

TOWN OF WESTFORD MASSACHUSETTS

Annual Report

For the fiscal year ending June 30, 2018

Annual Town Meeting
Saturday, March 23, 2019

Annual Town Election
Tuesday, May 7, 2019

CITIZEN ACTIVITY APPLICATION FORM

Town of Westford

GOOD GOVERNMENT STARTS WITH YOU

If you are interested in serving on a town committee, please fill out this form and mail to the Town Manager, Town Hall, 55 Main Street, Westford, MA 01886. You can also fill out a form online on the town's website at <https://data.westfordma.gov/bc/newcaf.php>. All committee vacancies will be filled by citizens deemed most qualified to serve in a particular capacity.

Date _____

Name _____

Address _____

Home Telephone _____ Email _____

Amount of Time Available _____

Interest in What Town Committee _____

Present Occupation _____

Education Background _____

Town Offices Held _____

Other Volunteer Positions _____

Remarks _____

In Memoriam



Nicholas Basinas.

March 10, 1921 - June 14, 2018



In the Annual Town Report of the Building Inspector in 1968, it was noted, "As this is a part-time job, it was deemed necessary to appoint an assistant. Mr. Nicholas Basinas was appointed Assistant Building Inspector."

For the next fifteen years, in his gracious, gentle manner, Nick ably served the Town in this role, stepping down in 1983. During Nick's tenure, when the meeting room on the second floor of the Town Hall was converted into offices, it was Nick who provided the design and oversaw the work.

Nick Basinas also served on the Building Committee for the current Westford Academy, the Police & Fire Station Study Committee, and was a member of the Conservation Commission.

Basinas Square at the northeast corner of the intersection of Groton and Tyngsboro Roads honors Nick and his brothers James and Andrew for their service to their country in World War II.

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Westford at a Glance	Inside back cover

ELECTED OFFICIALS AS OF JUNE 30, 2018

Term expires

BOARD OF HEALTH

3-year term

Joanne Belanger	6 Marie Anne Dr	5/2021
Zac A. Cataldo	121 Depot St	5/2020
Stephanie D. Granger	101 Russell's Way	5/2019
Susan M. Hanley	26 Kirsi Cir	5/2019
Michele Pitoniak-Crawford	15 Shelly Ln	5/2020

BOARD OF SELECTMEN

3-year term

Elizabeth M. Almeida	41 West St	5/2020
G. Thomas Clay	7 Ward Hill Rd	5/2020
Scott Hazelton	76 Nutting Rd	5/2019
Mark D. Kost	7 Grassy Ln	5/2021
Andrea Peraner-Sweet	21 Kirsi Circle	5/2019

HOUSING AUTHORITY

5-year term

Muriel Drake	67 Tadmuck Rd	5/2019
Carol S. Engel	26 Lowell Rd	5/2021
Diane Holmes	13 Sandstone Rd	5/2022

J. V. FLETCHER LIBRARY TRUSTEES

3-year term

Kathleen A. Canavan	3 Misty Ln	5/2019
Elizabeth S. Diercks	56 Depot St	5/2019
Marianne C. Fleckner	23R Almeida Cir	5/2021
Hajo W. Koester	65 Providence Rd	5/2020
Robert D. Price	18 Stratton Hill Rd	5/2020

MODERATOR

3-year term

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

5-year term

Michael J. Green	11 Hidden Valley Rd	5/2019
Kate Hollister	25 Vine Brook Rd	5/2021
Gary Lavelle	2 Meadow View Ln	5/2020
Dylan H. O'Connor	3 Lambert Way	5/2022
Darrin H. Wizst	1 Noonan Way	5/2023

ELECTED OFFICIALS AS OF JUNE 30, 2018—CONTINUED

Term expires

SCHOOL COMMITTEE

3-year term

Avery Adam	87 Providence Rd	5/2021
Arthur Benoit	26 Country Rd	5/2019
Megan A. Eckroth	8 Timberlee Ln	5/2020
Gloria Miller	14 Hutchins Way	5/2020
Christopher Sanders	4 Koala Bear Ln	5/2021
Mingquan Zheng	3 Joyce Cir	5/2021

1-year term

Alicia D. Mallon	104 Plain Rd	5/2019
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APPOINTED OFFICIALS AS OF JUNE 30, 2018

Term expires

AFFORDABLE HOUSING COMMITTEE

Appointed by Board of Selectmen

2-year term

Joan Croteau	10 Groton Rd	6/30/2019
Maureen George	3 Porter Rd	6/30/2018
Scott Hazelton	76 Nutting Rd	6/30/2019
Karen Hudson	35 Carlisle Rd	6/30/2019
Chris Pude	8 Bradley Ln	6/30/2018
Drew Vernalia	10 Groton Rd	6/30/2018
Alden Wood	122 Depot St	6/30/2019

3-year term

Robert F. Downing	40 Nutting Rd	6/30/2018
Edith Fruscione	8 Starr Cir	6/30/2020

AFFORDABLE HOUSING TRUST

Appointed by Board of Selectmen

1-year term

John Parker	3 Cobbler Rd	6/30/2018
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2-year term

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

AGRICULTURAL COMMISSION

Appointed by Board of Selectmen

3-year term

Danielle Battle	8 Providence Rd	6/30/2020
Keith Bohne	31 Tadmuck Rd	6/30/2020
Bob Boonstra	13 Alcorn Crossing	6/30/2020
Sharon Chew	12 Robinwood Cir	6/30/2020
Peter Cox	82 Main St	6/30/2018
Leela Obilichetti	3 Lindsey Ln	6/30/2020
Mark O'Lalor	105 Concord Rd	6/30/2020
Maya Vitvitska	29 Providence Rd	6/30/2019
Elizabeth Almeida (alt.)	41 West St	6/30/2020
Jo Crawford (alt.)	20 Old Homestead Rd	6/30/2020
Leanne Terry (alt.)	21 South Chelmsford Rd	6/30/2019

BOARD OF ASSESSORS

Appointed by Town Manager

3-year term

Michael Coravos	44 Bandon Cir	6/30/2020
Diane L. Holmes	4 Pleasant St	6/30/2019
Titus Palmer	15 Vose Rd	6/30/2021

APPOINTED OFFICIALS AS OF JUNE 30, 2018 – CONTINUED

Term expires

BOARD OF CEMETERY COMMISSIONERS

Appointed by Town Manager

3-year term

Mary D. Lyman	3 Tadmuck Ln	6/30/2020
Dan Provost	27 Orchard St	6/30/2019
George P. Rogers	41 North Main St	6/30/2020
Paul V. Larkham (alt.)	321 Groton Rd	6/30/2020

BOARD OF WATER COMMISSIONERS

Appointed by Town Manager

3-year term

Elizabeth A. Denly	458 Groton Rd	6/30/2020
Hugh C. Maguire	127 Cold Spring Rd	6/30/2021
Titus A. Palmer	15 Vose Rd	6/30/2020
Chauncey Chu (alt.)	1 Green Needles Rd	6/30/2020

BYLAW REVIEW COMMITTEE

Appointed by Board of Selectmen

3-year term

David B. Chandler	26 Hillside Av	6/30/2020
Jean Croteau	10 Boutwell Hill Rd	6/30/2021
Joan Croteau	10 Boutwell Hill Rd	6/30/2019
Patty Dubey	30 Pleasant St	No expiration date

CAPITAL PLANNING COMMITTEE

Appointed by Town Manager

3-year term

Kathy Auth	5 Kylemore Dr	6/30/2020
Chris Barrett	13 Vose Hill Rd	No expiration date
Arthur Benoit	26 Country Rd	No expiration date
Heather Fitzpatrick	13 Shannon Cir	No expiration date
Paul V. Hajjar	2 Park View Cir	No expiration date
Mark D. Kost	7 Grassy Ln	No expiration date
Thomas J Mahanna	4 Butterfield Ln	No expiration date
Dan O'Donnell	55 Main St	No expiration date
Bill Olsen	23 Depot St	No expiration date
Jodi Ross	55 Main St	No expiration date

APPOINTED OFFICIALS AS OF JUNE 30, 2018 – CONTINUED

Term expires

COMMISSION ON DISABILITY

Appointed by Town Manager

1-year term

Scott Hazelton	76 Nutting Rd	6/30/2019
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3-year term

Joyce Benoit	65 Tadmuck Rd	6/30/2020
Raymond K. Clark	47 Hildreth St	6/30/2019
Janet C. Horner	74 Nutting Rd	6/30/2018
Katherine I. Phaneuf	7 Drawbridge Rd	6/30/2021
Patricia C. Reppucci	15 Lucille Ave	6/30/2021
Marguerite F. Sabatino	18 Lucille Ave	6/30/2019
Wayne L. Wagner	14 Oak Rd	6/30/2021
Linda M. Clifford (alt.)	4 Cypress Rd	6/30/2020

COMMUNICATIONS ADVISORY COMMITTEE

Appointed by Board of Selectmen

1-year term

Jim Silva	98 Chamberlain Rd	6/30/2018
Tom Spuhler	232 Concord Rd	6/30/2018

COMMUNITY CENTER/MILL WORKS/RECREATION DEPARTMENT

TASK FORCE

Appointed by Board of Selectmen

3-year term

Kevin A. Caviston	14 Morning Glory Cir	6/30/2020
James Duane	55 Main St	6/30/2020
Sandra Habe	55 Main St	6/30/2020
Ellen Harde	39 Main St	6/30/2020
Mark Kost	7 Grassy Ln	6/30/2020
Stephanie M. Lanzillo	232 Westford St, Chelmsford	6/30/2020
John McNamara	11 Hillside Av	6/30/2020
Ingrid M. Nilsson	6 Depot St	6/30/2020
Hari K. Vetsa	4 Mamie Ln	6/30/2020
Robert J. Waskiewicz	120 Groton Rd	6/30/2020

1-year term

Paul Ercolini	15 Boutwell Hill Rd	6/30/2018
Elizabeth Almeida (alt.)	41 West St	6/30/2020

COMMUNITY PRESERVATION COMMITTEE

Appointed by Board of Selectmen

3-year term

Chris Barrett	13 Vose Hill Rd	6/30/2021
Marilyn Frank	6 Chamberlain Rd	6/30/2019
Kathleen A. Healy	95 Main St	6/30/2021
Diane Holmes	13 Sandstone Rd	6/30/2020
Robert S. Jefferies	11 Boston Rd	6/30/2021
Christine M. MacMillan	12 Maple St	6/30/2021
Robert D. Price	18 Stratton Hill Rd	6/30/2019
Robert Stafford	22 Leland Rd	6/30/2020

APPOINTED OFFICIALS AS OF JUNE 30, 2018 – CONTINUED

Term expires

CONSERVATION COMMISSION

Appointed by Selectmen

3-year term

Robert Boonstra	13 Alcorn Crossing	6/30/2020
Eric Fahle	9 Long Sought For Pond Rd	6/30/2020
Marilyn Frank	6 Chamberlain Rd	6/30/2019
James Gozzo	6 Carolina Ln	6/30/2020
Ann Jefferies	11 Boston Rd	6/30/2021
Peter Mahler	25 Vine Brook Rd	6/30/2019
Margaret Wheeler	171 Depot St	6/30/2020

CONSTABLE

Appointed by Board of Selectmen

3-year term

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

COUNCIL ON AGING

Appointed by Town Manager

3-year term

Sandra Collins	3 Polley Rd	6/30/2019
Nancy Cook	25 North Main St	6/30/2019
Helena Crocker	34 West St	6/30/2019
Patricia A. Holmes	7 Church St	6/30/2019
Robert Tierney	10 Tallard Rd	6/30/2021
George Rogers	60 Pleasant St	6/30/2021
Kathryn S. Wilson	55 Main St	6/30/2019

CULTURAL COUNCIL

Appointed by Board of Selectmen

Amy Erich	3 Bear Hill Ter	6/30/2020
Sheila Grimm	98 Nutting Rd	6/30/2020
Erin D. Heinold	49 Hildreth St	6/30/2020
Seema P. Pusalkar	2 Sweetwood Cir	6/30/2019
Anita Tonakarn-Nguyen	9 Plain Rd	6/30/2021

DOG PARK TASK FORCE

Appointed by Board of Selectmen

2-year term

Elizabeth Almeida	41 West St	6/30/2020
Lauren E. Coffey	30 Monadnock Dr	6/30/2020
Christine H. Flood	13 Main St	6/30/2020
Edith Fruscione	8 Starr Cir	6/30/2020
Karen Hudson	35 Carlisle Rd	6/30/2020
Sandra Lea Martinez	95 Main St	6/30/2020
Nan Lindstrom	8 Pine Tree Trail	6/30/2020

APPOINTED OFFICIALS AS OF JUNE 30, 2018 – CONTINUED

Term expires

ECONOMIC DEVELOPMENT COMMITTEE

Appointed by Board of Selectmen

3-year term

Thomas P. Barry	27 Stone Ridge Rd	6/30/2018
Ronald Caterino	45 Stone Ridge Rd	6/30/2021
G. Thomas Clay	7 Ward Hill Rd	6/30/2021
Elia P. Demetri	31 Stone Ridge Rd	6/30/2021
William R. Nussbum	29 Stone Ridge Rd	6/30/2021
Jodi Ross	55 Main St	6/30/2021
Christina M. Sacco	9 Fieldstone Dr	6/30/2021

EMERGENCY MANAGEMENT

Appointed by Town Manager

Joe Targ	53 Main St	6/30/2019
Tim Whitcomb	53 Main St	6/30/2019

ENERGY COMMITTEE

Appointed by Board of Selectmen

3-year term

Noel Almeida	41 West St	6/30/2019
Peter D. Berson	8 Holly Ln	6/30/2020
Michael Belinski	37 Crown Rd	6/30/2020
Vincent Florek	4 Tyler Rd	6/30/2018
Juliette Mount	51 Boston Rd	6/30/2020
Todd Palumbo (alt.)	2 Emily Way	6/30/2020

FENCE VIEWER

Appointed by Board of Selectmen

Brian Pitts	2 Mulberry Ln	6/30/2018
Albert Prescott	16 Lake Shore Drive N	6/30/2018

FINANCE COMMITTEE

Appointed by Moderator

3-year term

Liewei Bao	2 Tavern Cir	6/30/2021
Ellen Doucette	3 Brookview Dr	6/30/2019
Heather P. Fitzpatrick	13 Shannon Cir	6/30/2019
Dennis Galvin	90 Concord Rd	6/30/2020
Kristina Greene	1 Chesapeake Dr	6/30/2019
Shankar Hegde	2 Mohegan Pl	6/30/2020
Gerald J. Koehr	10 Deer Run Dr	6/30/2021
Hari Vetsa	4 Mamie Ln	6/30/2019

APPOINTED OFFICIALS AS OF JUNE 30, 2018 – CONTINUED

Term expires

HEALTHY WESTFORD COMMITTEE

Appointed by Board of Selectmen

3-year term

Chris Barrett	13 Vose Hill Rd	11/19/2018
Zac Cataldo	121 Depot St	11/9/2018
Michelle Collette	22 Town Farm Rd	6/30/2021
Will Darling	7 Flagg Rd	6/30/2021
Megan Eckroth	8 Timberlee Ln	6/30/2019
Gloria Gilbert	5 Cummings Rd	3/21/2019
Carol Gumbart	55 Main St	11/9/2018
William Harman	7A Old Colony Rd	6/30/2020
Alisha E Hillam	6 Coolidge Av	6/30/2021
Jeffrey Stephens	55 Main St	6/30/2019
Lynn S. Tyndall	42 South Chelmsford Rd	11/9/2018
Kristen Upham	11 Vineyard Rd	3/21/2019
Joy Feliciani (alt.)	22 Town Farm Rd	6/30/2019

HISTORICAL COMMISSION

Appointed by Board of Selectmen

3-year term

Brian G. Alcorn	18 Boston Rd	6/30/2020
Bruce Doran	4 Leland Rd	6/30/2020
Brenda Grant	10 Wilson Ln	6/30/2019
David Gutbrod	74 Depot St	6/30/2019
David Meichsner	21 Shawnee Pl	6/30/2020
Robert E. Stafford	22 Leland Rd	6/30/2020

INSURANCE ADVISORY COMMITTEE

Voted by unions

Kathy Bourdeau	14 North Hill Rd	No expiration date
Mark Chambers	55 Main St	No expiration date
Marilyn Frank	6 Chamberlain Rd	No expiration date
William Harbaum	Non-resident	No expiration date
Scott Harkins	Non-resident	No expiration date
Mary McCusker	65 Griffin Rd	No expiration date
Thomas McEnaney	53 Main St	No expiration date
Jonathan Revis	Non-resident	No expiration date

LOWELL REGIONAL TRANSIT AUTHORITY

Appointed by Board of Selectmen

Russell J. Badessa	30 Southgate Rd	No expiration date
Bernadette A. Dureault (alt.)	81 North Main St	No expiration date

APPOINTED OFFICIALS AS OF JUNE 30, 2018 – CONTINUED

Term expires

NASHOBA VALLEY TECHNICAL HIGH SCHOOL DISTRICT

Appointed by Moderator, School Committee and Board of Selectmen

3-year term

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

NORTHERN MIDDLESEX COUNCIL OF GOVERNMENTS

Appointed by Board of Selectmen

1-year term

Elizabeth Almeida	41 West St	6/30/2019
Darrin Wizst	1 Noonan Wy	6/30/2019

NORTHERN MIDDLESEX STORMWATER COLLABORATIVE

Appointed by Town Manager

3-year term

Richard J. Barrett	47 Tadmuck Rd	6/30/2019
Paul Starratt	28 North St	6/30/2019

PARKERVILLE SCHOOLHOUSE COMMITTEE

Appointed by Town Manager

3-year term

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

PARKS AND RECREATION COMMISSION

Appointed by Town Manager

3-year term

Kristi L. Bates	23 Pierce Av	6/30/2021
Chris Barrett	13 Vose Hill Rd	6/30/2019
Kathleen M. Burns	2 LaSalette Rd	6/30/2020
Kevin A. Caviston	14 Morning Glory Cir	6/30/2019
Beverly Doucette	48 Nabnasset St	6/30/2018
Ulrike S. Kjellberg	1 Walter Cir	6/30/2018
John W. McNamara	11 Hillside Av	6/30/2021
Michael Sawyer	6 Holly Ln	6/30/2020

PEDESTRIAN SAFETY COMMITTEE

Appointed by Board of Selectmen

3-year term

Chris Barrett	13 Vose Hill Rd	6/30/2020
Peter Ewing	21 Old Homestead Rd	6/30/2019
Don Gayla	11 Mark Vincent Rd	6/30/2020
Scott Hazelton	76 Nutting Rd	6/30/2019
Kate Hollister	25 Vine Brook Rd	6/30/2018
Karen Hudson	35 Carlisle Rd	6/30/2019
Christopher P. Sanders	4 Koala Bear Ln	6/30/2019

APPOINTED OFFICIALS AS OF JUNE 30, 2018 – CONTINUED

Term expires

PERMANENT TOWN BUILDING COMMITTEE

Appointed by Board of Selectmen

2-year term

Gary Lavelle	2 Meadow Ln	6/30/2018
Kirk Ware	5 Granada Dr	6/30/2019

3-year term

Karen A. Cavanagh	8 Dempsey Way	6/30/2020
Nancy J. Cook	25 North Main St	6/30/2018
Paul Davis	6 Crest Dr	6/30/2020
Tom Ellis	5 Chicory Rd	6/30/2019
Thomas J. Mahanna	4 Butterfield Ln	6/30/2020
Jeanne K. Roberts	1 Hildreth St	6/30/2020
James Zegowitz (alt.)	178 Carlisle Rd	6/30/2020

PERSONNEL ADVISORY COMMITTEE

Appointed by Board of Selectmen

3-year term

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

RECORDS AND ARCHIVES COMMITTEE

Appointed by Town Manager

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

RECYCLING COMMISSION

Appointed by Town Manager

3-year term

Adam Bugos	3 Jocelyn Dr	6/30/2019
Kris Erickson	41 Keyes Rd	6/30/2019
Ellen S. Harde	39 Main St	6/30/2021
Cynthia D. Peraner	6 Churchill Ct	6/30/2018
Elizabeth P. Sawyer	6 Holly Ln	6/30/2021
Charles Stark	14 Christopher Rd	6/30/2019
Barbara Theriault	8 Tadmuck Ln	6/30/2020
Susan Thomas	7 Old Homestead Rd	6/30/2018

REGISTRARS OF VOTERS

Appointed by Board of Selectmen

3-year term

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

APPOINTED OFFICIALS AS OF JUNE 30, 2018 – CONTINUED

Term expires

ROAD SAFETY ZONES COMMITTEE

Appointed by Board of Selectmen

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

SCHOLARSHIP AND GRANT COMMITTEE

Appointed by Board of Selectmen

Julie Baudreau	23 Depot St	6/30/2018
William W. Cruikshank	13 Butternut Rd	6/30/2018
Louis Esposito	57 Stone Ridge Rd	6/30/2018
Richard Hendl	10 Hayrick Ln	6/30/2018
Rosemarie Koester	65 Providence Rd	6/30/2018
Andrea Mejia	23 Depot St	6/30/2018
Daniel O'Donnell	158 Depot St	6/30/2020
Janet H. Tortora	17 Chippewa Rd	6/30/2018
Yen Yen Lim	0 Shannon Cir	6/30/2020
Patricia Donahue (alt.)	89 Lowell Rd	6/30/2018
Kalpesh Sheth (alt.)	7 Perham Cir	6/30/2018

