durkin, Julie Anne	Bostrom, Robert Alexander	7/21
Eracleo, Michael Salvatore	Driscoll, Jill Marie	9/29
Falardeau, Jessica Ann	Brothers, Michael Patrick	10/12

Marriages

		<b>Date of Marriage</b>
Fisher, Mary Frances	Girdzus, John	6/2
Fung, Eva	Horgan, Michael Samuel Jr	6/21
Gleason, Andrew J	Murphy, Theresa Diane	8/11
Goodwin, Raymond K.	Polenski, Lisa Marie	3/1
Green, Matthew Scott	Rohs, Cameron Leeann Walker	12/31
Huynh, Tuongvan T	Beers, Robert Loren	2/2
Joyce, Jennifer Anne	Maybury, Dale Edward	5/12
Kilgore, Erin Marie	Chapman, Jeremy Jonathan	12/28
Kline, Kenton Alexander	Gould, Heather Robyn	5/27
Landry, Kevin M	Glidden, Tina M	10/13
Larrivee, Nicole Lynne	Sprague, Scott Glenn	6/2
Lopes, Matthew Paul	Studer, Jennifer Lindsay	6/30
Lyman, Scott Sargent	Kupreyeva, Natallia Nikolaevna	10/5
Maille, Gary Joseph	Proia, Cindy Jean	12/15
Marston, Christine Renie	McMahon, Michael Patrick	9/23
McGarry, Matthew Mark	Devaney, Meaghan Curran	9/8
McGuirk, Catherine, Mary	Fabian, Edward Robert	7/14
Mercik, Kristin Lynn	Dorriety, Charlie Drew	5/12
Mezzanotte, Todd Edward	Berardis, Nicole Marie	4/4
Morey, Jamie	Holmes, Brandon	11/24
Naughton, Matthew Gerard	Norton, Tiffany Nicole	7/21
Nauman, Robert George III	Urizandi, Maria G	10/20
Newsome, Noah John	Cranshaw, Colleen Marie	4/14
Nunan, Meredith Oman	Orne, George Reid	9/9
O'Donnell, Daniel John	Sullivan, Kelly Anne	8/4
Palmer, Jesse Christopher	Lemire, Janice Deborah	11/4
Pollard, Kevin Christopher	Stefanowich, Robbie Michele	4/9
Proulx, Julie Theresa	Phillips, Stephen Eric	5/19
Raha, Joel Manojit	Shaw, Jessica Ruth	7/6
Raucher, Glenn Michael	Shane, Andrew Louise	5/19
Ray, Amanda Lindsay	Emery, Ian Jaeger	7/14
Reslow, Brian Scott	Baldwin, Elaine Mary	7/7
Rockney, Erin Frances	VanWagenen, Christopher Peter	6/25
Serendi, Elena	Fitz-Henry David Alexander Cox	10/12
Sherman, Gregory Keith	Jenkins-Keefe, Jessica Marie	6/30
Sparks, Peter James	Hult, Melissa Jane	7/13
Thibault, Susan Christine	Brunelle, Jason Earnest	5/5
Vargo, Thomas Reynold	Hannon, Megan Anne	8/12
Whelan, Sean B.	Crane, Casi Elizabeth	6/1
Zahareas, William G	Hanefeld, Karen L	8/11

## DIRECTORY OF TOWN DEPARTMENTS

All the addresses below were current as of December 31, 2007. Many departments were temporarily relocated due to the closing of Town Hall in December, so check the town's website, [www.westfordma.gov](http://www.westfordma.gov), or call the department for up-to-date information.

The webpages for most town departments can be accessed directly from: [www.westfordma.gov/pages/government/towndepartments/dept](http://www.westfordma.gov/pages/government/towndepartments/dept). All others are noted below.