SENIOR LOW INCOME DISABLED TAX RELIEF COMMITTEE

Appointed by Board of Selectmen

1-year term

Annette Cerullo	15 North Hill	6/30/2018
Christine Collins	55 Main St	6/30/2018
Don Costley	3 Phillips Dr	6/30/2018
Paul Fassbender	14 Texas Rd	6/30/2018
Heather FitzPatrick	13 Shannon Cir	6/30/2018
Henry McDowell	109 Cold Spring Rd	6/30/2018
Ingrid Nilsson	6 Depot St	6/30/2018
Dan O'Donnell	158 Depot St	6/30/2018
Paul Plouffe	55 Main St	6/30/2018
Christine Pude	55 Main St	6/30/2018
Richard Severyn	17 Brookview Dr	6/30/2018
Tom Spuhler	232 Concord Rd	6/30/2018
Kathy Wilson	59 North Main St	6/30/2018

TAX POSSESSION SALES COMMITTEE

Appointed by Board of Selectmen

3-year term

Donald Costley	3 Phillips Dr	6/30/2019
Ryan Donovan	7 Leland Rd	6/30/2019
David R. Earl	8B Old Colony Dr	6/30/2021
Joseph R. Foti	3C Old Colony Dr	6/30/2020
William Harman	7A Old Colony Dr	6/30/2019
Paul Morris	1 Pleasant St	6/30/2019
Rose O'Donnell	8 Sassafra Rd	6/30/2019
Steve Sadowski	10 Evergreen Cir	6/30/2018

APPOINTED OFFICIALS AS OF JUNE 30, 2018 – CONTINUED

Term expires

TOWN FOREST COMMITTEE

Appointed by Town Manager

3-year term

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

TREAD COMMITTEE

Appointed by Town Manager

3-year term

Nancy J. Cook	25 N Main St	6/30/2021
Christine Collins	55 Main St	6/30/2021
Sandy Collins	39 Polley Rd	6/30/2018
Diane Holmes	13 Sandstone Rd	6/30/2021
Patricia C. Reppucci	15 Lucille Av	6/30/2019

ZONING BOARD OF APPEALS

Appointed by Board of Selectmen

5-year term

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

GENERAL MEETING TIMES FOR BOARDS AND COMMITTEES

Board/Committee	Day of the Month	Time	Location
Affordable Housing Committee	1 st Wednesday	7:15am	Westford Housing Community Room, 65 Tadmuck Rd.
Affordable Housing Trust Fund	1 st Wednesday	7:30am	Westford Housing Community Room, 65 Tadmuck Rd.
Board of Health	2 nd Monday	7:00pm	Town Hall
Board of Selectmen	2 nd & 4 th Tuesday	7:30pm	Town Hall
Bylaw Review Committee	3 rd Thursday	7:30pm	Town Hall
Capital Planning Committee	Friday (Sept.–Feb.)	8:30am	Town Hall
Cemetery Commission	2 nd Tuesday	8:30am	Pine Grove Cemetery Office
Communications Advisory Committee	As posted		
Conservation Commission	2 nd & 4 th Wednesday	7:30pm	Town Hall
Council on Aging	2 nd Wednesday	4:00pm	Cameron Senior Center
Energy Committee	Monthly, as posted		
Historical Commission	3 rd Wednesday	7:00pm	Museum Cottage
Housing Authority	2 nd Thursday	7:00pm	Alternates between 7 Cross St.
Library Trustees	1 st Monday	7:00pm	Fletcher Library
Nashoba Valley Technical High School	2 nd Tuesday	7:30pm	Nashoba Valley Technical High School
Parks & Recreation	1 st Monday	6:30pm	Roudenbush Community
Permanent Town Building Committee	1 st & 3 rd Monday	6:30pm	Cameron Senior Center
Planning Board	1 st & 3 rd Monday	7:30pm	Town Hall
Recycling Commission	2 nd Thursday	7:00pm	Town Hall
School Committee	Every other Monday	7:30pm	Millennium
Water Commission	1 st & 3 rd Thursday	9:00am	Water Dept. Operation Center
Zoning Board of Appeals	3 rd Wednesday	7:00pm	Town Hall

ANNUAL TOWN ELECTION-MAY 1, 2018

	Prec 1	Prec 2	Prec 3	Prec 4	Prec 5	Prec 6	TOTAL
<i>Board of Selectmen (3 Year Term) - Vote for 1</i>							
Blanks	37	35	31	24	25	47	199
Mark D. KOST	133	173	149	142	166	137	900
Juliette Mount	32	31	56	73	26	36	254
Robert O'Neal	1	0	0	0	0	0	1
Titus Palmer	1	0	0	0	0	0	1
Beth Shaffer Morrison	0	2	0	0	0	0	2
Terry Cryan	0	0	1	0	0	0	1
Craig Kevghas	0	0	1	0	0	0	1
Dennis Galvin	0	0	0	0	0	1	1
All Others	1	1	1	0	0	0	3
Aditya Vargual	0	0	0	0	0	1	1
Write Ins	0	0	0	0	0	0	0
TOTALS	205	242	239	239	217	222	1364
<i>Board of Health (3 Year Term) - Vote for 1</i>							
Blanks	58	52	44	49	45	53	301
Joanne BELANGER	147	189	194	189	172	166	1057
Olivia Zhao	0	0	0	1	0	0	1
Zack Bela	0	0	0	0	0	1	1
Aditya Vangala	0	0	0	0	0	1	1
Laura Kevghas	0	0	1	0	0	0	1
Al Prescott	0	0	0	0	0	1	1
All Others	0	1	0	0	0	0	1
Write Ins	0	0	0	0	0	0	0
TOTALS	205	242	239	239	217	222	1364

ANNUAL TOWN ELECTION–MAY 1, 2018

— CONTINUED

	Prec 1	Prec 2	Prec 3	Prec 4	Prec 5	Prec 6	TOTAL
<i>Housing Authority (5 Year Term) - Vote for 1</i>							
Blanks	205	234	235	231	212	211	1328
Mark Cajolet	0	1	0	0	0	0	1
Eli Socolow	0	1	0	0	0	1	2
Mingquan Zheng	0	2	0	0	0	2	4
Irene Tatro	0	1	0	0	0	1	2
Joseph Roy	0	1	0	0	0	1	2
Robert Stafford	0	0	1	0	0	0	1
Heather Fannon	0	0	1	0	0	0	1
Jennifer Austin	0	0	1	0	0	0	1
Jessica Collins	0	0	1	0	0	0	1
Juliette Mount	0	0	0	2	0	0	2
Olivia Zhao	0	0	0	1	0	0	1
Cori Ryan	0	0	0	1	1	0	2
Susan Hanly	0	0	0	1	0	0	1
Joan Keane	0	1	0	0	0	0	1
Qian Hou	0	0	0	1	0	0	1
Robert Waskiewicz	0	0	0	1	0	0	1
Gary Cutbill	0	0	0	1	0	0	1
Julie D'Arcy	0	0	0	0	1	0	1
Beth Shaffer Morrison	0	0	0	0	1	0	1
Mark Kost	0	0	0	0	1	0	1
Ellen Harde	0	0	0	0	1	0	1
Dan Lamb	0	0	0	0	0	1	1
Pranav Mulpur	0	0	0	0	0	1	1
Don Siriani	0	0	0	0	0	1	1
Sitaram Vangala	0	0	0	0	0	1	1
Dongchun Wang	0	0	0	0	0	1	1
Al Prescott	0	0	0	0	0	1	1
Aiteen Zhang	0	1	0	0	0	0	1
Write Ins	0	0	0	0	0	0	0
TOTALS	205	242	239	239	217	222	1364

ANNUAL TOWN ELECTION–MAY 1, 2018

— CONTINUED

	Prec 1	Prec 2	Prec 3	Prec 4	Prec 5	Prec 6	TOTAL
<i>Library Trustees (3 Year Term) - Vote for 2</i>							
Blanks	102	114	73	93	86	114	582
Marianne C. FLECKNER	154	182	202	189	175	165	1067
Susan M. FLINT	154	185	202	196	173	165	1075
Marisol Garcia	0	1	0	0	0	0	1
All Others	0	2	1	0	0	0	3
TOTALS	410	484	478	478	434	444	2728
<i>Planning Board (5 Year Term) - Vote for 1</i>							
Blanks	66	64	52	54	49	74	359
Darrin H. WIZST	139	177	187	184	168	145	1000
Olivia Zhao	0	0	0	1	0	0	1
All Others	0	1	0	0	0	3	4
TOTALS	205	242	239	239	217	222	1364
<i>School Committee (3 Year Term) - Vote for 3</i>							
Blanks	147	159	155	166	117	196	940
Avery Rockwell ADAM	119	124	123	115	128	91	700
Christopher P. SANDERS	111	145	141	148	148	109	802
Alicia D. MALLON	99	127	137	115	111	89	678
Mingquan ZHENG	139	167	161	173	147	181	968
Eli Socolow	0	1	0	0	0	0	1
Harry Gillogly	0	1	0	0	0	0	1
All Others	0	2	0	0	0	0	2
TOTALS	615	726	717	717	651	666	4092

ANNUAL TOWN ELECTION-MAY 1, 2018

— CONTINUED

	Prec 1	Prec 2	Prec 3	Prec 4	Prec 5	Prec 6	TOTAL
<i>School Committee (1 Year Term - Vote for 1</i>							
Blanks	137	172	183	152	159	148	951
Avery Rockwell Adam	2	5	1	0	5	2	15
Alicia D. Mallon	5	7	11	15	11	2	51
Chris Sanders	9	2	0	5	2	0	18
Harry Gillogly	2	1	0	0	0	1	4
Harry Gillogly III	5	2	0	0	3	0	10
Mingquan Zheng	43	51	42	63	30	67	296
Betsy Alvarez	1	0	0	0	0	0	1
Cynthia Morawiak	1	0	0	0	0	0	1
Eli Socolow	0	1	0	0	0	0	1
Sarah LaFlamme	0	0	1	0	0	0	1
Kara Clarke House	0	0	1	0	0	0	1
Heather Hutchens	0	1	0	0	0	0	1
Juliette Mount	0	0	0	1	0	0	1
Wendy Brown	0	0	0	1	0	0	1
R Gary Cutbill	0	0	0	1	0	0	1
Prasasth Palmeti	0	0	0	1	0	0	1
Sashi Desikaiv	0	0	0	0	1	0	1
Padmaja Sonti	0	0	0	0	1	0	1
Adam Margetts	0	0	0	0	1	0	1
Ken Teal	0	0	0	0	1	0	1
Jaclyn Giannangelo	0	0	0	0	2	0	2
Emily Edwards	0	0	0	0	1	0	1
Fengyeng Shi	0	0	0	0	0	1	1
Sitaram Vangala	0	0	0	0	0	1	1
All Others	0	0	0	0	0	0	0
TOTALS	205	242	239	239	217	222	1364
Total Registered Voters	3,016	2,953	2,836	2,763	2,737	2,602	16,907
<i>Precinct Totals</i>	205	242	239	239	217	222	1364
Total Voter Turnout	6.8%	8.2%	8.4%	8.7%	7.9%	8.5%	8.1%

SPECIAL TOWN MEETING MINUTES – JULY 10, 2017

A legal meeting of the inhabitants of the Town of Westford, qualified to vote in Town affairs, was called by the selectmen, held in the Abbot School on Monday, July 10, 2017, commenced at 7:30 pm, the following business was transacted:

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

Susan McNeill Spuhler, Town Moderator, called the meeting to order at 7:35 pm with at least 200 voters present at the meeting. A total of 284 voters attended Town Meeting.

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

It was voted unanimously to waive the reading of the motions and accept those printed in the yellow document entitled July 10, 2017 Special Town Meeting Motions and on file at the Town Clerk's Office as official.

Article 1: Approve Capital Appropriations

It was voted by a two thirds majority that the Town appropriate from the Capital Stabilization Fund the sum of \$325,000 (THREE HUNDRED TWENTY-FIVE THOUSAND DOLLARS) for the construction and equipment expenses for the combined police and fire dispatch center.

Article 2: Appropriate Funds for Abbot School MSBA Project

It was voted by two-thirds majority that the Town appropriate the amount of \$50,000 (FIFTY THOUSAND DOLLARS) for the purpose of paying costs of a Schematic Design Study for a potential partial or complete roof replacement project at the Abbot Elementary School, 25 Depot Street, Westford, MA 01886, including the payment of all costs incidental or related thereto, and for which the Town may be eligible for a grant from the Massachusetts School Building Authority ("MSBA"), said amount to be expended under the direction of the School Committee, in conjunction with management oversight by the Permanent Town Building Committee. To meet this appropriation the Treasurer with the approval of the Board of Selectmen is authorized to borrow said amount under and pursuant to M.G.L. Chapter 44, or pursuant to any other enabling authority and to issue bonds and notes therefor; provided that any premium received by the Town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the General Laws, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount. The Town acknowledges that the MSBA's grant program is a non-entitlement, discretionary program based on need, as determined by the MSBA, and any costs the Town incurs in excess of any grant approved by and received from the MSBA shall be the sole responsibility of the Town, and that the amount of borrowing authorized pursuant to this vote shall be reduced by any grant amount set forth in the Project Funding Agreement that may be executed between the Town and MSBA; and to authorize the Board of Selectmen, the School Committee and other appropriate Town Officials to take such action as may be necessary to effectuate the purposes of this vote.

SPECIAL TOWN MEETING MINUTES — JULY 10, 2017

— CONTINUED

It was then voted by majority to amend the original motion by inserting “from the Capital Stabilization Fund” into the motion as follows:

It was voted by two-thirds majority that the Town appropriate the amount of \$50,000 (FIFTY THOUSAND DOLLARS) from the Capital Stabilization Fund for the purpose of paying costs of a Schematic Design Study for a potential partial or complete roof replacement project at the Abbot Elementary School, 25 Depot Street, Westford, MA 01886, including the payment of all costs incidental or related thereto, and for which the Town may be eligible for a grant from the Massachusetts School Building Authority (“MSBA”), said amount to be expended under the direction of the School Committee, in conjunction with management oversight by the Permanent Town Building Committee. To meet this appropriation the Treasurer with the approval of the Board of Selectmen is authorized to borrow said amount under and pursuant to M.G.L. Chapter 44, or pursuant to any other enabling authority and to issue bonds and notes therefor; provided that any premium received by the Town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Chapter 44, Section 20 Section of the General Laws, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount. The Town acknowledges that the MSBA’s grant program is a non-entitlement, discretionary program based on need, as determined by the MSBA, and any costs the Town incurs in excess of any grant approved by and received from the MSBA shall be the sole responsibility of the Town, and that the amount of borrowing authorized pursuant to this vote shall be reduced by any grant amount set forth in the Project Funding Agreement that may be executed between the Town and MSBA; and to authorize the Board of Selectmen, the School Committee and other appropriate Town Officials to take such action as may be necessary to effectuate the purposes of this vote.

The amended motion passed by a two-third majority of the voters in the gymnasium.

Having no further business to conduct, it was voted to adjourn Special Town Meeting at 8:31 pm.

A true copy attest:

Patricia L. Dubey

SPECIAL TOWN MEETING MINUTES – OCTOBER 16, 2017

A legal meeting of the inhabitants of the Town of Westford, qualified to vote in Town affairs, was called by the selectmen, held in the Abbot School on Monday, October 16, 2017, commenced at 7:30 pm and the following business was transacted:

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

Susan McNeill Spuhler, Town Moderator, called the meeting to order at 7:30 pm with at least 200 voters present at the meeting. A total of 371 voters attended Town Meeting.

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

It was voted unanimously to waive the reading of the motions and accept those printed in the salmon colored document entitled 2017 Special Town Meeting Motions and dated Monday October 16, 2017.

Article 1: Approve Unpaid Bills from Previous Fiscal Years

It was voted unanimously that the Town appropriate from Free Cash the sum of \$6,141.62 (SIX THOUSAND ONE HUNDRED FORTY-ONE DOLLARS SIXTY-TWO CENTS) to pay for unpaid bills of prior fiscal years from DG Solar Lessee, LLC for services incurred by the following departments in accordance with the provisions of Massachusetts General Laws Chapter 44, Section 64.

155 Technology Department	\$319.03
210 Police Department	\$414.77
300 Westford Public Schools	\$5,407.82

And further

That the Town appropriate from Free Cash the sum of \$3,500.00 (THREE THOUSAND FIVE HUNDRED DOLLARS) to pay for unpaid bills of prior fiscal years from PeopleGIS for services incurred by the Technology Department in accordance with the provisions of Massachusetts General Laws Chapter 44, Section 64.

And further

That the Town appropriate from Water Enterprise Retained Earnings the sum of \$925.23 (NINE HUNDRED TWENTY-FIVE DOLLARS TWENTY-THREE CENTS) to pay for the following unpaid bills of prior fiscal years from DG Solar Lessee, LLC for services incurred by the Water Enterprise in accordance with the provisions of Massachusetts General Laws Chapter 44, Section 64.

Article 2: Approve Fiscal Year 2018 Budget Adjustments

It was voted by a declared majority that the Town appropriate from Free Cash the sum of \$24,743 (TWENTY-FOUR THOUSAND SEVEN HUNDRED FORTY-THREE DOLLARS) in order to supplement the following Fiscal Year 2018 Operating Budgets:

SPECIAL TOWN MEETING MINUTES – OCTOBER 16, 2017

— CONTINUED

176 Zoning Board of Appeals Expenses	\$370
241 Building Personal Services	\$21,413
543 Veterans Personal Services	\$2,960

And further

That the Town reduce the following Fiscal Year 2018 Operating Budgets by \$1,060,000 (ONE MILLION SIXTY THOUSAND DOLLARS) as follows:

300 Westford Public Schools	(\$1,060,000)
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Article 3: Approve Fiscal Year 2018 Budget Transfers

It was voted by a declared majority that the Town transfer the following sums between and among various accounts for the Fiscal Year ending June 30, 2018:

<i>FROM</i>	<i>TO</i>	<i>AMOUNT</i>
161 Town Clerk Personal Services	122 Board of Selectmen Expenses	\$2,000.00

Article 4: Approve Fiscal Year 2018 Capital Appropriations

It was voted unanimously that the Town appropriate from Free Cash the sum of \$97,865 (NINETY-SEVEN THOUSAND EIGHT HUNDRED SIXTY-FIVE DOLLARS) to provide for the following capital requests and costs incidental and related thereto:

<i>DEPARTMENT</i>	<i>AMOUNT</i>	<i>PURPOSE</i>
Fire Department	\$44,540	Fire Prevention Officer vehicle and other related costs
Emergency Management	\$11,950	Radio repeater and other related costs
Westford Public Schools	\$19,375	To complete the design and bid documents for the Westford Academy track, perimeter fence and any other related costs
Highway Department	\$22,000	Replacement of a dump truck body and any other related costs

Article 5: Amend the Wage and Classification Plan

It was voted by a declared majority that the Town amend the Pay Classification Plan for non-unionized municipal employees, effective July 1, 2017 as follows:

SPECIAL TOWN MEETING MINUTES – OCTOBER 16, 2017

— CONTINUED

Position	Current Band	Min	Mid	Max	New Band	Min	Mid	Max
Deputy Police Chief	WSO Position	\$110,540	\$116,099	\$121,893	Band 9	\$99,000	\$115,500	\$132,000
Parks & Recreation Director	Band 7	\$84,000	\$98,000	\$112,000	Band 6	\$78,750	\$91,875	\$105,000

Article 6: Amend Revolving Bylaw – Chapter 138.1

It was voted unanimously that the Town amend the General Bylaws Chapter 138.1, Revolving Fund, by amending the Recycling Revolving fund as follows:

Revolving Fund	Spending Authority	Revenue Source	Allowed Expenses
Recycling Revolving	Recycling Commission	<u>Funds from the Scale of bins composters and toters and revenue from other recycling programs</u>	<u>Purchase of recycling supplies composters, toters and for other recycling program expenses</u>

And further to continue the spending limit for the Recycling Revolving Fund in the amount of \$20,000 for Fiscal Year 2018.

Article 7: Reduce Amount Raised by Taxes in Fiscal Year 2018

It was voted unanimously that the Town transfer the following available funds to reduce the net amount to be raised by taxes for Fiscal Year 2018;

\$ 23,000.84	From Fund Balance Designated for Debt Exclusion Reduction
\$ 200,000.00	From Overlay Surplus
\$ 241,143.00	From Free Cash

Article 8: Accept Massachusetts General Law Chapter 59, Section 5(41C) to Increase the Property Tax Exemption Amount for Qualified Residents

It was voted by a declared majority that the Town accept the provisions of Massachusetts General Laws Chapter 59, Section 5(41C) for the fiscal year starting July 1, 2017.

Explanation: At the March 25, 2017 Annual Town Meeting, the Town voted to accept MGL c. 59, s. 5C ½ to authorize an increase in the statutory exemption for the blind, elderly, and disabled veterans of \$500 by 100%. This vote resulted in a total exemption of \$1,000. By now accepting the provisions of MGL c. 59, s. 5, Clause 41C under Article 8, the Town will be authorized to increase the statutory exemption of \$1,000 by

SPECIAL TOWN MEETING MINUTES – OCTOBER 16, 2017

— CONTINUED

an additional 100%, so that the total available exemption would be \$2,000 for qualified residents age 70 and older.

Article 9: Accept Massachusetts General Laws Chapter 33, Section 59, Effect of Military Service on Salary, Seniority and Leave Allowances for Public Employees

It was voted unanimously that the Town accept Massachusetts General Laws Chapter 33, Section 59, effect of military service on salary, seniority and leave allowance of public employees.

Article 10: Amend Chapter 124 to Change the Title from “Public Consumption of Marijuana” to “Marijuana” and add a section to prohibit the Sale of recreational Marijuana

Change the Title of the Chapter from “Public Consumption of Marijuana” to “Marijuana”

AND add the following Section:

Section 124.7

“Consistent with G.L. c.94G, § 3(a)(2), all types of non-medical “marijuana establishments” as defined in G.L. c.94G, §1, including marijuana cultivators, independent testing laboratory, marijuana product manufacturers, marijuana retailers or any other types of licensed marijuana-related businesses, shall be prohibited within the Town of Westford.”

An amendment was made and seconded to strike the words “independent testing laboratory”. This amendment failed for lack of majority.

It was voted by a declared majority that the Town vote to amend the Town’s General Bylaw by amending Chapter 124 Public Consumption of Marijuana as presented in the original motions and as detailed under Section 124.7 above.

Article 11: Add a New Section 8.7 of the Town’s Bylaw to prohibit the sale of Recreational Marijuana, amend Section 10.2 General Definitions, and Amend Appendix A Table of Principal Use Regulations

It was voted by secret ballot, 300 in favor, 62 against, a declared 2/3 majority vote, that the Town amend the Town’s Zoning Bylaw by adding a new Section 8.7, MARIJUANA ESTABLISHMENTS, that would provide as follows, to amend the Table of Contents to add Section 8.7, “Marijuana Establishments,” amend section 10.2 to add a definition of Recreational Marijuana Establishments, and further to amend Appendix A – table of Principal Use Regulations to add Recreational Marijuana Establishment and prohibit it in all zoning districts:

SPECIAL TOWN MEETING MINUTES – OCTOBER 16, 2017

— CONTINUED

Section 8.7 MARIJUANA ESTABLISHMENTS

Consistent with G.L. c.94G, § 3(a)(2), all types of non-medical “marijuana establishments” as defined in G.L. c.94G, §1, including marijuana cultivators, independent testing laboratory, marijuana product manufacturers, marijuana retailers or any other types of licensed marijuana-related businesses, shall be prohibited within the Town of Westford.

AND,

Amend Appendix A – Table of Principal Use Regulations to add “Recreational Marijuana Establishment” and prohibit in each zoning district:

**Appendix A:
Table of Principal Use Regulations**

PRINCIPAL USE	DISTRICTS									
	RA	RB	B	BL	CH	IH	IA	IB	IC	ID
D. Commercial Uses										
<u>25. Recreational Marijuana Establishment</u>	<u>N</u>	<u>N</u>	<u>N</u>	<u>N</u>	<u>N</u>	<u>N</u>	<u>N</u>	<u>N</u>	<u>N</u>	<u>N</u>

AND, add the following term in Section 10.2 Definitions

Marijuana, Recreational Establishment shall mean a marijuana cultivator, independent testing laboratory, marijuana product manufacturer, marijuana retailer or any other type of licensed non-medical marijuana-related business.

Article 12: Add a New Section 8.7 of the Town’s Zoning Bylaw to Create a Temporary Moratorium on Recreational Marijuana Establishments and amend Section 10.2 General Definitions

It was voted unanimously to dismiss Article 12.

Article 13: Amend Section 9.4 Site Plan review, Section 10.2 General Definitions and Appendix A to include a Limited Site Plan Review for Solar Fields/Large Solar Facilities

It was voted by a declared 2/3 majority to amend the Town’s Zoning Bylaw Section 9.4.2 Site Plan Review of Exempt Religious, Educational, and Child Care Uses, Section 9.4.7.2. Review Standards for Exempt Religious, Educational, and Child Care Uses to add Large Scale Solar facilities, amend Appendix A - Table of Principal Use Regulations, and further to amend Section 10.2 – Definitions to add related definition(s):

SPECIAL TOWN MEETING MINUTES – OCTOBER 16, 2017

— CONTINUED

Additional text shown in underline text to be removed shown in ~~strike through~~.

9.4.2 Site Plan Review of Exempt Religious, Educational, ~~and Child Care~~, and Large-Scale Solar Energy System Uses.

[Amended 3-28-11 Adj. ATM Art. 33, with exception per AG]

1. Applicability. Religious and educational uses, Day Care Centers, ~~and~~ school age child care programs, and Large-Scale Solar Energy Systems, as those uses are defined in this Bylaw; which are partially excepted from local zoning regulation by M.G.L. Chapter 40A, Section 3, shall be subject to a modified Site Plan Review process as specified in sub section 9.4.7.2.
2. Procedures.
 - a. Demonstration of Qualification. In order to qualify for the modified Site Plan Review standards in 9.4.7.2, an applicant must satisfy the Town that the USE is exempt under M.G.L. Ch. 40A, Section 3.
 - b. General Review Procedure. Site Plan Review for these uses shall be reviewed by the Planning Board, with specific review criteria specified in sub section 9.4.7.2.

9.4.7 Site Plan Approvals

...

2. Review Standards for Religious, Educational, ~~and Child Care~~, and Large-Scale Solar Energy System Uses. The Planning Board may impose reasonable conditions, at the expense of the applicant, to ensure that the following conditions have been satisfied. In reviewing the site plan submittal for an exempt USE under 9.4.2, the Planning Board shall consider the following:
 - a. Relationship of the bulk and height of structures and adequacy of open spaces to the natural landscape, existing buildings and other community assets in the area, which includes, but is not limited to, building coverage requirements, yard sizes, lot areas and setbacks;
 - b. Physical layout of the plan as it relates to convenience and safety of vehicular and pedestrian movement within the site, the location of driveway openings in relation to traffic or to adjacent streets and, when necessary, compliance with other regulations for the handicapped, minors and the elderly;
 - c. Adequacy of the arrangement of parking and loading spaces and safety of proposed access and egress in relation to the proposed uses of the premises;
 - d. The following additional standards shall apply to Large-Scale Solar Energy Systems:
 - i. Land Clearing, Soil Erosion and Habitat Impacts - Clearing of natural vegetation shall be limited to what is necessary for the construction, operation and maintenance of solar energy system or otherwise prescribed by applicable laws, regulations, and bylaws/ordinances;

SPECIAL TOWN MEETING MINUTES – OCTOBER 16, 2017

– CONTINUED

- ii. Visual Impact – Reasonable efforts, as determined by the Site Plan Review Authority, shall be made to minimize visual impacts by preserving natural vegetation, screening abutting properties and public ways, or other appropriate measures;
- iii. Historic Consideration – To the greatest extent practicable, Large-Scale Solar Energy Systems within local, state or national historic districts shall not be visible from public areas or ways.
- iv. Lighting - Lighting of large-scale ground-mounted solar energy systems shall be consistent with local, state and federal law. Lighting of other parts of the installation, such as appurtenant structures, shall be limited to that required for safety and operational purposes, and shall be reasonably shielded from abutting properties. Lighting of the solar energy system shall be directed downward and shall incorporate full cut-off fixtures to reduce light pollution;
- v. Abandonment or Decommissioning. Any Large-Scale Solar Energy System that has not generated electricity for two (2) years shall be considered abandoned and shall be removed. The owner or operator shall physically remove the installation no more than 150 days after the date of discontinued operations. The owner or operator shall notify the Site Plan Review Authority by certified mail of the proposed date of discontinued operations and plans for removal. Decommissioning shall consist of:
 - (a) Physical removal of all solar energy systems, structures, equipment, security barriers and transmission lines from the site.
 - (b) Disposal of all solid and hazardous waste in accordance with local, state, and federal waste disposal regulations.
 - (c) Stabilization or re-vegetation of the site as necessary to minimize erosion. The Site Plan Review Authority may allow the owner or operator to leave landscaping or designated below-grade foundations in order to minimize erosion and disruption to vegetation.

AND, amend **Section 10.2 General Definitions** by adding the following definitions:

Section 10.2 – GENERAL DEFINITIONS

Photovoltaic System (also referred to as Photovoltaic Installation): An active solar energy system that converts solar energy directly into electricity.

SPECIAL TOWN MEETING MINUTES – OCTOBER 16, 2017

— CONTINUED

Rated Nameplate Capacity: The maximum rated output of electric power production of the photovoltaic system in watts of Direct Current (DC).

Solar Access: The access of a solar energy system to direct sunlight.

Solar Collector: A device, structure or a part of a device or structure for which the primary purpose is to transform solar radiant energy into thermal, mechanical, chemical, or electrical energy.

Solar Energy: Radiant energy received from the sun that can be collected in the form of heat or light by a solar collector.

Solar Energy System: A device or structural design feature, a substantial purpose of which is to provide for the collection, storage and distribution of solar energy for space heating or cooling, electricity generation, or water heating.

Solar Energy System, Large-Scale: An Active Solar Energy System that occupies more than 20,000 square feet of surface area (equivalent to a rated nameplate capacity of about 125kW DC or greater).

AND, add the following to Appendix A:

Appendix A: Table of Principal Use Regulations

	DISTRICTS									
PRINCIPAL USE	RA	RB	B	BL	CH	IH	IA	IB	IC	ID
B. Exempt and Institutional Uses										
<u>10. Large-Scale Solar Energy System</u>	<u>SPB</u>	<u>N</u>	<u>SPB</u>	<u>SPB</u>	<u>Y</u>	<u>Y</u>	<u>Y</u>	<u>Y</u>	<u>Y</u>	<u>Y</u>

Article 14: Amend Section 3.1 to allow Multiple Principal Uses on a Single Lot and amend Section 10.2 Definitions

It was voted by a declared 2/3 majority to amend the Zoning Bylaws, Section 3.1, Principal Uses, as follows:

Additional text shown in <u>underline</u> text to be removed shown in striketrough .

3.1.1 General.

No land shall be used and no structure shall be erected or used except as set forth in the following Table of Use Regulations, including the notes thereto, or as otherwise set forth herein, or as exempted by General Laws. Any building or use of premises not herein expressly permitted is hereby prohibited. Uses authorized in the Table of Principal

SPECIAL TOWN MEETING MINUTES – OCTOBER 16, 2017

— CONTINUED

Use Regulations shall be in conformity with all dimensional regulations and any other pertinent requirements of this Zoning Bylaw. Not more than one principal use or structure shall be allowed on any lot, except within the CH and IH Districts as otherwise may be provided herein.

3.1.2 Table of Principal Use Regulations.

See Appendix A. Within said Table, the following symbols shall have the meaning set forth below:

Y = Permitted use.

SPA = Use allowed under a special permit by the Board of Appeals as provided hereafter.

SPB = Use allowed under a special permit by the Planning Board as provided hereafter.

N = Prohibited use.

3.1.3 If Classified Under More than One Use.

Where an activity may be classified as more than one of the principal uses listed in the Table of Use Regulations, the more specific classification shall determine permissibility; if equally specific, the more restrictive shall govern.

1. Where a use or, within the CH or IH Districts, combination of uses is classified as a Major Commercial Project or Major Retail Project, that classification shall govern and the Planning Board shall be the Special Permit Granting Authority.

AND amending the following definitions in **Section 10.2 Definitions** as follows:

Accessory Use: A use incidental and subordinate to the principal use(s) of a structure or lot, or a use not the principal use(s) which is located on the same lot as the principal structure or use(s). Unless otherwise provided herein “Accessory use” by area of the structure shall be interpreted not to exceed thirty percent (30%) of the gross floor area of the structure, excluding attic, garage and basement, or of the lot on which the structure is located.

Major Commercial Project: Any industrial or commercial use or, within the CH or IH Districts, a combination of uses which, alone or combination, has one or more of the following characteristics:

- a. 15,000 square feet or more of gross floor area in any building or combination of buildings;
- b. More than 100 required parking spaces;
- c. Generation of more than 250 vehicle trips per day, as determined by the ITE’s Trip Generation Manual.

SPECIAL TOWN MEETING MINUTES – OCTOBER 16, 2017

— CONTINUED

Major Retail Project: Any retail use or, within the CH or IH Districts, a combination of uses of property which, alone or in combination, has 15,000 square feet or more of gross floor area in any building or combination of buildings, but less than 60,000 square feet of gross floor area. No retail use shall be conducted in a facility with 60,000 or more square feet of gross floor area.

Use, Principal: The main or primary purpose for which a structure or lot is designed, arranged or intended or for which it may be used, occupied or maintained under this chapter. More than one principal use is allowed on one lot within the CH and IH Districts, provided that all other applicable provisions of this Bylaw are satisfied.

Article 15: Transfer Custody of a Parcel on Acton Road from the Tax Possession Sale Committee to the Conservation Commission

It was voted unanimously to transfer the care, custody, control and management of the following from the Tax Possession Sales Committee presently held for the purpose of tax title sale to the Conservation Commission for general conservation purposes:

Parcel ID	Acres	Street Address
013 0038 0000	0.81	Acton Road

A True Copy Attest

Patricia L. Dubey
Town Clerk,

ANNUAL TOWN MEETING MINUTES – MARCH 24, 2018

At a legal meeting of the inhabitants of the Town of Westford, qualified by law to vote in Town affairs, held at the Abbot School on Saturday, March 24, 2018, called to commence at 10:00 am, the following business was transacted:

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

Susan McNeill Spuhler, Town Moderator, called the 289th meeting to order at 10:00 am and led the Pledge of Allegiance. A total of 540 voters were in attendance throughout the day.

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

It was voted to waive the reading of the motions and accept as the official motions the document printed on blue paper dated and filed with the Town Clerk on March 23, 2018.

It was announced that if needed, Town Meeting would reconvene to Monday, March 26, 2018.

A motion was made and seconded to vote for Article 1, 15, 17 and 22 as part of a Consent Agenda. The motion passed unanimously.

Article 1: Accept Town Reports

It was voted unanimously under the Consent Agenda to accept the Reports of Town Officers, Boards and Committee for the Fiscal Year 2017.

Article 15: Authorize Revolving Funds

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

REVOLVING ACCOUNT	EXPENDITURE LIMIT
Lease of Town Buildings: 65 & 73 Main St & 170 Plain Rd	\$150,000
Recycling Revolving	\$20,000
Recreation Field Maintenance	\$150,000
Senior Center Fitness Room	\$25,000
Senior Center Programs	\$50,000
School Parking	\$30,000
School Bus/Transportation	\$700,000
East Boston Camps Maintenance	\$60,000
Immunizations and Clinical Services	\$50,000
Community Gardens	\$10,000
Town Forest Management	\$25,000

ANNUAL TOWN MEETING MINUTES – MARCH 24, 2018

— CONTINUED

Article 17: Appropriate Chapter 90 Local Transportation Funds for Roadway Maintenance

It was voted unanimously under the Consent Agenda to appropriate the proceeds due to the Town under the provisions of Massachusetts General Laws Chapter 90.

Article 22: Authorize Board of Selectmen to Accept Easements

It was voted unanimously under the Consent Agenda to authorize the Board of Selectmen, during Fiscal Year 2019, to accept any and all easements for sidewalk, drainage, or other utility purposes, as they may deem in the Town's best interests.

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

It was voted unanimously to appropriate from Free Cash the sum of \$5,308 (FIVE THOUSAND THREE HUNDRED EIGHT DOLLARS) to pay the Westford Housing Authority for affordable housing consulting services provided in Fiscal Year 2017.

Article 3: Approve Fiscal Year 2018 Supplemental Appropriations

It was voted unanimously that the Town appropriate from Free Cash the sum of \$565,472 (FIVE HUNDRED SIXTY-FIVE THOUSAND FOUR HUNDRED SEVENTY-TWO DOLLARS) in order to supplement the following operating budgets in Fiscal Year 2018:

215 Public Safety Communications Personal Service	\$20,000
423 Snow & Ice	\$350,000
432 Recycling Expenses	\$40,000
433 Solid Waste Expenses	\$20,000
945 Other Post Employment Benefits	\$135,472

And further

That the Town appropriate from Ambulance Enterprise Retained Earnings the sum of \$25,000 (TWENTY- FIVE THOUSAND DOLLARS) to supplement the following Fiscal Year 2018 Operating Budgets:

640	Ambulance Enterprise Personal Services	\$25,000
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Article 4: Approve Fiscal Year 2018 Budget Transfers

It was voted unanimously that the Town transfer the following sums between and among various accounts for the Fiscal Year ending June 30, 2018

<i>FROM</i>	<i>TO</i>	<i>AMOUNT</i>
175 Planning Board Personal Services	170 Permitting Services	\$5,300

Article 5: Appropriate to the Health Insurance Stabilization Fund

It was voted unanimously the Town appropriate from Free Cash the sum of \$100,000 (ONE HUNDRED THOUSAND DOLLARS) to be deposited into the Health Insurance Stabilization Fund, established under Massachusetts General Laws, Chapter 40, Section 5B.

ANNUAL TOWN MEETING MINUTES – MARCH 24, 2018

— CONTINUED

Article 6: Establish Special Education Reserve Fund

It was voted unanimously that the Town accept the provisions of Massachusetts General Laws, Chapter 40, Section 13E, for the purpose of creating a reserve fund to pay for unanticipated or unbudgeted costs for special education, out-of-district tuition or transportation.

Town Manager Jodi Ross presented her State of the Town address, a copy of which is filed with these minutes.

Article 7: Appropriate Perchlorate Expenses

It was voted unanimously that the Town appropriate from Free Cash the sum of \$99,537 (NINETY-NINE THOUSAND FIVE HUNDRED THIRTY-SEVEN DOLLARS) for the purpose of providing funds to address associated issues regarding perchlorate contamination.

Article 8: Approve Capital Appropriations – Fiscal Year 2018

It was passed by a majority vote that the Town appropriate from Free Cash the sum of \$1,607,795 (ONE MILLION SIX HUNDRED SEVEN THOUSAND SEVEN HUNDRED NINETY-FIVE DOLLARS) to provide for the following capital requests and costs incidental and related thereto:

<i>DEPARTMENT</i>	<i>AMOUNT</i>	<i>PURPOSE</i>
Technology	\$35,129	Town computer replacements
Technology	\$306,453	School computer replacements
Technology	\$88,100	Network upgrades
Public Buildings	\$320,000	Design for the town center replacement building located at 51 Main Street and any other related expenses
Fire Department	\$44,540	Fire Captain’s Car, purchase and equip
Fire Department	\$23,000	Radios repeater and any other related costs
Schools	\$50,573	Rack truck with plow, purchase and equip
Engineering	\$65,000	Beaver Brook Culvert Transportation Improvement Project (TIP) design and any other related costs
Engineering	\$260,000	Boston Road reconstruction project design and any other related costs
Engineering	\$200,000	Plain Road, Oak Hill Road, and Moore Road water main design and any other related costs
Engineering	\$45,000	Complete Streets design and any other related costs
Engineering	\$20,000	Tyngsboro Road at Route 40 signal upgrade study and any other related costs
Engineering	\$150,000	Non-participating items not funded by the Massachusetts Department of Transportation for the Dunstable Road and Oak Hill Road Route 40 projects

ANNUAL TOWN MEETING MINUTES – MARCH 24, 2018

— CONTINUED

And further

That the Town reauthorize and transfer the sum of \$482,000 (FOUR HUNDRED EIGHTY-TWO THOUSAND DOLLARS) from the following capital account:

PROJECT	AMOUNT	TOWN MEETING VOTE
Keyes culvert reconstruction	\$482,000	Article 6 ATM March, 2015

To provide for the following capital requests:

DEPARTMENT	AMOUNT	PURPOSE
Highway	\$222,000	Heavy Dump Truck, purchase and equip
Highway	\$260,000	Front End Loader, purchase and equip

And further

That the Town appropriate from Water Enterprise Retained Earnings the sum of \$760,000 (SEVEN HUNDRED SIXTY THOUSAND DOLLARS) to provide for the following capital requests and costs incidental and related thereto:

DEPARTMENT	AMOUNT	PURPOSE
Water Enterprise	\$100,000	Two utility trucks, purchase and equip
Water Enterprise	\$400,000	Forge Village Treatment Facility media replacement and any other related costs
Water Enterprise	\$90,000	Boston Road reconstruction project design and any other related costs
Water Enterprise	\$130,000	Plain Road, Oak Hill Road, and Moore Road water main design and any other related costs
Water Enterprise	\$40,000	Forge Village Treatment Facility fire suppression replacement

And further

That the Town appropriate from Ambulance Enterprise Retained Earnings the sum of \$321,902 (THREE HUNDRED TWENTY-ONE THOUSAND NINE HUNDRED TWO DOLLARS) to provide for the following capital requests and costs incidental and related thereto:

DEPARTMENT	AMOUNT	PURPOSE
Ambulance Enterprise	\$321,902	Ambulance, purchase and equip

The request for a \$320,000 for design fees for a new center replacement building generated extensive dialogue. Hajo Koester of 65 Providence Road made a motion to postpone the appropriation indefinitely. After discussion, a vote was taken, and a hand count was requested. The motion failed with 135 voters saying yes and 230 voters saying no. There was lengthy discussion about the intersection work at Dunstable and Groton Roads.