Department	Address	Office Hours	Main Phone Website (if not <a href="http://www.westfordma.gov">westfordma.gov</a> )
Assessors Office	Water Department 60 Forge Village Rd.	M-F, 8am-4pm	978-692-5504
Animal Control Officer		Leave message or call Police Dispatch (emergency only)	978-692-4574 978-692-2161
Building Department	Town Garage 28 North St.	M-F, 8am-4pm	978-692-5527
Bylaw Enforcement	Town Garage 28 North St.	M-F, 8am-4pm	978-692-5527
Council on Aging	Cameron Senior Center 20 Pleasant St. PO 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 Garage 28 North St.	M-F, 8am-4pm	978-692-5524
Emergency Management		Contact Police or Fire to be connected to an EM Director	978-692-2161 978-692-5542
Engineering Department	Town Garage 28 North St.	M-F, 7:30am-3:30pm	978-692-5520
Finance Director/Treasurer	Rogers Fire Station 39 Town Farm Rd.	M-F, 8am-4pm	978-692-5518
Fire Department	51 Main St. P.O. Box 296	M-F, 8am-4pm (dispatch 24hrs/day)	Business 978-692-5542 Emergencies 911
GIS Department	Town Garage 28 North St.	M-F, 7:30am-3:30pm	978-692-5520
Health Department	Millennium Building 23 Depot St.	M-F, 8am-4pm	978-692-5509
Highway Department	Town Garage 28 North St.	M-F, 7am-3:30pm	978-692-5520
Housing Authority	65 Tadmuck Rd.	M-F, 8:30am-1:30pm	978-692-6011
Human Resources Department	Rogers Fire Station 39 Town Farm Rd.	M-F, 8am-4pm	978-692-5501
J.V. Fletcher Library	50 Main St.	M 1pm-9pm T-Th 10am-9pm F 1pm-5pm Sat 10am-5pm (Labor Day – June) Sun 2pm-5pm (January – April)	978-692-5555 <a href="http://www.westfordlibrary.org">www.westfordlibrary.org</a>
Museum hours Office hours	4 Boston Rd.	Sun 2pm-4pm M,W,F 9am-1pm	978-692-5550 <a href="http://www.westford.com/museum/">www.westford.com/ museum/</a>
Parking Clerk	Police Department 53 Main St.	M-F, 8am-4pm	978-692-5515

Planning Board	Town Garage 28 North St.	M-F, 8am-4pm	978-692-5524
Police Department	53 Main St.	M-F, 8am-4pm (dispatch 24hrs/day)	Business 978-692-2161 Emergencies 911
Recreation Department	54 Broadway St.	M-F, 8am-4pm	978-692-5532
Roudenbush Community Center	65 Main St.	M-F, 8:30am-9pm	978-692-5511 www.roudenbush.org
Schools			
Abbot Elementary School (gr. 3-5)	25 Depot St.	M-F, 8:25am-2:30pm	978-692-5580 www.westfordk12.us
Blanchard Middle School (gr. 6-8)	14 West St.	M-F, 7:35am-1:55pm	978-692-5582 www.westfordk12.us
Crisafulli Elementary School (gr. 3-5)	13 Robinson Rd.	M-F, 8:25am-2:30pm	978-392-4483 www.westfordk12.us
Day Elementary School (gr. 3-5)	75 E. Prescott St.	M-F, 8:25am-2:30pm	978-692-5591 www.westfordk12.us
Millennium School (pre-k)	23 Depot St.	M-F, 9am-3pm	978-692-5560 www.westfordk12.us
Miller Elementary School (gr. k-2)	1 Mitchell Way	M-F, 9:05am-3:10pm	978-392-4476 www.westfordk12.us
Nabnasset Elementary School (gr. K-2)	99 Plain Rd.	M-F, 9:05am-3:10pm	978-692-5583 www.westfordk12.us
Nashoba Valley Technical High School (gr. 9-12)	100 Littleton Rd.	M-F, 7:45am-2:30pm	978-692-4711 nashoba.tec.ma.us
Robinson Elementary School (gr. K-2)	60 Concord Rd.	M-F, 9:05am-3:10pm	978-692-5586 www.westfordk12.us
Stony Brook Middle School (gr. 6-8)	7 Farmer's Way	M-F, 7:35am-1:55pm	978-692-2708 www.westfordk12.us
Westford Academy (gr. 9-12)	30 Patten Rd.	M-F, 7:35am-1:55pm	978-692-5570 www.westfordk12.us
School Administration (Central Office)			
Superintendent	Millennium Building 23 Depot St.	M-F, 8am-4pm	978-692-5560 www.westfordk12.us
Bookkeeping	Millennium Building 23 Depot St.	M-F, 8am-4pm	978-692-5560 www.westfordk12.us
Business Office	Millennium Building 23 Depot St.	M-F, 8am-4pm	978-692-5560 www.westfordk12.us
Special Ed. Department	Millennium Building 23 Depot St.	M-F, 8am-4pm	978-692-5560 www.westfordk12.us
Tax Collector	Police Department 53 Main St.	M-F, 8am-4pm	978-692-5506
Technology Department	1 East Prescott St.	M-F, 8am-4pm	978-399-2420
Town Accountant	Rogers Fire Station 39 Town Farm Rd.	M-F, 8am-4pm	978-392-4450
Town Clerk	Police Department 53 Main St.	M-F, 8am-4pm	978-692-5515
Town Manager	Police Department 53 Main St.	M-F, 8am-4pm	978-692-5500
Treasurer	Rogers Fire Station 39 Town Farm Rd.	M-F, 8am-4pm	978-692-5518
Tree Warden	Highway Department 28 North St.	M-F, 7:30am-3:30pm	978-399-2731