ANNUAL TOWN MEETING MINUTES – MARCH 24, 2018

— CONTINUED

Further:

It was voted unanimously that the Town appropriate the sum of \$845,000 (EIGHT HUNDRED FORTY FIVE THOUSAND DOLLARS) for the purpose of repairing roadways, including costs incidental and related thereto, and that to meet this appropriation, the Town Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow said amount under and pursuant to Massachusetts General Laws Chapter 44 Section 7 or Section 8, or any other enabling authority, and to issue bonds or notes of the Town therefor; provided further that any premium received by the Town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the General Laws thereby reducing the amount authorized to be borrowed to pay such costs by a like amount.

Further:

It was voted unanimously that the Town appropriate the sum of \$500,000 (FIVE HUNDRED THOUSAND DOLLARS) to purchase street lights owned by National Grid and to retrofit all street lights owned by the Town of Westford with LED lighting and WIFI controls, including costs incidental and related thereto, and that to meet this appropriation, the Town Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow said amount under and pursuant to Massachusetts General Laws Chapter 44 Section 7 or Section 8, or any other enabling authority, and to issue bonds or notes of the Town therefor; provided further that any premium received by the Town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the General Laws thereby reducing the amount authorized to be borrowed to pay such costs by a like amount.

Further:

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

Further:

It was voted unanimously that the Town appropriate from Free Cash the sum of \$40,000 (FORTY THOUSAND DOLLARS) and transfer said amount to the Capital Stabilization Fund.

ANNUAL TOWN MEETING MINUTES – MARCH 24, 2018

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Article 9: Approve Capital Appropriations: Ornamental Traffic Signal at the Intersection of Boston Road and Main Street

This article was placed on the Town Meeting warrant by citizen's petition and called for the town to appropriate \$55,000 (FIFTY-FIVE THOUSAND DOLLARS) from Free Cash to pay for the engineering services to include ornamental traffic signals for the design of the Boston Road Reconstruction project approved in the first motion under Article 8. Resident Bill Taffel of 90 Cold Spring Road sponsored the petition and spoke to the article.

A secret ballot was called for and the tellers distributed the ballots and collected the votes. There were 204 yes votes and 224 no votes. The article failed for lack of majority.

Board of Selectman Chairman Scott Hazelton made a motion to take Article 28 out of order. The motion was seconded and approved.

Article 28: Rename the Norman E. Day Elementary School Gymnasium in Recognition of Kevin Regan

It was voted that the Town vote to name the Norman E. Day Elementary School gymnasium the "Kevin Regan Gymnasium" in recognition of his service to the community as a Physical Education teacher and longtime Norman E. Day School principal.

School Superintendent Bill Olson presented the Gordon Seavey Award to Kevin Regan for his tireless efforts on behalf of the Day School and the community. Town Meeting gave Mr. Regan a well-deserved standing ovation.

Article 27: Name the Boston Road Fire Station the "Fletcher Station 1"

It was voted unanimously that the Town vote to name the Boston Road Fire Station the "Fletcher Station 1" in recognition of the many contributions from members of the Fletcher family to our community.

Article 10: Approve Capital Appropriations: MSBA Abbot Roof

It was voted unanimously that the Town appropriate the amount of \$3,016,442 (THREE MILLION SIXTEEN THOUSAND FOUR HUNDRED FORTY TWO DOLLARS) for additional funds for completing the design, bidding and construction phases of the Abbot Roof Replacement project, including associated costs which consists of, but is not limited to, hazardous material removal/abatement/encapsulation as well as requirements as stipulated by the Massachusetts Energy Code, Architectural Access Board (ADA) and Massachusetts Building Code at the Abbot Elementary School, 25 Depot Street, and any related costs (the "Project"), which proposed repair project would materially extend the useful life of the school and preserve an asset that otherwise is capable of supporting the required educational program, and for which the Town of Westford may be eligible for a grant, from the Massachusetts School Building Authority ("MSBA"), said amount to be expended under the direction of the School Committee, in conjunction with management

ANNUAL TOWN MEETING MINUTES – MARCH 24, 2018

— CONTINUED

oversight by the Permanent Town Building Committee. To meet this appropriation the Treasurer with the approval of the Board of Selectmen, is authorized to borrow said amount under and pursuant to Massachusetts General Laws, Chapter 44, or pursuant to any other enabling authority provided further that any premium received by the Town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the General Laws, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount. The Town acknowledges that the MSBA's grant program is a non-entitlement, discretionary program based on need, as determined by the MSBA, and any costs the Town incurs in excess of any grant approved by and received from the MSBA shall be the sole responsibility of the Town; provided further that any grant that the Town may receive from the MSBA for the Project shall not exceed the lesser of (1) forty-four point forty-eight percent (44.48%) of eligible, approved project costs, as determined by the MSBA, or (2) the total maximum grant amount determined by the MSBA; and that the amount of borrowing authorized pursuant to this vote shall be reduced by any grant amount set forth in the Project Funding Agreement that may be executed between the Town and MSBA.

At 12:58 the Town Meeting adjourned for lunch.

At 1:45 Town Meeting reconvened.

Article 11: Accept Statutory Authorization for Water Betterments

It was voted unanimously that the Town accept Sections 42G through 42I and 42K of Chapter 40 of Massachusetts General Laws, which enables the Town to levy assessments using one or more of the method(s) authorized by Sections 42G through 42I and Section 42K of Chapter 40 of Massachusetts General Laws against those property owners who receive a benefit or advantage from the laying of water mains, pipes and lines for the conveyance or distribution of water; and, further, that the Town accept Section 13B of Chapter 80 of Massachusetts General Laws, which provides that upon application of the owner of real property assessed, if such owner is a low-income elderly homeowner eligible for an exemption under clause 41A of Massachusetts General Laws, Chapter 59, Section 5, the Town shall enter into an agreement with such owner for the deferral of the payment of the assessment;

Article 12: Authorize Vine Brook Water System Improvements

It was voted unanimously that the Town appropriate the sum of \$1,820,000 (ONE MILLION EIGHT HUNDRED TWENTY THOUSAND DOLLARS) to pay costs of designing, engineering, constructing, installing and equipping the water distribution system and associated infrastructure to be extended to serve the residents of Vine Brook Estates, including the payment of all costs incidental and related thereto, and for the purpose of acquiring any land and/or interests therein as may be necessary or appropriate; and to authorize the Board of Water Commissioners to assess 100% of the costs thereof upon those properties that receive a benefit or advantage therefrom, pursuant to Chapter 80 of the General Laws and using such assessment method(s)

ANNUAL TOWN MEETING MINUTES – MARCH 24, 2018

— CONTINUED

authorized by Sections 42G through 42I and Section 42K of Chapter 40 of Massachusetts General Laws as the Board of Water Commissioners shall determine, with such assessments to bear interest at a rate not to exceed two percent above the rate of interest chargeable to the Town; and that to meet this appropriation, the Town Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow said amount under and pursuant to Massachusetts General Laws Chapter 44 Section 7 or Section 8, or any other enabling authority, and to issue bonds or notes of the Town therefor; provided further that any premium received by the Town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the General Laws thereby reducing the amount authorized to be borrowed to pay such costs by a like amount.

Article 13: Approve Community Preservation Committee Recommendations

It was voted by the majority that the Town, pursuant to Massachusetts General Laws, Chapter 44B, or any other enabling authority, in accordance with the recommendations of the Westford Community Preservation Committee, appropriate from Community Preservation Funds the sum \$2,557,621 (TWO MILLION FIVE HUNDRED FIFTY SEVEN THOUSAND SIX HUNDRED TWENTY ONE DOLLARS) as follows; and further to authorize the Board of Selectmen to enter into grant agreements with any private entities receiving funding pursuant to this vote, and further to authorize the Board of Selectmen to acquire appropriate deed restrictions on any private property as may be required or appropriate pursuant to the Community Preservation Act:

\$218,679	From Undesignated Fund Balance to the Community Housing Reserve. This allocation more than funds the required 10% for Community Housing.	Community Housing Reserve
\$140,505	From Undesignated Fund Balance to the Historic Resources Reserve. This allocation more than funds the required 10% for Historic Resources.	Historic Resources Reserve
\$110,000	From Undesignated Fund Balance for the construction of the Norman E. Day School Playground and any other related costs.	Westford School Committee
\$50,171	From Historic Resources Fund Balance For the Fairview Cemetery Wall Repair Project and any other related costs.	Westford Cemetery Commission
\$100,000	From Undesignated Fund Balance For the Healthy Lakes and Ponds program and any other related costs.	Healthy Lakes and Ponds Collaborative
\$220,000	From Undesignated Fund Balance For the American Legion Field Complex Expansion Design and any other related costs.	Parks and Recreation Commission
\$1,163,000	From Undesignated Fund Balance For the Saltbox Farm Conservation Restriction located at 1 Wright Lane and any other related costs.	Westford Land Preservation Foundation

ANNUAL TOWN MEETING MINUTES – MARCH 24, 2018

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\$16,400	From Undesignated Fund BalanceFor the Westford Pickleball Courts Project and any other related costs.	Parks and Recreation
\$6,725	From Historic Resources Fund Balance For the Preservation of the Willard Hall Journal and any other related costs.	Westford Historical Commission
\$350,000	From Undesignated Fund Balance For the Westford Academy Community Track Renovation and any other related costs.	Westford Academy
\$35,000	From Historic Resources Fund Balance For the Library Greek Windows Restoration Project and any other related costs.	Board of Library Trustees
\$147,141	From Historic Resources Fund Balance For the Sargent School Windows Preservation and ADA Ramp Access Project and any other related costs.	Westford Housing Authority

Further:

It was voted unanimously that the Town appropriate the sum of \$4,770,000 (FOUR MILLION SEVEN HUNDRED SEVENTY THOUSAND DOLLARS) to be expended under the direction of the Board of Selectmen to pay costs of purchasing the property located at 46 Lowell Road as shown in the Assessors Map 32, Lot 84, Parcel 0, including all costs incidental and related thereto; and to meet this appropriation the sum of \$477,000 (FOUR HUNDRED SEVENTY SEVEN THOUSAND DOLLARS) be appropriated from the Community Preservation Undesignated Fund Balance, and that the Treasurer, with the approval of the Board of Selectmen is hereby authorized to borrow the sum of \$4,293,000 (FOUR MILLION TWO HUNDRED NINETY THREE THOUSAND DOLLARS) pursuant to Massachusetts General Laws Chapter 44, Section 7, and Massachusetts General Laws Chapter 44B, Section 11 or any other enabling authority and to issue bonds and notes therefor; that said land be conveyed to the Town of Westford under the provisions of Massachusetts General Laws, Chapter 40, Section 8C, to be managed and controlled by the Conservation Commission, and the Board of Selectmen and the Conservation Commission be authorized to file on behalf of the Town of Westford any and all applications deemed necessary for grants and/or reimbursements from the Commonwealth of Massachusetts deemed necessary under Chapter 132A, Section 11 (the so-called LAND grant) and/or any other applications in any way connected with the scope of this acquisition, and the Board of Selectmen and the Conservation Commission be authorized to enter into all agreements and execute any and all instruments as may be necessary on behalf of the Town of Westford to effect said acquisition and grants; and to further authorize the Board of Selectmen and Conservation Commission to take any other action necessary to carry out this vote; provided further that any premium received by the Town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Chapter 44, Section 20 of Massachusetts General Laws thereby reducing the amount authorized to be borrowed to pay such costs by a like amount.

ANNUAL TOWN MEETING MINUTES – MARCH 24, 2018

— CONTINUED

Article 14: Amend the Wage and Classification Plan

It was voted unanimously that the Town amend the Pay Classification Plan for non-unionized municipal employees, effective July 1, 2018 as follows:

POSITION	CURRENT BAND	MIN	MID	MAX	NEW BAND	MIN	MID	MAX
Facilities Director	N/A				Band 8	\$91,350	\$106,575	\$121,800
Director of Parks, Recreation &	Band 6	\$78,750	\$91,875	\$105,000	Band 7	\$85,260	\$99,470	\$113,680

Article 16: Approve Fiscal Year 2019 Operating Budget

It was voted unanimously that the Town raise and appropriate the sum of \$114,361,819 (ONE HUNDRED FOURTEEN MILLION THREE HUNDRED SIXTY-ONE THOUSAND EIGHT HUNDRED NINETEEN DOLLARS) for the operation and maintenance of Town Departments for the Fiscal Year July 1, 2018 through June 30, 2019, such sums to be expended for such purposes under the direction of the respective town officers, boards and committees and further that all items be raised and appropriated except for the following:

Fund 240 Community Preservation Fund: \$1,369,704 shall be appropriated from Community Preservation Fund Fiscal 2019 Revenue;

Fund 270 Receipts Reserved: \$35,541.90 shall be appropriated from Town Wide Receipts Reserved;

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

Fund 600 Water Enterprise Fund: \$4,268,233 shall be appropriated from Water Enterprise Revenue and \$57,930 shall be appropriated from Water Enterprise Retained Earnings;

Fund 630 Recreation Enterprise Fund: \$1,416,748 shall be appropriated from Recreation Enterprise Revenue, \$111,000 shall be appropriated from Recreation Enterprise Retained Earnings, and \$93,237 shall be raised and appropriated;

Fund 640 Ambulance Enterprise Fund: \$825,000 shall be appropriated from Ambulance Enterprise Revenue, \$25,000 shall be appropriated from Ambulance Enterprise Retained Earnings, and \$540,823 shall be raised and appropriated.

ANNUAL TOWN MEETING MINUTES – MARCH 24, 2018

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GENERAL GOVERNMENT

122	SELECTMEN		
	Personal Services		
	Expenses	23,790	
	TOTAL	23,790	
123	TOWN MANAGER		
	Personal Services	402,040	
	Expenses	21,475	
	TOTAL	423,515	
131	FINANCE COMMITTEE		
	Personal Services		
	Expenses	9,088	
	Reserve Fund	150,000	
	(Transfers out)		
	TOTAL	159,088	
132	FINANCE DEPARTMENT		
	Personal Services	131,262	
	Expenses	1,360	
	TOTAL	132,622	
135	TOWN ACCOUNTANT		
	Personal Services	285,698	
	Expenses	42,860	
	TOTAL	328,558	
141	BOARD OF ASSESSORS		
	Personal Services	260,565	
	Expenses	23,900	
	TOTAL	284,465	
145	TREASURER/COLLECTOR		
	Personal Services	263,122	
	Expenses	46,105	
	TOTAL	309,227	
151	LEGAL SERVICES		
	Personal Services		
	Expenses	235,000	
	TOTAL	235,000	

ANNUAL TOWN MEETING MINUTES – MARCH 24, 2018

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152	HUMAN RESOURCES	
	Personal Services	214,543
	Expenses	20,893
	Compensation Reserve	150,000
	(Transfers out)	0
	TOTAL	385,436
155	TECHNOLOGY	
	Personal Services	431,261
	Expenses	555,235
	TOTAL	986,496
161	TOWN CLERK	
	Personal Services	262,433
	Expenses	23,670
	TOTAL	286,103
170	PERMITTING DEPARTMENT	
	Personal Services	239,991
	Expenses	41,394
	TOTAL	281,385
171	CONSERVATION COMMISSION	
	Personal Services	87,626
	Expenses	6,305
	TOTAL	93,931
175	PLANNING BOARD	
	Personal Services	75,560
	Expenses	13,645
	TOTAL	89,205
176	ZONING BOARD OF APPEALS	
	Personal Services	
	Expenses	2,395
	TOTAL	2,395
192	TOWN HALL MAINTENANCE	
	Personal Services	44,799
	Expenses	79,540
	TOTAL	124,339

ANNUAL TOWN MEETING MINUTES – MARCH 24, 2018

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199	PUBLIC BUILDINGS & PROPERTIES MAINTENANCE	
	Personal Services	81,912
	Expenses	18,100
	TOTAL	100,012
	TOTAL GENERAL GOVERNMENT	4,245,567

PUBLIC SAFETY

210	POLICE DEPARTMENT	
	Personal Services	4,718,352
	Expenses	552,041
	TOTAL	5,270,393

215	PUBLIC SAFETY COMMUNICATIONS	
	Personal Services	806,886
	Expenses	38,324
	TOTAL	845,210

220	FIRE DEPARTMENT	
	Personal Services	3,187,489
	Expenses	286,110
	TOTAL	3,473,599

241	BUILDING DEPARTMENT	
	Personal Services	367,383
	Expenses	16,675
	TOTAL	384,058

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

291	EMERGENCY MANAGEMENT	
	Personal Services	8,784
	Expenses	4,400
	TOTAL	13,184

292	ANIMAL CONTROL	
	Personal Services	61,725
	Expenses	3,300
	TOTAL	65,025

ANNUAL TOWN MEETING MINUTES – MARCH 24, 2018

— CONTINUED

294	TREE WARDEN	
	Personal Services	2,176
	Expenses	35,000
	TOTAL	37,176
TOTAL PUBLIC SAFETY		10,091,645
<i>EDUCATION</i>		
300	WESTFORD PUBLIC SCHOOLS	57,997,394
310	NASHOBA TECH	828,888
TOTAL EDUCATION		58,826,282
<i>PUBLIC WORKS</i>		
410	ENGINEERING DEPARTMENT	
	Personal Services	237,638
	Expenses	8,910
	TOTAL	246,548
421	HIGHWAY DEPARTMENT	
	Personal Services	1,594,328
	Expenses	1,169,678
	TOTAL	2,764,006
427	STORMWATER MANAGEMENT	
	Personal Services	
	Expenses	48,000
	TOTAL	48,000
432	RECYCLING	
	Personal Services	
	Expenses	508,890
	TOTAL	508,890
433	SOLID WASTE	
	Personal Services	
	Expenses	1,220,338
	TOTAL	1,220,338

ANNUAL TOWN MEETING MINUTES – MARCH 24, 2018

— CONTINUED

442	WASTEWATER TREATMENT MANAGEMENT	
	Personal Services	
	Expenses	237,159
	TOTAL	237,159
491	CEMETERY DEPARTMENT	
	Personal Services	90,112
	Expenses	17,820
	TOTAL	107,932
TOTAL PUBLIC WORKS		5,132,873
510	BOARD OF HEALTH	
	Personal Services	438,554
	Expenses	31,700
	TOTAL	470,254
540	SENIOR CENTER	
	Personal Services	155,870
	Expenses	67,725
	TOTAL	223,595
541	COUNCIL ON AGING	
	Personal Services	258,997
	Expenses	30,200
	TOTAL	289,197
543	VETERANS SERVICES	
	Personal Services	71,465
	Expenses	72,200
	TOTAL	143,665
TOTAL HEALTH & HUMAN SERVICES		1,126,711

ANNUAL TOWN MEETING MINUTES – MARCH 24, 2018

— CONTINUED

610	LIBRARY	
	Personal Services	1,343,060
	Expenses	351,171
	TOTAL	1,694,231
650	PARKS & GROUNDS	
	Personal Services	221,843
	Expenses	49,500
	TOTAL	271,343
660	LAND MANAGEMENT	
	Personal Services	
	Expenses	42,000
	TOTAL	42,000
670	HISTORICAL COMMISSION	
	Personal Services	
	Expenses	16,700
	TOTAL	16,700
TOTAL CULTURE & RECREATION		2,024,274
710	DEBT SERVICE	
	Principal & Interest	7,044,829
	TOTAL	7,044,829
TOTAL DEBT SERVICE		7,044,829
940	OTHERWISE UNCLASSIFIED	
	Personal Services	
	Expenses	(1,038,336)
	TOTAL	(1,038,336)
945	OTHER POST EMPLOYMENT BENEFITS	
	Personal Services	
	Expenses	18,200,299
	TOTAL	18,200,299
TOTAL UNCLASSIFIED		17,161,963
TOTAL GENERAL FUND		105,654,144

ANNUAL TOWN MEETING MINUTES – MARCH 24, 2018

— CONTINUED

240	COMMUNITY PRESERVATION	
	Personal Services	9,000
	Expenses	6,000
	Principal & Interest	1,354,704
	TOTAL	1,369,704
600	WATER ENTERPRISE	
	Personal Services	1,166,526
	Expenses	1,566,821
	Reserve Fund	250,000
	Principal & Interest	1,342,816
	TOTAL	4,326,163
630	RECREATION ENTERPRISE	
	Personal Services	1,188,064
	Expenses	432,921
	TOTAL	1,620,985
640	AMBULANCE ENTERPRISE	
	Personal Services	829,590
	Expenses	561,233
	TOTAL	1,390,823
TOTAL OPERATING BUDGET		114,361,819

Robert Jefferies, 11 Boston Road, wanted to amend the budget to reflect an additional \$25,000 in the Police Department expenses budget to be used to buy back weapons. Town Counsel John Giorgio said to accomplish this funding would have to be taken from another budget line item. He said that Town Meeting can increase a budget item, but cannot designate it for a specific purpose. Town Manager Ross said another budget would have to be decreased and another Town Meeting would have to be called. Police Chief Thomas McEnaney said he would put the funds toward a buy-back program. Mr. Giorgio said that this would have to be an executive decision made by Town Meeting and the Board of Selectmen. Several residents thought the issue should be discussed as a separate warrant article at the Special Town Meeting in the Fall. The selectmen voted 5-0 to not recommend this amendment and resolved to bring it back to the Special Town Meeting in the Fall. A vote was taken and the amendment failed for a lack of majority.

ANNUAL TOWN MEETING MINUTES – MARCH 24, 2018

— CONTINUED

Article 18: Appropriate Funds from Water Enterprise Other Post Employment Benefits Stabilization Fund

It was voted unanimously that the Town transfer the sum of \$17,474 (SEVENTEEN THOUSAND FOUR HUNDRED SEVENTY-FOUR DOLLARS) from the Water Enterprise Other Post Employment Stabilization Fund to the Water Enterprise Expenses to pay for the FY19 retiree benefits.

Article 19: Authorization for the Board of Selectmen to petition the General Court for special legislation authorizing the Town of Westford to establish a Real Property exemption for Disabled Persons.

The motion was amended by the Board of Selectmen at the March 20, 2018 meeting. It was amended to change the original Section 2, which then became Section 3.

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

AN ACT RELATIVE TO A REAL PROPERTY EXEMPTION FOR DISABLED PERSONS IN THE TOWN OF WESTFORD

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

SECTION 1. Notwithstanding the provisions of clause forty-first C of Section 5 of Chapter 59 of Massachusetts General Laws, or of any other general or special law to the contrary, the Town of Westford is hereby authorized to grant the exemption provided for in clause forty-first C of section 5 of chapter 59 to applicants who are disabled persons age 69 or younger who have been domiciled in the Town of Westford for a minimum of 10 consecutive years immediately prior to the time of application, provided that they meet all other qualifications contained in said clause. The amount of the exemption and qualifications relating to gross receipts or a person's whole estate, as approved by town meeting from time to time, applicable to taxpayers qualified for the exemption pursuant to clause forty-first C of section 5 of chapter 59 shall apply to the same extent to applicants eligible in accordance with this act. For purposes of this act, disabled persons are individuals who have received a determination of disability from the United States Social Security Administration's Disability Determination Services prior to the time of application.

SECTION 2. At any time after the effective date of this act, an annual town meeting may elect not to provide in the ensuing fiscal year the exemption authorized by section 1; such election shall be effective until the exemption is reauthorized by an annual town

ANNUAL TOWN MEETING MINUTES – MARCH 24, 2018

— CONTINUED

meeting. Except as otherwise provided in section 1, all other provisions of clause forty-first C of section 5 of chapter 59 of the general laws shall apply to the grant of an exemption under authority of this act.

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

Article 20: Authorization for the Board of Selectmen to petition the General Court for special legislation authorizing the Town of Westford to establish a means tested senior citizen property tax exemption

This article was dismissed unanimously.

Article 21: Payment in Lieu of Tax Agreement – Westford Solar Holdings LLC, and Westford Solar Holdings II LLC, located at 10 Commerce Way, Map 48-11.234

This article was dismissed unanimously.

Article 23: Authorize the Board of Selectman to Acquire Easements for the Groton Road and Dunstable Road Intersection Improvement Project

It was voted by the majority that the Town authorize the Board of Selectmen to acquire by purchase, gift, eminent domain or otherwise, on such terms and conditions as the Board of Selectmen shall determine, permanent and/or temporary easements on the parcels of land shown on plans entitled “Massachusetts Department of Transportation Highway Division Plan and Profile of Route 40 (Groton Road) and Dunstable Road,” revised through November 27, 2017, as said plans may be amended, said plans on file with the Town Clerk, for public way purposes, including, but not limited to, the construction, alteration, maintenance, improvement, repair and/or replacement of sidewalks, and for drainage, utility and slope work, traffic signal improvements, driveway reconstruction and grading, tree protection and landscaping; and, further, to authorize the Board of Selectmen to enter into all agreements and take all related actions necessary or appropriate to carry out said acquisitions and other acts authorized herein, or take any other action relative thereto;

Article 24: Town Bylaw Amendment: Section 51.2(a): Date and Time of Special Town Meetings

It was voted unanimously that the Town amend the Bylaws of the Town of Westford by adopting the following changes to Section 51.2 (A) as shown below:

Date and Time of Special Town Meetings. Special Town Meetings may be called on any day not earlier than 7:00 P.M., except that on a Saturday a Special Town Meeting may be called at any time determined by the Board of Selectmen to be in the public interest and convenience.

ANNUAL TOWN MEETING MINUTES – MARCH 24, 2018

— CONTINUED

Article 25: Adopt a Bylaw to Regulate the Retail Use of Single-Use Plastic Checkout Bags

Petitioner Richard Coleman gave a presentation. He offered an amendment to his original petition that changed the penalties and the enforcement authority.

It was voted by the majority to accept the Article 25 with the amendment as follows:

The purpose of this bylaw is to regulate the retail use of single-use plastic checkout bags and promote the use of reusable, recyclable and biodegradable bags in the Town of Westford.

- The manufacture and use of single-use checkout bags have a significant impact on the environment, including, but not limited to: contributing to pollution of land, waterways, and oceans; contributing to the death of marine animals through ingestion and entanglement; creating a burden to solid waste collection and recycling facilities; clogging storm drainage systems; and requiring the use of millions of barrels of crude oil.
- Plastic bags also affect human health by adding pollutants to the air we breathe during the process of extracting oil from the ground, when they are disposed of by incineration, and when they break down adding toxic chemicals to the groundwater.
- Plastic bags are rarely recycled and are not biodegradable. Residents of Westford are justifiably proud of their environmental awareness. The reduction of plastic bags is another way to demonstrate that we care about the health of where we live and our Planet.

§2.1. Definitions

A. **Single-use plastic bags** shall mean a plastic bag including but not limited to bags with integral handles made of non-biodegradable plastic that is less than 3.0 mils in thickness, and is intended for single-use transport of purchased items provided by an establishment to a customer at the point of sale.

B. **Recyclable paper bag** means a paper bag that is 100% recyclable and displays in a visible manner on the outside of the bag the word “recyclable” or a symbol identifying the bag is recyclable.

C. A **reusable checkout bag** shall be a bag with handles that is specifically designed for multiple use, preferably made of natural fibers, that is at least 3.0 mils or thicker.

D. **Establishment** shall mean any business or vendor that sells or provides food, merchandise, goods, or personal services to the public. However, the term Establishment does not include bazaars or festivals operated by nonprofit organizations or religious institutions.

ANNUAL TOWN MEETING MINUTES – MARCH 24, 2018

— CONTINUED

§3.1. Regulations

- A. Single-use plastic bags shall not be distributed, used, or sold for checkout or other purposes at any Establishment within the Town of Westford.
- B. Other thin-film bags used to contain dry cleaning, newspapers, produce, meat, bulk foods, wet items, perishables and other similar merchandise, typically without handles, are still permissible.
- C. If a retail store provides or sells checkout bags to customers, the bags must be one of the following:
 - 1. Recyclable paper bag, as defined above or
 - 2. Reusable checkout bag, as defined above

§4.1. Enforcement and Penalties

- A. This bylaw may be enforced by any lawful means in law or in equity including, but not limited to, a non-criminal disposition as provided in the M.G.L., ch. 40, § 21D and appropriate chapter of the General Bylaws of the Town of Westford. The following penalties shall apply:

First Offense: written warning

Second Offense: \$50.00 fine

Third Offense: \$100.00 fine

Subsequent offenses shall be determined as offenses occurring within two years of the date of the first noticed offense. Each day or portion thereof shall constitute a separate offense.

§5.1. Effective Date

- A. This bylaw shall take effect January 1, 2019.
- B. Each section of this bylaw shall be construed as separate to the end that if any section, sentence, clause or phrase thereof shall be invalid for any reason, the remainder of this bylaw shall continue.

Article 26: Town Bylaw Amendment: Section 123.2: Annual List of Delinquent Parties

It was voted unanimously that the Town amend the Bylaws of the Town of Westford by adopting the following changes to Section 123.2 as shown below, with additions appearing as underlined text and deletions indicated by the placement of a line through the affected word(s):

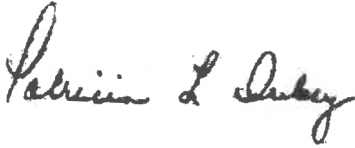
The Treasurer/Collector of the Town shall annually no later than that ~~than~~ October 15, and may periodically, furnish to each department, board, officer or commission (hereinafter referred to as the “licensing authority”) that ~~issued~~ issues licenses or permits a list of persons, corporations, or business enterprises (hereinafter referred to as “the party”) that ~~has, as of October 1 of the year,~~ neglected or refused to pay any local taxes, fees, assessments, betterments, or other municipal charges ~~for a period of 12 months or more~~ and that such party has not filed in good faith an application for an abatement of such tax or a pending petition before the Appellate Tax Board.

ANNUAL TOWN MEETING MINUTES – MARCH 24, 2018

— CONTINUED

With no further business to conduct the 289th Annual Town Meeting adjourned at 6:50 pm

A true copy attest,

A handwritten signature in dark ink, reading "Patricia L. Dubey". The signature is written in a cursive style with a large initial 'P' and a stylized 'L'.

Patricia L. Dubey, Town Clerk

BOARD OF SELECTMEN



J. Scott Hazelton
Chair

Andrea Peraner-Sweet
Vice-Chair

Mark Kost
Clerk

Elizabeth Almeida

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

- Developing and approving a new FY 2019 budget policy directive for the Board and Town Manager to guide the Town's FY 2019 budget discussions.
- Continuing the Town's commitment to energy efficiency including being awarded our fifth Green Communities grant in the amount of \$250,000 to be used to partially fund the Town's new streetlight LED conversion project.
- Supporting the Pedestrian Safety Committee in its Complete Streets grant application, which resulted in the Town being awarded \$400,000.
- Supporting the improvements recommended by the Town Center Traffic and Parking Committee, which included road re-alignments at the corners of Boston Road and Lincoln Street and Boston Road and Main Street together with the installation of stamped-brick crosswalks surrounding our Common.
- Supporting the hiring of two additional police officers and firefighters.
- Authorizing the award of the Request for Proposals for the disposition of Town Farm and 12 North Main Street to Chris Yule of Yule Development, LLC.
- Supporting the Town Manager's recommendation to create a Facilities Department as recommended by the Public Works Initiative Committee and other boards and committees, placing all Town and school buildings under the management of a Facilities Director. This was supported by voters at our Annual Town Meeting.
- Supporting consolidating the Town-wide wastewater asset maintenance in the Town Manager's office, soon to be under Director of Facilities.
- Working with the Town Manager and Permanent Town Building Committee to investigate town-wide facilities needs. Developed a plan to move Parks, Grounds, and Recreation departments into the Roudenbush building. Negotiated this plan with The Roudenbush Community Center Inc. board, and then negotiated lease amendments to make this happen. Notified The Mill Works of our intent to leave the building. This will allow us to use Roudenbush for Town department needs, something many residents and Selectmen have supported through the years and save valuable town resources. It also supports us working with TRCCI to coordinate programming and eliminate any duplication.
- Continuing with the oversight of the architectural and contractors for the design and construction of Fletcher Fire Station 1 on Boston Road, the Combined Dispatch Center, the Roudenbush Community Center and the new Center building.
- Supporting the Town's 8th Strategic Planning retreat attended by 341 people (the highest number of attendees yet). This year's topics of discussion were an overview of

BOARD OF SELECTMEN — CONTINUED

school safety concerns and initiatives and the new Center building.

- Supporting the Town Manager and Dog Park Task Force in identifying locations for a dog park. A final location was not determined, and this was referred to the Recreation Commission for inclusion in their master plan.
- Participating with a committee who assisted with the coordination of the missions and programs of the Roudenbush Community Center, Mill Works and the Recreational Department to avoid overlap and redundancy.
- Creating the Senior, Low-Income, Disabled Tax Relief Committee (SLIDTR) to “examine possible personal and property tax relief for seniors, low-income and disabled citizens” and worked toward a recommendation to be brought to the fall 2018 Special Town Meeting.

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

TOWN MANAGER

Fiscal year 2018 (FY 2018) was a very productive year in Westford. Our New Growth was certified at \$408,857, a decrease from \$707,422 in FY 2017, we received a slight increase in State Aid of \$344,693 to \$21,247,945. We collected \$3,861,840 in Motor Vehicle Excise. Our Local Options Excise was \$1,197,073, and we collected \$1,307,018 in licenses and permits. Our Community Preservation Act state contribution was \$49,753 less in FY 2018 totaling \$324,179. We ended the year with cash reserves of \$9,206,356, or 8.84% of our budget.

Jodi Ross
Town Manager

Eric Heideman
Assistant Town Manager



During FY 2018, we developed the FY 2019 budget in accordance with the Board of Selectmen's 2019 Budget Policy Direction, with a balanced budget proposed, where revenues matched operating expenses. Our FY 2019 operating budget was \$114,361,819, which included an override passed in FY 2017 to support raising teachers' salaries to market basket levels. The cost of the override was \$1,600,000 to be spread over three years as follows: FY 2018: \$540,000, FY 2019: \$530,000, and FY 2020: \$530,000.

Health insurance accounted for 9.4% of our budget and was funded at \$10,384,523. We bid health insurance and negotiated with all town and school unions to accept plan design changes and remain with Fallon Healthplan at a 2.9% premium increase. This resulted in \$590,000 cost avoidance for our town and \$323,000 cost avoidance for our employees/retirees for the eight months remaining in FY 2018. Over a full 12-month period, the estimated savings for our town is \$885,000. We funded Other Post Employment Benefits (OPEB) with an additional \$1,008,113 appropriation at Annual Town Meeting, bringing the balance, which was \$4,554,552 as of June 30, to \$5,427,193, 6.5% of our unfunded liability. The Board of Selectmen approved a new OPEB investment policy, required by the Municipal Modernization Act, which reduced our OPEB liability from \$83,100,000 to \$73,500,000 with a net liability of \$68,900,000. We are currently in the top 25% of Massachusetts communities for funding our OPEB liability.

We funded capital at \$8,546,004 with a balance in our Capital Stabilization Fund of \$864,803. We maintained our AAA bond rating from Standard and Poor's, and achieved an SP1+ short-term bond rating, which is the highest bond rating they offer.

Other financial accomplishments included:

- Funded two additional Paramedics and two additional Police Officers to support public safety needs.
- Funded a Director of Facilities and Facilities Office Manager shared 25% town and 75% school.
- Increased part-time Assistant Planner and part-time Assistant Building Commissioner to full-time positions to improve delivery of service in our Land Use office.
- Through net metering we saved approximately \$422,214 in electricity costs.
- Entered electricity and gas supply contracts for municipal buildings to avoid an estimated \$118,000 in electricity costs and \$94,000 in gas supply costs.

TOWN MANAGER—CONTINUED

- Continued working with MassDEP and successfully removed the Nutting Treatment Facility from its perchlorate treatment requirement. This saves our town \$20,300 annually from the operating budget and \$80,000 biennially in resin replacement costs.
- Worked with the School Superintendent and affected boards and department heads to produce a recommendation to create a Facilities Department (in line with Public Works Initiative [PWIC] recommendations), combining all town and school facilities under one director, with an office manager, who co-reports to the School Superintendent and Town Manager. Achieved unanimous support from PWIC, Permanent Town Building Committee, Library Trustees, School Committee, Board of Selectmen, and Annual Town Meeting. Received approval to consolidate our town-wide wastewater asset maintenance into the Town Manager's office, soon to be under the Director of Facilities.
- Applied for and received numerous grants across town departments, including:
 - TIP (Transportation Improvement Program) funding for Tadmuck Road Intersection: 2017 award date, \$2.4 million; Oak Hill Road Intersection: 2018 award date, \$2.5 million, Dunstable Road Intersection: 2019 award date, \$3.2 million; Beaver Brook Bridge Repair: 2022 award date, \$1.6 million; Boston Road Reconstruction: award date TBD, \$6.0 million.
 - Complete Streets grant in the amount of \$399,860 used for sidewalks and town center improvements.
 - FEMA (Federal Emergency Management Agency) Hazard Mitigation Grant of \$455,320 for the Keyes Culvert replacement.
 - Our fifth DOER (Massachusetts Department of Energy Resources) Green Communities Grant in the amount of \$250,000, and \$90,754 from the MAPC (Metropolitan Area Planning Council) LED grant for our Streetlight Rapid Retrofit Program, which is projected to reduce our utility costs for streetlights by 30%.
 - Lowell Regional Transit Authority grant of \$95,202 for Council on Aging vans.
 - 911 grants for combined dispatch totaling \$50,872.
 - MIIA (Massachusetts Interlocal Insurance Association) risk management activities grant of \$46,537 to offset our insurance premiums.
 - Executive Office of Elder Affairs grant of \$33,534.
 - \$30,000 in wellness dollars (including flu vaccines) and \$10,000 for wellness programs for the Health Department.
 - Metlife \$20,000 enrollment credit for handling enrollment administrative activities when moving dental coverage to Metlife from BCBS.
 - Emergency Preparedness Grants in the amount of \$18,000 for bullet-proof vests.
 - Library Services and Technology grant for \$10,000 for library staff training.
 - MIIA grant of \$9,500 for Health Safety Program Review.
 - Mass Cultural Council grant of \$4,900.
 - Student Awareness Fire Education (S.A.F.E.) grant of \$4,308.
 - Preventing Underage Alcohol consumption grant of \$2,493.
 - COPS (U.S. Department of Justice Community Oriented Policing Services) FAST grant application submitted for funding an additional police officer (waiting to hear on this application in the fall).

TOWN MANAGER – CONTINUED

Other significant accomplishments and projects included:

- Created additional expense and revenue accounts for the Recreation Enterprise Fund to improve transparency and provide improved programming cost analysis. Reduced cost of crew program and transferred to Westford Academy as a varsity sport and transferred adult members to Westford Rowing.
- Worked with Permanent Town Building committee (PTBC) to design new Center Building to fulfill town department needs and allow for a larger meeting room to encourage attendance and participation in our meetings. Answered questions about options and parking capacity. Final designs are underway.
- Worked with PTBC, Fire Department, town officials, and residents to oversee the design and construction of the Combined Dispatch Center and new Fire Station on Boston Road. Dispatch center was completed in November 2017. Fire station will be complete in October 2018, under budget and on time.
- Worked with the PTBC, Board of Selectmen, Historical Commission, Community Preservation Committee and Mills Whitaker Architects to develop rehabilitation plans for the Roudenbush building. Presented application to the Community Preservation Committee and received the committee's support to fund 90% of the construction costs. Presented and received approval for this capital request at the 2017 Annual Town Meeting. Negotiated the impact of vacating 65 Main Street during construction with The Roudenbush Community Center Inc. (TRCCI) and released a request for proposals to lease the three town buildings beyond 2020.
- Developed plan to move Parks, Grounds, and Recreation departments into the Roudenbush building. Reviewed the plan with TRCCI board, and then negotiated lease amendments to make this happen. Notified The Mill Works of our intent to leave the building. This will allow us to use Roudenbush for town department needs, something many residents and Selectmen have supported through the years, and save valuable town resources. It also supports us working with TRCCI to coordinate programming and eliminate any duplication.
- Worked with the Dog Park Task Force to locate appropriate parcels for a dog park. Final recommendation was not supported by DPTF, who presented a parcel abutting a school, which the School Committee and Selectmen did not support. They are now working with the Recreation Commission to find a location during the Recreation master plan development.
- The Healthy Westford Committee has developed and selected a committee logo and hosted a walk-a-thon and informational table at the annual Health Fair. They produced a town trails guide, received a presentation and hosted a discussion from the Healthy Aging Collaborative, presented and hosted small group discussions at the Strategic Planning Retreat, and heard proposals from the Dog Park Task Force. They are developing a strong online presence to host many town healthy living activities and disseminate information to help accomplish the committee's mission. New programs this fall will include a Nabnasset Trail Community Walk and healthy eating programs.
- Completed the Plain Road and Concord Road sidewalks, as requested by Pedestrian Safety.
- Organized our 8th annual Strategic Planning Retreat to provide an informal setting for community input on important policy issues facing our town. We

TOWN MANAGER – CONTINUED

had 341 attendees at the event, which featured a discussion of our schools' safety and our new town Center building.

- Worked with staff and the Communications Workers of America collective bargaining unit to combine police and fire dispatchers, include impact bargaining, cross training, and adopt new policies/procedures.
- Assisted 12 North Main Task Force with the stabilization and security of the Westford Anodizing property. Aided in the drafting and release of a request for proposals for the disposition of the property.
- Helped coordinate code requirements with Yule Development projects at the new Mill Works facility and the Abbot Mill phase 2 mill conversion.
- Continued a unified approach to planning our town construction projects: Water Superintendent, Highway Superintendent, Town Engineer, and Town Manager's office meet to discuss proposed infrastructure projects and coordinate among departments. Developed a five-year plan that created efficiencies in design, and focused on reducing the impacts of construction projects in our neighborhoods. Coordinated transportation improvement projects at Keyes culvert, Oak Hill Road and Groton Road, Dunstable Road and Groton Road, and Tadmuck Road at Littleton Road. The town's design contract at the Tadmuck intersection with VHB went from \$110,724 down to \$78,874, for a \$31,850 savings of our town's mitigation funds. Began construction projects of Plain Road and Concord Road sidewalks and Main Street water main replacement and street reconstruction.
- Implemented a new Pavement Management System to assist in making recommendations on prioritization of road improvement projects based upon the systems data.
- Developed a long-term solution to proactively manage all town wastewater assets, septic systems, and grease traps. Received unanimous support of PWIC, School Committee, and Selectmen.
- Assisted with forum to discuss gun violence and safety issues at Stony Brook School.
- Conducted ongoing work with NEMLEC STARS (Northeastern Massachusetts Law Enforcement Council School Threat Assessment and Response System) for school safety, involving police, fire and schools.
- Held first active shooter training at Westford Academy, along with ALICE (alert, lockdown, inform, counter and evacuate) training at Town Hall.
- Unified and extended the security card access system in town buildings. Added cameras and card access system to Roudenbush.
- Received final approval from MassDEP for a Return to Compliance Plan for the Westford Academy Wastewater Treatment Plant. The project is currently in design.
- Achieved a Subsidized Housing Inventory (SHI) in excess of 13.75%, giving us safe harbor from Comprehensive Permits (40Bs). Most recently, we approved three concurrent 40B projects totaling 448 housing units.
- Completed a comprehensive Stormwater Management Master Plan (SWMMP) that identifies our town's stormwater managements needs and expenses.
- Assisted with the regulatory agreement with Habitat for Humanity for the Juniper Hill subdivision.