*Directory*

Veterans Services	Police Department 53 Main St.	Call for appointment	978-392-1170
Water Department	60 Forge Village Rd.	M-F, 7:30am-4pm	978-692-5529
Zoning Board of Appeals	Town Garage, 28 North St.	M-F, 8am-4pm	978-692-5524

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**WESTFORD  
AT A GLANCE**

Incorporated	September 23, 1729
Population (2007 census returns)	20,787
Miles of Road	175 miles
Total Area	30.2 square miles
FY08 Tax Rates	
Residential & Personal Property	\$13.10 per thousand
Commercial & Industrial Property	\$13.27 per thousand
Form of Government	Open Town Meeting Board of Selectmen Town Manager
Website	<a href="http://www.westfordma.gov">www.westfordma.gov</a>

## **Report of Engineers of Fire Department**

The Board of Fire Engineers in presenting their first annual report submit the following statement in regard to the organization of the department with a few recommendations and expense of maintaining the same.

Three Hose Companies have been organized, consisting of twenty men each.

The Edward M. Abbot Hose Company No. 1 at Westford Centre.

The Albert R. Choate Hose Company No. 2 at Graniteville.

The John Edwards Hose Company No. 3 at Forge Village.

These companies are equipped with a hose carriage, 800 feet of hose, two fire extinguishers, ladders, pails and tools necessary for fighting fires.

At the center of the town a building has been leased for term of years for storage of apparatus with ample room for the men to meet in.

At Graniteville a part of the carriage house of John A. Healy has been used for the storage of the equipment and Healy's hall rented for the men to hold meetings.

At Forge Village a building has been erected at a cost of \$400 which makes a most excellent place for keeping the apparatus with a nice room for the members.

Practice drills were held once a month by each company which has done much to familiarize the members in handling the hose in case of fire.

The citizens of Westford Centre, Graniteville and Forge Village subscribed the sum of \$138 for furnishing the rooms, etc., and it is equally divided between each company.

SHERMAN H. FLETCHER,  
ALBERT R. CHOATE,  
JOHN EDWARDS,  
Engineers.

*From the Town of Westford Annual Report  
For the Year Ending February First 1909*

*Researched by the Westford Historical Society*