TOWN MANAGER – CONTINUED

- Assisted with the acquisition of the Adams property, which was approved by Town Meeting.
- Implemented trash and recycling pickup program at town fields, beaches and parks
- Coordinated presentation of concerns regarding National Grid's response during fall and winter storms at the Department of Public Utilities hearing in Chelmsford. Only town to attend the event.
- Worked with Nashoba Tech High School to demolish and restore the former dispatch areas at 53 Main Street, saving our town all labor costs for the project. Solicited and received furniture donation from Juniper Networks for furniture in refurbished dispatch room, saving valuable town resources.
- Worked with the Commission on Disability to update the town's notice under the Americans with Disabilities Act of 1990 and the grievance procedure for both building access and employment matters.
- Assisted with Senior Low Income Disabled Tax Relief Committee as requested. Article ready for October 2018 Special Town Meeting.
- Assisted as member of the Massachusetts Advisory Council to the Joint Labor Management Committee and Labor Relations Board. Recommended candidates to Governor Charlie Baker for Director of Labor Relations and a new appointment to the Massachusetts Labor Relations Board.
- Conducted Road Safety Audits at critical intersections including Forge Village Road/Cold Spring Road to identify low-cost solutions to improve safety of the intersections.

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

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

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

AFFORDABLE HOUSING COMMITTEE

Goal

The Affordable Housing Committee advocates for the preservation and development of diversified housing opportunities for families and individuals whose income is less than the median income for the greater Lowell area. The committee's goal is to keep this housing within community standards and dispersed throughout the town. The committee strives to meet the State's mandate that 10% of the housing stock be permanently affordable to residents earning 80% or less of the area median income for the Westford region (this is the "Chapter 40B" law).

Joan Croteau

Rob Downing

Co-chairs

Edie Fruscione

Maureen George

Scott Hazelton

Karen Hudson

Chris Pude

Drew Vernalia

Alden Wood

Definition of Affordable Housing

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

Median Income	Household Size	80% of Median	50% of Median	30% of Median
\$105,400	Four People	\$71,900	\$52,700	\$31,600
	Two People	\$57,550	\$42,200	\$25,300
	One Person	\$50,350	\$36,900	\$22,150

Affordable Housing Committee Membership

Within this fiscal year, there was no change in membership. The membership total for this fiscal year was nine. Co-Chairs Rob Downing and Joan Croteau remained. The remaining current members of the Affordable Housing Committee were: Karen Hudson, Scott Hazelton, Edie Fruscione, Maureen George, Chris Pude, Drew Vernalia and Denny Wood. At the end of the fiscal year the committee was full, however interested parties were encouraged to fill out a Citizen's Activity Form from the Town's website and apply to join the Committee. During the year there were some citizen activity forms submitted; however, there were not any vacancies on the committee.

Mr. Paul Teixeira was the staff member throughout the majority of the fiscal year, resigning in June 2018. During his tenure, Mr. Teixeira was instrumental in both sub-committees and as recorder for both committees. Ms. Chris Pude was asked to temporarily return to her pre-retirement position as Westford Housing Director and she finished out the fiscal year as recorder.

Strategic Planning Retreat 2018

A few members of the AHC attended the 2018 Strategic Planning Retreat.

Ongoing Projects:

Littleton Landing – Corner of Littleton and Tadmuck Roads

This project consisted of seven rental units for over-55 seniors as well as a separate five-bedroom group home. The Affordable Housing Trust Fund allocated \$255,000 for this project in FY 2015. Unfortunately, the project was unable to move forward and the land was sold at public auction. The current disposition of the property, as related to affordable housing, is not clear.

AFFORDABLE HOUSING COMMITTEE — CONTINUED

12 North Main Street

A public request for proposal was advertised by the Town.

Sugar Maple Lane

The 40B townhouse-type subdivision between Powers Road and Route 110 is in the permitting process.

Tech Park West

A multi-family rental apartment complex adjacent to Tech Park West called Westford West has completed the permitting process and early stages of construction are underway. This project, similar to Princeton Properties, will include two- and three-bedroom apartment style homes. The percentage of affordable units would be sufficient to allow all 228 units to be counted on the Subsidized Housing Inventory.

Alder Point

A small eight-unit townhouse project, which would add one unit to the Subsidized Housing Inventory, has seen little progress this fiscal year.

Juniper Hill Road

Eighteen single-family homes, which include two Habitat for Humanity homes, showed significant progress this fiscal year. One of the Habitat homes reached substantial completion during the fiscal year with occupancy and the second anticipated in FY 2019. It is anticipated that Juniper Hill Road will add the two Habitat for Humanity homes to the Subsidized Housing Inventory.

Robbins Road

There was little activity on this project this fiscal year.

Nutting Road/Dunstable Road

There was discussion concerning a potential subdivision that would include affordable/Habitat for Humanity units. The concept is very preliminary and requires some land actions; there is little anticipated for the foreseeable future.

Land Use Development

Karen Hudson obtained information from the Town of Weymouth in which they had proven to DHCD that more than 1% of their land area was dedicated to affordable housing and therefore obtained a lifetime waiver from Chapter 40B projects. The committee concurred that it was worth looking at the amount of land Westford currently has dedicated to affordable housing. Ms. Hudson worked with Chris Coutu, the Town's GIS Coordinator, during the year to identify land that is dedicated to affordable housing and reported status monthly.

Community Outreach

Edie Fruscione reached out to the Town of Concord that has put in place a “tear-down” policy. This policy limits the type of construction on lots where smaller potentially affordable homes were located and torn down. Joan Croteau will approach Jeff Morrisette, Westford's Director of Land Use Management, to determine if there is any indication of a similar policy in the future for Westford.

AFFORDABLE HOUSING COMMITTEE — CONTINUED

Committee Alternates

There has been significant discussion concerning having alternates on the committee. The Town was approached about the possibility but in conclusion the committee voted to continue as is with nine members and no longer pursue the use of alternate committee members.

Meetings

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

AFFORDABLE HOUSING TRUST FUND

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

The AHTF would like to recognize and thank Paul Teixeira, who left his position as the Westford Housing Authority Executive Director at the end of the fiscal year. Paul was a tremendous asset to the Trust, the Town and residents. His support and assistance will be missed, and we wish him well.

A primary concern of the AHTF is achieving and maintaining the Town's compliance with Massachusetts' Comprehensive Permit law (40B). The Trust is pleased to report that with the permitting of two new apartment complexes, Westford is now in compliance with the Comprehensive Permit law with 10% of our housing stock counted as subsidized. While the Trust provided no financial support to these apartments, we are pleased that the Town, for the time being, is able to better control residential development.

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

The AHTF made one new investment in 2018, providing \$75,000 to the Housing Authority in order to preserve homes at the Sargent School Apartments. These funds, along with CPC funds for historic preservation, will replace window and doors, reducing heating and cooling costs, and provide new siding and ADA compatibility.

We are pleased to say that Habitat For Humanity completed the first of two homes off Graniteville Road and broke ground on the second home. These homes are in part financed with \$175,000 from the CPC granted in 2017.

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

We will continue to pursue and assess opportunities to create and preserve community housing in Westford. We are mindful that when the 2020 census is completed, the Town may again fall below the 40B housing minimum.

Rob Downing
Chair

Joseph Diamond
John Parker
Robert Waskiewicz
Trustees

Andrea Peraner-Sweet
Trustee and
Board of Selectmen Representative

AGRICULTURAL COMMISSION

Agriculture, the first form of science and the literal seed bed of every great and industrious society, was proudly represented in 2018 by the committed Westford Agricultural Commission. Commission members started the new year as all good farmers do: arguing over compost. Since the community garden doubled, the former compost method proved itself time consuming and burdensome to the garden members. After much thought and consideration, some help from the Highway Department and a couple of hours of volunteer labor we created two large 20-by-30 bays trimmed with logs and 6-foot high fencing. Several months into the growing season and we sensed the need and added another 20-by-30 bay.

Mark O'Lalo
Chair

Robert Boonstra
Vice-chair

Danielle Battle
Secretary

Elizabeth Almeida
Keith Bohne
Sharon Chew
Peter Cox
Jo Crawford
Leela Oblichetti
Maya Vivitska

We must acknowledge that in preparation for the 2018 deliberation season, the former Agricultural Commission adeptly took out their pruning shears and, to make room for new growth, clipped the overgrown mature wood in the form of Chair Elizabeth Almeida and gave sunlight to the green bud represented by the new Chair Mark O'Lalo. Ever the careful and thoughtful agronomists the commission chose to ensure its strength and vitality by appointing Senior Sage Robert Boonstra as Vice-Chair. Similarly throughout the organizational layers of the commission and especially within the Community Garden circle we are constantly seeking to cultivate the next generation of leaders.

Once planted the 2018 commission chose to focus on firming up our Agricultural Land Registry and instituting a mechanism whereby there would be notification when the status of land deemed Agricultural (61A) has changed. By mid-year we were informed that the Board of Selectmen had worked out a mechanism with the Assessor's Office that both our commission and the BOS would be notified if property is taken out of Agricultural Status. This January we will reach out to the Assessor's Office to ensure that this mechanism is in place.

Early on in the year there was quite a buzz around the commission over bees. Nationwide bees in general and honey bees in particular have been recognized as being under threat. Several members of the Westford Community Garden came forward to discuss ways for the town to assist bees through pesticide-use practices and/or bee friendly plantings. This noble calling soon grew into the formation of the Westford Community Apiary. After months of organizing the Westford Community Apiary won the support of our commission and was soon granted a small plot of land by the Conservation Commission along the Day Field Farm site. Westford Community Apiary will begin in earnest in the spring of 2019.

Never afraid to get dirty, the Agricultural Commission did not shy away from the surprisingly contentious discussion of setting up a Port-a-John at the Community Garden. The sentiment of the commission was to provide the Community Garden with the relief it needed. Ironically, the Community Gardeners were mostly against any assistance when nature calls. In the end, after assurances of cleanliness and proper placement and with help from the Recreation Department we settled on a seasonal contract to provide comfort and convenience for gardeners big and small.

AGRICULTURAL COMMISSION—CONTINUED

Midyear we took on a more active role in attempting to revitalize the Westford Farmers Market. Working with Sustainable Westford, at the Strategic Planning Retreat we heard from many Westford residents. Through these discussions we decided to create a Questionnaire for Stakeholders: Farmers, Market Managers and Vendors. Several commission members visited markets, talked with market managers and shared what they learned. Through this feedback we reaffirmed our sense that a successful market depends on a supportive committed management team. In late November the Board of Selectmen approved a shortened Farmers Market for 2019. We expect to act as a clearinghouse and support structure for the market similar to the role we serve for the Community Garden.

Throughout the year the Westford Agricultural Commission's pride and joy has been the Community Garden. Time and again the positive feedback and true exuberance expressed by all who experience the charm of the garden is awe inspiring. Events like the J.V. Fletcher Library reading day and other large and small gatherings at the garden continue to inspire people to join us in our effort to help Westford appreciate agriculture for not just its physical nourishment but the social and psychological well-being it fosters.

As 2018 draws to a close we are deeply grateful for the five years of diligent service Danielle Battle has shared with the commission as secretary. Similarly, the commission has been well represented at the Community Garden by the dynamic management team of Maya Vitvitska and Leela Oblichetti. All three super-extraordinary Westford residents will be missed on the commission as they move on to hoe other fields.

ANIMAL CONTROL DEPARTMENT

The Westford Animal Control Department provides all animal-related services to the Westford community. Our Animal Control officers are responsible for enforcing Town Bylaws as well as Massachusetts animal control regulations M.G.L. Chapter 140, Sections 136A through 176. Our officers respond to a variety of citizen requests for assistance, including animal bite incidents, noise complaints, injured or deceased animals, public encounters with wildlife, and other resident needs. The Westford Animal Control officer also completes the Massachusetts Department of Agriculture “barn book,” a confidential list of any chickens, horses, goats, pigs, donkeys, llamas, or any other non-domestic animals. The list is then submitted to state officials for proper tracking of animals. The officers also work collaboratively with the Fire and Police Departments, assisting with any animal-related calls involved in motor vehicle accidents, fires, arrests, etc.

Eric Heideman
Assistant Town Manager

Response Activity

In 2018, our Animal Control officers responded to a total of 161 logged calls. The vast majority were related to wildlife encounters and deceased wildlife pickup. A smaller percentage of the calls were related to lost dog questions and serving bite-wound quarantine notices. With bite wounds, the officer provides proper documentation for police reports, as well as ensuring the animal is properly quarantined for the specific duration. For each call responded to, the officer logs each incident in the Animal Control database.

BOARD OF ASSESSORS

The Assessor's Office completed its Interim Revaluation for the fiscal year 2018 certification (July 1, 2017-June 30, 2018), based on a valuation date of January 1, 2017. Approximately 1275 parcels were reviewed and/or visited and a thorough analysis of sales occurring in calendar year 2016 was done. The assessors' office also analyzed all land sales, land residuals, and tear downs. Market values have increased in all neighborhoods. Market data reflects a very desirable seller's market. New growth for FY 2018 was \$24,879,917. This is a decrease of approximately 43% from FY 2017. This was due to a diminished number of building permits, completion of all major construction picked up in the past few fiscal years, and a further review of approximately one-third of Personal Property accounts. The areas of nominal growth were from the following:

1. Random construction of single families.
2. Raze and rebuilds as well as additions and extensive renovations of existing modest homes.

	FY 2017	FY 2018	% change
Total taxable assessments	\$4,415,532,955	\$4,635,965,811	+4.992%
Tax levy	\$72,458,896	\$75,012,674	+3.524%
Residential tax rate	\$16.41	\$16.18	-1.402%
Average single family residence assessed value	\$490,793	\$520,393	+6.031%
Average single family tax	\$8,053.58	\$8,419.96	+4.549%

The Board of Selectmen again voted to adopt a Small Commercial Exemption for FY 2018. This in effect shifted the tax burden within the commercial/industrial class. As a result, the FY 2018 commercial/industrial tax rate was \$16.38.

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 2018. The Assessor's Office continues to update property data to achieve a higher level of accuracy. This is a constant ongoing process to ensure that tax assessments are equitable to all taxpayers. The more accurate we can make this data, the more accurate the assessments will reflect current market value.

FY 2018 saw a slight decrease in the number of applications for abatements of real and personal property from FY 2017. Abatements are typically applied for because property values were adjusted for FY 2018 because of the interim certification and revaluation. Westford is a very desirable community as reflected in market activity and sale prices.

It has been a very busy year for the assessors' office due to the completion of the interim certification and revaluation; monitoring the various elderly exemptions, other

Jean-Paul Plouffe
Principal Assessor

Christopher Ruel
Assistant Assessor

Titus Palmer
Chairman

Michael Coravos
Diane Holmes

BOARD OF ASSESSORS—CONTINUED

exemptions and the Community Preservation Act; and updating cost tables to reflect current market cost. The staff deserves much credit meeting all the demands and challenges with competence and dedication to the town. The assessors' office recognizes that taxes are increasing as the town continues to grow and the demand for services increases. We will strive to continue to provide good customer service to the taxpayers and to make every effort to assist taxpayers in understanding their assessments.

Exemptions

In FY 2018 the Board of Assessors granted 174 statutory exemptions for property taxes in the total amount of \$245,419.63 (veterans, elderly over 70, blind, Clause 41C). This reflects the increase in exemption benefits to Clause 41C which was increased from \$1000 to \$2000. Fifteen applicants were granted a tax deferral under Clause 41A. There were also 185 Community Preservation exemptions applications that were granted. Total CPA adjustments granted, including statutory exemptions and abatements, were \$32,016.18.

Abatements

In FY 2018 there were 75 requests for abatements on real and personal property. Of these, 42 abatements were granted, and 33 were denied. There were six FY 2018 appeals filed with the Appellate Tax Board. There were a total of 24 pending appeals from the previous three fiscal years, including FY 2018. Of these, five were withdrawn, ten were settled, and nine remain to be heard. The Massachusetts Commissioner of Revenue continues to be in litigation with several telecommunications and wireless companies for FY 2003 through 2016. Some of these have been settled and/or withdrawn. However, there are still many appeals pending.

BRUCE FREEMAN RAIL TRAIL

The Best News Possible for Westford – An Additional 4.9 miles of Trail Southward

When it was announced on the Friends of the Bruce Freeman Rail Trail Facebook page on March 8, 2018 that as of April 3 Phase 2A would be open, that news was liked by more than 11,800 people. On May 11, 2018, MassDOT held the formal Ribbon-Cutting Ceremony in NARA Park in North Acton to formally open Phase 2A, the next 4.9 miles of the BFRT. Over 300 people attended and received map bandana souvenirs created by Westford resident Bill Harman. Celebratory remarks were made by Lt. Gov. Karen Polito, our state legislators, and town officials including Scott Hazelton, representing the Westford Board of Selectmen.

The BFRT extension of Phase 2A now offers parking south of the junction of Routes 27 and 225, and the Friends of the BFRT annually fund portable toilets at several of these parking areas.

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

Extending Trail Access into Lowell

While one cannot see much progress on the ground, there actually is progress on the extension of the BFRT into Lowell. It is anticipated that the Gervais Kia/Volkswagen dealership on Industrial Avenue will begin construction in 2018. In preparation for having a paved trail easement along the Gervais property, the Friends of the BFRT had preliminary meetings with the property management, CBRE, at Cross Point to plot a crossing of their property that would link the current trail end at the Rte. 3 tunnel with the future paved section along the Gervais property. Eventually, the plan is for the BFRT to continue on the railroad Right of Way and the streets of Lowell to the Concord River Greenway. For more information about the Greenway and its amenities (public art, multi-lingual signage and outdoor classroom), please visit <http://lowelllandtrust.org/concord-river-greenway>.

Westford Improves Safety at Intersection

A new electronic safe-crossing system was erected at the Griffin Road trail crossing last fall. The need for safety improvements at that crossing came to light during a meeting

Jim Duane
*Director
Parks and Recreation
Department*

Elizabeth Almeida
Liaison, Board of Selectmen

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



BRUCE FREEMAN RAIL TRAIL – CONTINUED

regarding road safety between Town officials and Griffin Road residents. The Friends of the BFRT provided the funding for the equipment, and Westford's Highway Department oversaw its installation. The trail crossing system, coupled with extensive landscaping by the Highway Department, has vastly improved the safety for trail users at this intersection.

Appreciation for Westford Town Support

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

This has been Elizabeth Almeida's first year as liaison from the Board of Selectmen to the BFRT. Pat Savage, Westford's Director of Parks and Recreation and a longtime supporter of the BFRT, retired in October of 2017. She was instrumental to the success of many BFRT projects during her time in Westford, and we wish her well in retirement. Westford's new Director of Parks and Recreation, Jim Duane, was the Assistant Town Manager for Framingham and also held positions in Framingham's Recreation Department. His expertise and support will be appreciated in the years to come. We are very grateful to both volunteers and our Highway crews for keeping the trail clear after "spring" blizzards last winter. The Highway Department workers do not plow, but they do clear tree limbs! They also cut down a few unsightly dead trees near the southern end of Phase 1. Jodi Ross, Town Manager, and her staff are consistently supportive and essential to the BFRT's success in Westford. Bill Harman, Westford resident and original "liaison" to the BFRT from Westford in the late 1980s, has generously given his time and mapping skills and passion over the past several years to all of the visual maps and GIS plans and projects that have been used to clarify and celebrate what a fantastic resource for a very large region of MetroWest Boston the BFRT truly is. Please see the map at the end of this article – only one example of Bill's expertise and visual designs.

Events Must Be Registered

Organizations planning an organized event on the BFRT need to register it on the BFRT website with at least 90 days advance notice. This form is used by the towns to ensure event organizers have adequately planned for the event, to reduce the chance that multiple large events will be held on the same section of trail on the same day and to provide a consistent set of questions and guidance for all municipalities impacted by the event. To register an event, go to: <http://brucefreemanrailtrail.org/bruce-freeman-rail-trail-event-registration>.

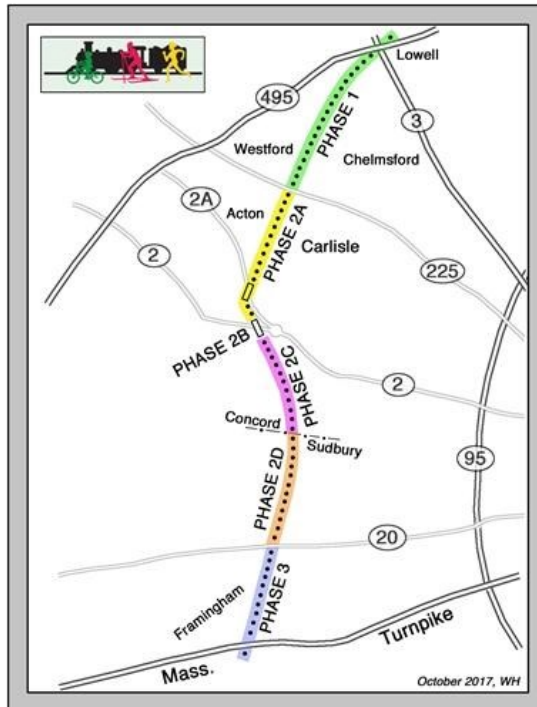
Would You Like To Know More?

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

BRUCE FREEMAN RAIL TRAIL – CONTINUED

The FBFRT are also on social media:
[Facebook.com/BruceFreemanRailTrail](https://www.facebook.com/BruceFreemanRailTrail)
[Twitter.com/FriendsofBFRT](https://twitter.com/FriendsofBFRT)

The BFRT Phases Explained



Phase 1 (6.8 miles in Lowell, Chelmsford and Westford) opened in October, 2009.

Phase 2A (4.9 miles in Westford, Carlisle and Acton) is opened in April 2018.

Phase 2B (approximately 0.8 miles: bridge over Rte. 2) is currently being designed, construction funds for 2020 are assured and bridge and access ways' completion is estimated in 2022.

Phase 2C (3.0 miles in Concord) is scheduled to open in spring 2019.

Phase 2D (4.5 miles in Sudbury) is currently being designed; 75% public hearing winter, 2019

Phase 3 (4.8 miles in Sudbury and Framingham) CSX Railroad Right of Way is in the process of being sold to the Commonwealth and/or the adjacent towns by CSX.

BUILDING DEPARTMENT

Mission Statement

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

Some of the projects that the department was involved with for FY 2018 were

- New Fire Station started on Boston Road
- Juniper Networks had a 4-phase renovation to 10 Technology Park Drive
- Hanover at Westford started to build 240 units at 312 Littleton Road behind Netscout

Matthew Hakala
Building Commissioner

Nancy Lima
Records Supervisor II

Dennis Kane Jr.
Electrical Inspector

Arthur Smith
Plumbing/Gas Inspector

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

Henry Fontaine
*Assistant Building
Commissioner*

Permit Type	FY 15	FY 16	FY17	FY18
Certificate of Inspection	60	62	67	65
Commercial	107	96	83	92
Curb Cut/Driveway	38	45	54	46
Demolition	14	15	8	16
Electrical	775	852	719	742
Gas	460	523	499	548
Plumbing	418	440	406	407
Residential	808	1014	777	762
Sheet Metal Mechanical	81	83	57	70
Sign	23	21	25	27
Tent	50	28	34	33
Trench	94	92	67	67
Wood Stove	19	17	9	17
Total	2947	3288	2805	2892

Last fiscal year the Building Department took in fees totaling approximately \$1,005,827, which is much greater than the previous year. The permit numbers were up slightly from the previous year.

The Building Department has hired a new full-time assistant building commissioner, Henry Fontaine. The website continues to be constantly updated with new information. There is a new edition of the Building Code and solar provisions for new construction so please visit the site and see what's new: www.westfordma.gov/building.

BYLAW REVIEW COMMITTEE

Bylaw Amendments

The BRC reviewed a petition article to amend the Town's General Bylaws to add a plastic bag reduction. That bylaw was subsequently adopted by Annual Town Meeting on March 24, 2018.

David Chandler
Chair

Jean Croteau
Joan Croteau
Patty Dubey
Town Clerk

Outreach

The committee's webpage contains general information about the committee and links to the guidelines for proposing bylaw amendments and to Town Meeting timelines. The page can be accessed from the Town's website, www.westfordma.gov, under General Bylaw Review Committee.

Anyone seeking formatting advice for proposed general bylaws is encouraged to attend our meetings and/or visit our webpage at: www.westfordma.gov/415/General-Bylaw-Review-Committee. Residents with concerns and ideas for bylaws attended many of our meetings. Committee members were happy to help residents navigate the process of drafting and formatting bylaws.

Contact

The committee may be contacted through the Town Clerk's Office, 978-692-5515, townclerk@westfordma.gov.

CAPITAL PLANNING COMMITTEE

The Capital Planning Committee was formed in December 2008 by the Town Manager and has spent the past 10 years reviewing and prioritizing capital needs throughout the Town. This committee's purpose is to provide an objective and consistent forum whereby all of the town's capital requests can be planned, prioritized and recommended. This committee works closely with all town departments to ensure that their capital requirements for the immediate year and longer term are understood and documented, leading to a recommendation to the Town Manager, Board of Selectmen, Finance Committee and ultimately town residents as to how to best spend the resources that the town has for capital expenditures.

In completing its task for FY 2018, the committee heard from each department and prioritized the requested projects. This resulted in the recommendation to allocate \$1,705,660 from free cash, \$375,000 from the capital stabilization fund, and the reallocation of \$482,000 from the Keyes Culvert Reconstruction project to fund FY 2018 capital. The committee also recommended that \$760,000 be appropriated from Water Enterprise retained earnings and \$321,902 from Ambulance retained earnings to fund various capital needs. In addition, Town Meeting authorized the borrowing of \$845,000 for roadway repairs, \$500,000 for the purchase and retro fit of street lights from National Grid, and \$500,000 for the Groton Road and Dunstable Road water main extension project. The debt payment for the water main project will be funded by the Water Enterprise. Fund The schools also received funding from the Massachusetts School Building Authority (MSBA) to replace the Abbot roof. Town Meeting authorized \$3,016,442 for this project, of which the MSBA will reimburse a certain percentage of qualifying expenses. Lastly, \$40,000 was transferred into the Capital Stabilization Fund to replenish the \$325,000 appropriated at the July 10, 2017 Special Town Meeting. In total, \$8,546,004 worth of capital equipment and projects were approved in FY 2018, which were authorized at the July 10, 2017 Special Town Meeting, October 16, 2017 Special Town Meeting, and the March 27, 2018 Annual Town Meeting.

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

Mark Kost
Board of Selectmen
Chair

Dan O'Donnell
Finance Director
Vice-Chair

Heather FitzPatrick
Finance Committee

Kathy Auth
School Business Manager
(Alternate)

Liewei Bao
Finance Committee (Alternate)

Chris Barrett
Parks and Recreation Committee
& Pedestrian Safety Committee

Arthur Benoit
School Committee

Paul Haajar
At Large Member

Tom Mahanna
Permanent Town Building
Committee

Bill Olsen
Superintendent of Schools

Jodi Ross
Town Manager

CAPITAL PLANNING COMMITTEE—CONTINUED

committee will help the town understand the tax impact of capital expenditures and consider the relative need, timing and cost of each capital expenditure, including methods of financing, possible federal or state aid or grants, the cost of maintaining the facility or equipment, and the effect each capital expenditure may have on the financial condition of the town.

July 10, 2017 Special Town Meeting Capital Appropriations

ARTICLE 1: Approve Capital Appropriations

Motion: (2/3 Majority Vote Required)

It was voted that the Town appropriate from the Capital Stabilization Fund the sum of \$325,000 (THREE HUNDRED TWENTY-FIVE THOUSAND DOLLARS) to provide for the following capital requests and costs incidental and related thereto:

<i>DEPARTMENT</i>	<i>AMOUNT</i>	<i>PURPOSE</i>
Public Safety Communications	\$325,000	Construction and equipment expenses for the combined police and fire dispatch center

ARTICLE 2: Appropriate Funds for Abbot School MSBA Project

Motion: (2/3 Majority Vote Required)

It was voted That the Town appropriate the amount of \$50,000 (FIFTY THOUSAND DOLLARS) for the purpose of paying costs of a Schematic Design Study for a potential partial or complete roof replacement project at the Abbot Elementary School, 25 Depot Street, Westford, MA 01886, including the payment of all costs incidental or related thereto, and for which the Town may be eligible for a grant from the Massachusetts School Building Authority (“MSBA”), said amount to be expended under the direction of the School Committee, in conjunction with management oversight by the Permanent Town Building Committee. To meet this appropriation the Treasurer with the approval of the Board of Selectmen is authorized to borrow said amount under and pursuant to M.G.L. Chapter 44, or pursuant to any other enabling authority and to issue bonds and notes therefor; provided that any premium received by the Town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the General Laws, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount. The Town acknowledges that the MSBA’s grant program is a non-entitlement, discretionary program based on need, as determined by the MSBA, and any costs the Town incurs in excess of any grant approved by and received from the MSBA shall be the sole responsibility of the Town, and that the amount of borrowing authorized pursuant to this vote shall be reduced by any grant amount set forth in the Project Funding Agreement that may be executed between the Town and the MSBA; and to authorize the Board of Selectmen, the School Committee and other appropriate Town Officials to take such action as may be necessary to effectuate the purposes of this vote.

October 16, 2017 Special Town Meeting Capital Appropriations

ARTICLE 4: Approve Fiscal Year 2018 Capital Appropriations

Motion: (Majority Vote Required)

It was voted that the Town appropriate from Free Cash the sum of \$97,865 (EIGHTY THOUSAND DOLLARS) to provide for the following capital requests and costs incidental and related thereto:

CAPITAL PLANNING COMMITTEE—CONTINUED

<i>DEPARTMENT</i>	<i>AMOUNT</i>	<i>PURPOSE</i>
Fire Department	\$44,540	Fire Prevention Officer vehicle and any other related costs
Emergency Management	\$11,950	Radio repeater and other related costs
Westford Public Schools	\$19,375	To complete the design and bid documents for the Westford Academy track, perimeter fence and any other related costs
Highway Department	\$22,000	Replacement of a dump truck body and any other related costs

March 24, 2018 Annual Town Meeting Capital Appropriations

ARTICLE 7: Approve Capital Appropriations

First Motion: (Majority Vote Required)

It was passed by a majority vote that the Town appropriate from Free Cash the sum of \$1,607,795 (ONE MILLION SIX HUNDRED SEVEN THOUSAND SEVEN HUNDRED NINETY-FIVE DOLLARS) to provide for the following capital requests and costs incidental and related thereto

<i>DEPARTMENT</i>	<i>AMOUNT</i>	<i>PURPOSE</i>
Technology	\$35,129	Town computer replacement
Technology	\$306,453	School computer replacement
Technology	\$88,100	Network upgrades
Public Buildings	\$320,000	Design for the town center replacement building located at 51 Main Street and any other related expenses
Fire Department	\$44,540	Fire Captain's Car, purchase and equip
Fire Department	\$23,000	Radio repeater and any other related costs
Schools	\$50,573	Rack truck with plow, purchase and equip
Engineering	\$65,000	Beaver Brook Culvert Transportation Improvement Project (TIP) design and any other related costs
Engineering	\$260,000	Boston Road reconstruction project design and any other related costs
Engineering	\$200,000	Plain Road, Oak Hill Road, and Moore Road water main design and any other related costs
Engineering	\$45,000	Complete streets design and any other related costs
Engineering	\$20,000	Tyngsboro Road at Route 40 signal upgrade study and any other related costs
Engineering	\$150,000	Non-participating items not funded by the Massachusetts Department of Transportation for the Dunstable Road and Oak Hill Road Route 40 Projects

CAPITAL PLANNING COMMITTEE—CONTINUED

And further

That the Town reauthorize and transfer the sum of \$482,000 (FOUR HUNDRED EIGHTY-TWO THOUSAND DOLLARS) from the following capital account:

PROJECT	AMOUNT	TOWN MEETING VOTE
Keyes Culvert Reconstruction	\$482,000	Article 6 ATM March, 2015

To provide for the following capital requests:

DEPARTMENT	AMOUNT	PURPOSE
Highway	\$222,000	Heavy Dump Truck, purchase and equip
Highway	\$260,000	Front End Loader, purchase and equip

And further

That the Town appropriate from Water Enterprise Retained Earnings the sum of \$760,000 (SEVENTY HUNDRED SIXTY THOUSAND DOLLARS) to provide for the following capital requests and costs incidental and related thereto:

DEPARTMENT	AMOUNT	PURPOSE
Water Enterprise	\$100,000	Two utility trucks, purchase and equip
Water Enterprise	\$400,000	Forge Village Treatment Facility media replacement and any other related costs
Water Enterprise	\$90,000	Boston Road Reconstruction project design and any other related costs
Water Enterprise	\$130,000	Plain Road, Oak Hill Road, and Moore Road water main design and any other related costs
Water Enterprise	\$40,000	Forge Village Treatment Facility fire suppression replacement

And further

That the Town appropriate from Ambulance Enterprise Retained Earnings the sum of \$321,902 (THREE HUNDRED TWENTY-ONE THOUSAND NINE HUNDRED TWO DOLLARS) to provide for the following capital requests and costs incidental and related thereto:

DEPARTMENT	AMOUNT	PURPOSE
Ambulance Enterprise	\$321,902	Ambulance, purchase and equip

Second Motion: (2/3 Majority Vote Required)

It was voted unanimously that the Town appropriate the sum of \$845,000 (EIGHT HUNDRED FORTY FIVE THOUSAND DOLLARS) for the purpose of repairing roadways, including costs incidental and related thereto, and that to meet this appropriation, the Town Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow said amount under and pursuant to Massachusetts General Laws Chapter 44 Section 7 or Section 8, or any other enabling authority, and to issue bonds or notes of the Town therefor; provided further that any premium received by the Town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to

CAPITAL PLANNING COMMITTEE – CONTINUED

the payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the General Laws thereby reducing the amount authorized to be borrowed to pay such costs by a like amount.

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

It was voted unanimously that the Town appropriate the sum of \$500,000 (FIVE HUNDRED THOUSAND DOLLARS) to purchase street lights owned by National Grid and to retrofit all street lights owned by the Town of Westford with LED lighting and WIFI controls, including costs incidental and related thereto, and that to meet this appropriation, the Town Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow said amount under and pursuant to Massachusetts General Laws Chapter 44 Section 7 or Section 8, or any other enabling authority, and to issue bonds or notes of the Town therefor; provided further that any premium received by the Town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the General Laws thereby reducing the amount authorized to be borrowed to pay such costs by a like amount.

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

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

Fifth Motion: *(Majority Vote Required)*

It was voted unanimously that the Town appropriate from Free Cash the sum of \$40,000 (FORTY THOUSAND DOLLARS) and transfer said amount to the Capital Stabilization Fund.

ARTICLE 10: Approve Capital Appropriations: MSBA Abbot Roof

It was voted unanimously that the Town appropriate the amount of \$3,016,442 (THREE MILLION SIXTEEN THOUSAND FOUR HUNDRED FORTY TWO DOLLARS) for additional funds for completing the design, bidding and construction phases of the Abbot Roof Replacement project, including associated costs which consists of, but is not limited to, hazardous material removal/abatement/encapsulation as well as requirements as stipulated by the Massachusetts Energy Code, Architectural Access Board (ADA) and Massachusetts Building Code at the Abbot Elementary School, 25 Depot Street, and any related costs (the "Project"), which proposed repair project would materially extend the useful life of the school and preserve an asset that otherwise is capable of supporting the required educational program, and for which the Town of Westford may be eligible for a grant, from the Massachusetts School Building Page 7 of 14 Annual Town Meeting –

CAPITAL PLANNING COMMITTEE—CONTINUED

March 24, 2018 Authority (“MSBA”), said amount to be expended under the direction of the School Committee, in conjunction with management oversight by the Permanent Town Building Committee. To meet this appropriation the Treasurer with the approval of the Board of Selectmen, is authorized to borrow said amount under and pursuant to Massachusetts General Laws, Chapter 44, or pursuant to any other enabling authority provided further that any premium received by the Town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the General Laws, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount. The Town acknowledges that the MSBA’s grant program is a non-entitlement, discretionary program based on need, as determined by the MSBA, and any costs the Town incurs in excess of any grant approved by and received from the MSBA shall be the sole responsibility of the Town; provided further that any grant that the Town may receive from the MSBA for the Project shall not exceed the lesser of (1) forty-four point forty-eight percent (44.48%) of eligible, approved project costs, as determined by the MSBA, or (2) the total maximum grant amount determined by the MSBA; and that the amount of borrowing authorized pursuant to this vote shall be reduced by any grant amount set forth in the Project Funding Agreement that may executed between the Town and MSBA.

CEMETERY COMMISSION

The Westford Cemetery Commission, appointed by the Town Manager, is responsible for the superintendence and management of all public burial grounds within the Town of Westford as listed under MGL C114, sec. 23 titled, "Powers and Duties."

Paul Larkham
Chair

Mary Lyman
William "Bill" Rogers

Paul Murray
Alternate

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

The Cemetery Supervisor operates out of the Pine Grove office and maintenance garage. Richard Nawoichik is the Cemetery Supervisor and Heather Monahan is the Senior Assistant. Working with the Commission, they are responsible for the day-to-day maintenance of the cemetery grounds, burials, sale of lots, burial deeds, and grave lot records. The Town Clerk retains permanent records of death certificates and burial permits.

The Cemetery Commission changed over this past year with the retirement of Daniel Provost as chair. Dan spent many years working diligently within the Commission to keep our cemeteries maintained to their highest levels. All of us on the Commission want to thank Daniel for his hard work and dedication and want to wish him the very best in all of his future endeavors.

With Dan's departure, Paul Larkham, who was serving as an alternate member, was appointed to full member and Paul Murray was appointed as the new alternate.

The three main projects for the Cemetery Department over the last few years continue to move toward completion with one, the repair to the tomb and wall at Fairview Cemetery, completed. The remaining two, a well to feed the sprinkler system at Pine Grove, should be in by spring 2019; and the final construction on the expansion of Pine Grove into the next section should be well underway.

The expansion at Pine Grove has been somewhat of a long road for the Commission. Not only trying to follow the original Master Plan for Pine Grove, done at the time of its purchase by the Town, but also making sure the expansion does not encroach on the privacy of our neighbors while keeping these hallowed grounds a peaceful and welcoming area for all visitors.

This expansion became necessary due to our quickly diminishing number of available graves. With this area completed, which measures just over one half of an acre, at the present rate of usage, the Commission anticipates enough grave space for the next 10 years.

CEMETERY COMMISSION — CONTINUED

The Commission has been approached by Green Burial Massachusetts, Inc., (GBM). GBM representatives along with some local residents addressed the Commission regarding the allowance of this alternative form of burial allowed in some other Massachusetts communities. The Commission also heard from the Westford Board of Health which has given its initial approval for them.

After further discussion and consultation with Town Counsel, it was determined that approval for Green Burials would need to come from the Board of Selectmen or Town Meeting. If approved, the Commission is prepared to set the Cemetery Regulations that will govern Green Burials within the Town of Westford.

On that note, the Commission is also completing work on updating the Westford Cemetery Regulations. Over the years, three different copies of the regulations have been developed with wording in one conflicting with others. The Commission, with the diligent work of Heather Monahan, is looking at all three and developing one clean clear copy of the regulations governing our cemeteries.

Finally, for fiscal year ending June 30, 2018:

Sale of lots:

- 2 urn garden lot
- 6 niches (Columbarium)
- 4 single lots
- 7 double-grave lot
- 1 four-grave lot

Burials/Openings: 47

- 25 full burials
- 22 urn burials

Monument Permits: 23

The Cemetery Commission meets monthly, usually on the second Tuesday of each month.

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 operators (Comcast and Verizon), and Westford Community Access Television (WestfordCAT), a Massachusetts non-profit corporation, appointed as the Public, Education, and Government (PEG) access provider by the Westford Board of Selectmen. The CAC also provides related advice and assistance directly to the citizens of Westford.

Jim Silva
Tom Spuhler

Generally, this means working with the Selectmen to regularly negotiate the contracts and other agreements between the Town and the cable providers (Comcast and Verizon) and between the Town and WestfordCAT (the studio for PEG production, including various Town meetings, and distribution).

FY 2018 included several activities related to the above, including:

- Continuation of the update of the Town and WestfordCAT Memorandum of Understanding (MOU) which describes the relationship between the two. While years in progress, it is expected that this revision will be completed by the end of calendar year 2018.
- Working to resolve the issues created when one of our cable providers proposed to change the way that live broadcasts (mostly Town Meetings) are sent to the WestfordCAT for distribution to cable subscribers town-wide. Fortunately, we were generally prepared as we had made other arrangements (access to Town fiber) as part of Westford's other cable supplier's contract renewal, a few years ago, and service disruption was minimal. This will probably require modifications to the contract between the Town and the cable supplier. Expect completion in early calendar year 2019.
- Communicating with the various parties to improve understanding regarding upcoming issues at the consumer, state and federal (FCC) levels that may impact the funding and services the Town currently receives in franchise fees. These generally are due to technical and political changes, not readily under our control (we try), and we can expect them to never end. However, this can make for interesting and unique committee activities. Completion: Never.

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 2018 Community Preservation Funds:

\$2,230,665.79

The state offers matching grants from the Community Preservation Trust Fund, whose revenue is generated from designated fees at the Registry of Deeds. Because Westford set the CPA property tax surcharge at 3%, the town is eligible for additional funds from the state that other communities may not be eligible for. Westford received a 18.5% state match of \$324,179 on November 22, 2017. This amount was less than the state match from the prior year which was a total of \$373,932, however this amount can vary significantly from year to year depending on state funding availability.

Kathleen Healy
Chair (At-large member)

Marilyn Frank
Vice-Chair
Conservation Commission

Chris Barrett
Parks and Recreation Commission

Diane Holmes
Housing Authority

Dylan O'Connor
Planning Board

Robert Stafford
Historic Commission

Robert Jefferies
Christine MacMillan
Bob Price
At-large members

In FY 2018, Westford locally raised \$1,906,486.79 in Community Preservation funds.

Westford has an annual commitment of approximately \$760,000 (thru 2019) for its bond payment for the purchase of East Boston Camps. In addition, CPC funds were also used for the Town Hall renovation. The annual debt payment is approximately \$76,000 (declining every year until 2033). At previous Annual Town Meetings, two additional projects were authorized to be borrowed using CPC funds (Roudenbush rehabilitation and 46 Lowell Road open space). They are expected to be bonded in FY 2019.

3% Community Preservation property tax surcharge	\$1,755,749.40
Investment income	\$146,892.05
Interest on late tax payments	\$4,115.34
Local FY 2018 Community Preservation total	\$1,906,486.79
State Match (received 11/22/17)	\$324,179.00
TOTAL FY 2018 Community Preservation Funds	\$2,230,665.79

On March 24, 2018, the Community Preservation Committee (CPC) recommended the following projects at the Annual Town Meeting.

- \$225,876 to the Community Housing Reserve Fund Balance
This allocation more than covers the required 10% for Community Housing.
- \$145,834 to Historic Resources Reserve Fund Balance
This allocation more than covers the required 10% for Historic Resources.

COMMUNITY PRESERVATION COMMITTEE—CONTINUED

- \$110,000 for the construction of the Norman E. Day School playground and any other related costs.
- \$50,171 for the Fairview Cemetery wall repair project and any other related costs.
- \$100,000 for the Healthy Lakes and Ponds program and any other related costs.
- \$220,000 for the American Legion Field complex expansion design and any other related costs.
- \$1,163,000 for the Saltbox Farm Conservation Restriction project located at 1 Wright Lane and any other related costs.
- \$16,400 for the Westford pickleball courts project and any other related costs.
- \$6,725 for the preservation of the Willard Hall Journal and any other related costs.
- \$350,000 for the Westford Academy Community Track renovation and any other related costs.
- \$35,000 for the Library Greek windows restoration project and any other related costs.
- \$147,141 for the Sargent School windows preservation and ADA ramp access project and any other related costs.
- \$15,000 Community Preservation Committee administrative expenses
Community Preservation Committee administrative funds are used for expenses such as copying, public hearings, legal opinions, annual dues and approximately 230 hours of professional staff support per year to assist in coordination and administration of CPC projects. These expenses are appropriated annually, as unused expense funds are returned to the Undesignated Community Preservation Fund Balance.

Appreciation

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

CONSERVATION COMMISSION

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

Peter Mahler
Chairman

Eric Fahle
Vice Chair

Robert Boonstra
Marilyn Frank
Jim Gozzo
Ann Jefferies
Margaret Wheeler

Wetlands Protection Act and Local Non-Zoning Wetlands Bylaw Administration

The spring of 2018 brought heavy winds with snow damaging and uprooting trees, especially white pines and white birch. Many roads were closed with wires down and trees blocking passage. The Conservation Commission gave broad allowance for the clean-up and removal of storm-damaged trees in and near wetlands. The Conservation Commission reviewed a steady flow of applications for new single-family homes and numerous home renovation projects, with portions of those projects located within the 100-foot wetland buffer zone. In addition to these routine projects the commission issued an Order of Conditions for the Westford Residences a.k.a Hanover South, a 240-unit apartment complex located in the NetScout and Red Hat office park. The project includes the relocation of a constructed intermittent stream and new trails within the complex. The commission performed reviews and granted Orders of Conditions for road reconstruction projects including improvements to the intersection at Dunstable and Groton Roads, Routes 40 and 110. Several road reconstruction projects that were previously permitted were under construction during this year, including Main Street and Littleton Road. Both of these projects included replication of wetlands that were altered with the reconstruction. The commission continued to hold hearings on the operation and maintenance of the Greystone Dam located on the south side of Greystone Pond.

The commission and staff performed site visits and issued two enforcement orders for non-compliance with wetland laws.

Land Management

A contract was renewed with Farmer Dave Dumaresq to manage Hill Orchard located at the corner of Chamberlain Road and Hunt Road. Farmer Dave runs the farmstand, the Pick Your Own apples operation, and offers a Community Supported Agriculture (CSA) program.

The East Boston Camp portion of the Stony Brook Conservation Land was leased to The Marcus Lewis Day Camp during July and August per a five-year lease agreement which was renewed in December. The Westford Parks and Recreation Department also operates the Destination Exploration summer program on the property. Jeff Mount continued as the Facility Coordinator ensuring property upkeep so the camps can operate. Additionally, Mr. Mount meets with prospective renters showing them the facilities and preparing the site and cabins for weekend rentals, which included individual renters for weddings and other private celebrations, Scout weekends, and the Westford 5th Grade Environmental Camp. Several Westford Academy students volunteered their time to work with Mr. Mount during the spring to ready the property

CONSERVATION COMMISSION—CONTINUED

for the rental season. The commission thanks the Parks, Recreation and Cemetery Department, the Highway Department and the School Department for their help in caring for this conservation land.

At the Day Land, located at the intersection of Graniteville and Cold Spring Roads, the Community Garden remains very active with garden plots available for annual and perennial gardening. The Conservation Commission approved the use of a portion of the fields for the Westford Community Beekeepers. The Conservation Commission put out a request for proposals for an organic farmer to lease the remainder of the field, approximately 4.5 acres. The commission received one valid proposal but unfortunately, the farmer was not prepared to begin. The commission is working with the Agricultural Committee to manage the fields until they can be placed back into production. The commission will re-issue an Request for Proposal in fall 2018

The Conservation Commission formed an informal subcommittee to work on a management plan for the Nashoba Brook Conservation Area. Approval was granted to stabilize erosion of the banks around Nashoba Pond (a.k.a. Kennedy Pond) as an immediate measure prior to a full management plan being developed. The management plan will address signage, concerns with unauthorized ATV/off-road vehicle use on the property and waste on the trails from pet dogs and horses.

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

The town benefits from the many volunteers that labor to keep our trails passable in our open spaces. The Westford Trail Stewards, led by Bill Harman, meet once a week to clear paths. Ron Gemma of the Westford Conservation Trust continued to head up the Westford Invasive Species Control Group as they seek to contain several plant species that are detracting from the natural beauty and resources of the town. Unfortunately, another invasive aquatic plant, Eurasian Water Chestnut, was found in Stony Brook, and efforts to remove the plants were quickly made as the plant is very difficult to eradicate once it clogs the river channel. We appreciate the hard work of the Boy, Girl and Eagle Scouts with all types of projects on our lands. Their hard work and dedication ensure that our conserved lands will always be cared for.

Our continuing thanks to all the groups and individuals whose hard work and dedication help to preserve, protect and enhance the community's natural resources.

Land Acquisition

At Annual Town Meeting, the Town approved the acquisition of 47 acres on Lowell Road known as the Adams Land. The town authorized the use of CPA funds for the purchase of the land. Staff has submitted a Local Acquisitions for Natural Diversity (LAND) grant to the state to offset the cost of the purchase. Town Meeting also approved the purchase of a Conservation Restriction on land off Hildreth Street known as Salt Box Farm. The Conservation Commission supported this project by having the land appraised and will jointly hold the CR with the Sudbury Valley Trustees.

CONSERVATION COMMISSION—CONTINUED

As part of two Open Space Residential Development projects at Juniper Hill and Meadowbrook Estates, developers conveyed open space parcels to the town for conservation purposes.

Staff and the Commission

Conservation/Resource Planner Carol Gumbart, Assistant Planner Danielle Evans (through October 20, 2017), Assistant Planner Rebecca Cheney (beginning February 5, 2018) and Permitting Program Assistant Erin Toothaker under the direction of Chris Kluchman, the Director of Land Use Management (thru November 9, 2017) and Jeffrey Morrisette, Director of Land Use Management (beginning January 1, 2018) are the staff to the Conservation Commission.

Staff completed a draft of the updated Open Space and Recreation Plan (2018-2025) in June 2018, which was submitted to the state for review shortly thereafter. Staff also worked with the Town Manager's office to identify a potential site for a dog park.

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

The commission members also participated on other town committees. Jim Gozzo is a member of the Town Forest Committee and is also an election officer (precinct warden). Marilyn Frank serves on the Community Preservation Committee as vice-chair. She is also an election officer (warden). Bob Boonstra is vice-chair of the Agricultural Commission.

If you are interested in more information about the Conservation Commission, Westford's conservation lands, wetlands and other natural resources, please visit the westfordma.gov/296/Conservation-Commission.

In October 2017, John Cunningham resigned from the commission after nine years of service. The commission voted to recommend Margaret Wheeler to the Board of Selectmen for appointment to replace Cunningham on the commission in January 2018.

For more information visit our webpage at westfordma.gov/296/Conservation-Commission

Conservation Commission Statistics

Year	Requests for Determination of Applicability	Abbreviated Notices of Resource Area Delineation	Notices of Intent	Emergency Certificates	Violations/ Enforcement Orders
FY'16	41	0	31	10	2
FY'17	36	2	33	5	4
FY'18	27	4	23	2	2

COUNCIL ON AGING

The Cameron Senior Center is a community focal point where one will find active adults age 55 and over participating in a myriad of activity ranging from exercise classes, cultural/art programs, wellness programs and services and social events. This year, the Cameron membership included 364 new members from age 55 and upward. This growth can be contributed to the many new class/program offerings, new events and of course our extended evening hours on Tuesdays and Thursdays.

Nancy Cook
Chair

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

Some new exciting enrichment opportunities introduced at the center included THRIVE7 Wellness Class sponsored by Susan Duanto and Jim Geraghty with CrossFit110, Watercolor classes with Paula Mingoelli, Westford Senior Billiard Traveling Team coordinated by Mike Priest, Winter Concert with the Greater Boston Philharmonia Singers sponsored through The Westford Cultural Council, Holiday Luncheon at the Regency, Westford Academy Concert Series and luncheons, Ask the Property Tax Relief Representative hosted by the Senior Low Income Disabled Tax Relief Committee (SLIDTR), Pickleball 101 training sessions, Festival of Trees participation, Diwali Festival and Farm to Table, and weekly Technology Help with Vamsi Vesta.



Also, this year we were involved in several new initiatives, including the following:

- Making Westford Dementia Friendly partnering with Senior Helpers of Westford and Bridges at EPOCH as well as other Town departments, local businesses, Nashoba Valley Technical School, family members and caregivers of those affected by dementia and others in hopes to bring more community support and resources to those affected by this disease.
- Regional Taxi Initiative, which has allowed our COA to cross town boundary lines to look at additional transportation options collaboratively for our increasing population of older adults' transportation needs.
- Our COA Board worked on expanding housing options for older adults and increasing low income housing for residents who fall below 30% of the area median income as well as more housing options for older adults who would like to downsize and continue living in Westford.
- The COA Board continues to follow the important work that the Senior Low Income Disabled Tax Relief Committee, Assessors Office and Selectmen are working on to provide tax relief to low-income older adults and disabled who struggle to pay their property taxes and afford their most basic needs.

Each of these initiatives is a work in progress and has the opportunity to enhance the quality of life of all of Westford older adult population.

COUNCIL ON AGING—CONTINUED

In an effort to continue to provide excellent social services and support to our more vulnerable residents a comprehensive social service resource guide was written by the Town Social Worker, Alison Christopher, which can be found on our COA home page on the Town website (www.westfordma.gov/593/Council-on-Aging) or may be picked up at the Cameron.

This year our COA and staff were called upon to set up our first overnight shelter at the Cameron due to a winter storm that left hundreds of residents without power for three days. This shelter opening was staffed with our partners from the Westford Health Department, First Responders and Medical Reserve Corp. GIS to update on power outage restoration and Red Cross.

Also critical to the success of this recovery effort was the use of the Town's new Westford Special Needs Emergency Registry, which allowed Town responders to have updated information regarding general information, living situation, life support systems, assistance required, transportation, pets and other helpful information when assisting residents who have special cognitive, mobility and other special healthcare needs. By participating in this registry, residents with the above-mentioned health considerations permit Emergency Management and the Westford Health Department to share their information with local and state emergency responders such as Town, Police and/or Fire Departments. The registry allows first responders and emergency management officials to plan, prepare for and respond to the needs of the community in an emergency to the best of their ability. To receive a Special Needs Registry Form, call the Cameron at 978-692-5523 or Westford Health Department at 978-692-5509, which holds the Town Special Needs Registry).

The Cameron Senior Center is fortunate to have the Town Social Worker who is available to meet with all Westford residents who are experiencing a financial hardship and/or crisis by appointment, home visit or calling 978-692-5523. Also, our Outreach Coordinator works collaboratively with the Town Social Worker in providing various social services to residents age 55 and over, which include and are not limited to fuel assistance, SNAP Benefits, Town tax exemption and/or housing applications, medical equipment lending closet, and resource referrals and case management.

This year our social services staff provided the following services to Westford households:

Case management/mental health & advocacy (inc.non-seniors)	3,956
Durable medical equipment loan	240
Minor home repair	41
Yard clean-up/Sand bucket delivery	36
Holiday Baskets	210
Organic vegetable distribution	1,590
Whole Foods and Panera weekly food donations	

COUNCIL ON AGING—CONTINUED

The Westford Community Garden graciously kept our free table full of fresh produce each week during the summer as well as providing donations to the Westford Food Pantry.

COA Transportation Program provides a vital service to those ages 60 and over and/or disabled residents of Westford Monday through Friday from 8am-4:00pm, with extended hours from 4:00-8:00pm on Tuesday and Thursday evenings. Rides provided: 7,833

Property tax rebate is coordinated through the Cameron Senior Center under the guidance of Alison Christopher, Town Social Worker, and Pat Reppucci, Cameron volunteer. In 2017, 25 Westford residents age 60 and over worked in Town departments for 91-100 hours (based on minimum wage and start date) and in return received a \$1000 tax credit (minus federal exemptions) toward their property tax bill. Applications are available at the Cameron anytime but the deadline for applications is April 30.

SHINE counseling was provided by Fred Baumert of Westford once a month serving 96 clients with Medicare and health insurance information.

Income tax returns were done by Hal Schreiber, who had a record-breaking year completing 306 filings in 2018. The Cameron and all those who benefit from his wonderful service and vast knowledge of tax codes throughout the year truly appreciate his volunteer service. We also would like to acknowledge Richard Severyn, who volunteered and assisted in this service to residents.

The Westford Food Pantry is in the Cameron Senior Center but is overseen by a board that includes Ken Hyle, president, Lynn Roderick, vice-president, Alison Christopher, secretary and Richard Severyn, treasurer, Tom Brown, Jennifer Claro, Helena Crocker, Karen Heitkamp and Shirlee Plourde. To learn more about the Westford Food Pantry and to find the monthly schedule, please visit westfordfoodpantry.org.

Meals on Wheels is housed in the Cameron Senior Center but is operated by Elder Services of Merrimack Valley. Elder Services provides home-delivered meals to older adults who have a difficult time preparing a warm, nutritious meal(s). This is a donation-based program and the current suggested donation is \$2 but is not mandatory to participate in the program. Also, this year Elder Services moved away from a volunteer driver pool to stipend drivers, several of whom were once volunteer drivers. For more information or to register for this program call 1-800-892-0890.

Volunteers at the Cameron

Our center benefits tremendously from more than 150 volunteers who give of their time working as fitness center monitors, running Trudy's Boutique, preparing men's and women's breakfasts, helping with light home repairs through the Handymen



COUNCIL ON AGING—CONTINUED

program, acting as assistant grocery shoppers, working as administrative office support and, newsletter volunteers, helping with distributing fresh produce and other food distribution programs, contributing to the Friends of the Cameron's Annual Harvest Fair, coordinating the Cameron library, and many other important efforts.

Acknowledgements

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

2017-18 Friends Board of Directors: Barbara Upperman, president; Chris Kuntz, secretary; Joyce Newton, treasurer; Frances Kosenko, assistant treasurer; Gail Austin, Helena Crocker, Paul Fassenbender, Joan Greenwood, Marcel Lacombe, Pat Leathers, Kevin McGuire, Patricia Reppucci, Dick Severyn, and Donald Wilt.

Kimball Farm partnered with the Cameron to have our Annual Kimball Summer Party coupled with a delicious BBQ buffet and famous ice cream bar and access to all entertainment features of their grounds. A tremendously popular event for this year.

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

Also, we would like to thank Muffins on Main and Panera who donate baked goods to our center for all to enjoy at no price.

These food distributions would not be possible without our dedicated and hard-working volunteers who weekly pick up and organize these abundant donations.

CULTURAL COUNCIL

The Westford Cultural Council received a total of \$4,900 from the Massachusetts Cultural Council (MCC) to distribute to organizations and individuals who applied for grants to support cultural activities that benefit Westford residents. This year, the council awarded \$4,900 in grants. In awarding grants, the council seeks to serve a broad spectrum of Westford's population.

Yen Yen Lim
Chair

Erin Heinhold
Etinne Marchione
Brian Pitts

Seema Pusalkar
Anita Tonakarn-Nguyen
Lynda Vernalia

The council received 29 applications, a record high for the council. In turn, the council awarded grants to the following 24 applicants:

Demo-graphic Served	Applicant	Project	Location	Decision
Students	Chris Louis Sardella	Day School Community Mosaic Project	Westford	\$300
	Stephanie Gosselin	Rockers of Westford Academy	Westford	\$250
	Ken Culver	BSO open rehearsal	Westford	\$100
	Sustainable Westford	Film Screening w/ Producer - "A Plastic Ocean"	Westford	\$150
	The Discovery Museums	EBT \$1 Anytime Admission Program	Acton	\$100
	Chinese Family Network	Culturally themed sessions for youth and elderly	Westford	\$200
	Ken Culver	Performance at State House	Westford	\$100
	Massachusetts Educational Theater Guild	Massachusetts High School Drama Festival		\$400
	Jennifer Masterson	Save our Garden	Westford	\$300
Seniors	Steve Henderson	Mabel and Jerry - A One Act Play	Westford	\$200
	David Feng	Concert at Westford Housing Authority	Westford	\$100
	David Feng	Concert at Cameron Senior Center	Westford	\$100
General Audience	Open Door Theater	American Sign Language Interpretation for Cinderella	Acton	\$150
	Diane McGary	Resident Therapeutic Musician	Dracut	\$50
	Nashoba Valley Chorale	"Thus We Sing: Songs of Spring, Love and (Some) Mayhem"	Harvard	\$100
	Susan Richmond	Plein Air Poetry Chapbook 2018	Acton	\$50
	Contemporary Arts International (CAI)	2018 Stone Carving Symposium	Acton	\$50

CULTURAL COUNCIL – CONTINUED

Demo-graphic Served	Applicant	Project	Location	Decision
General Audience	Nashoba Valley Concert Band Inc	NVCB Concert at Westford Town Common	Westford	\$150
	Sustainable Westford	Music at the Market	Westford	\$700
	Westford Parks & Recreation Department	Summer Concerts on the Common Series	Westford	\$500
	Indian Hill Music Inc.	Bach's Lunch Concert Series	Littleton	\$100
	Westford Chorus Inc.	Classical Holiday Music with Brass	Westford	\$300
	Westford Museum & Historical Society Inc.	Collections Preservation Project	Westford	\$300
	Mausumi Barari	Songs of East India Influenced by the Mystic Minstral	Box-borough	\$150

For the second year, the Cultural Council hosted a booth at the Westford Strategic Planning Retreat in June 2018 to publicize the grant opportunity, recruit council members and to raise general awareness about the Cultural Council amongst attendees. Additional efforts to publicize the grant opportunity included wide distribution of paper and electronic flyers around town including schools and submission of online articles and press releases. The Cultural Council also leveraged social media to help publicize the upcoming grant cycle.

In 2016, the council surveyed the town to solicit feedback and determine areas of focus for funding priorities. Based on the survey findings, the WCC funding priorities were developed as follows:

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

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

The priorities are posted on the MCC website (mass-culture.org/westford). For more information on the Cultural Council, see our page on the Town's website: westfordma.gov/627/Cultural-Council.

COMMISSION ON DISABILITY

In FY 2018, the third year since its establishment, the Commission on Disability (COD) continued to mature, fortifying connections with other Commissions on Disability and forging alliances with various Town commissions and committees to address issues of mutual concern. We bid farewell to an original member, Janet Horner, who contributed so much to our early growth, and welcomed new member, Wayne Wagner, who brings great talent and energy to the team.

Katherine L. Phaneuf
Chair

Raymond K. Clark
Vice-Chair

Marguerite F. Sabatino
Secretary

Joyce L. Benoit
Scott Hazelton
Patricia C. Reppucci
Wayne L. Wagner

Activities and Accomplishments

- Established the category of Associate Membership, to be comprised of two Associates who will serve in an advisory capacity and assist the Commission in its mission.
- Assisted the Town Manager's office in reviewing the following documents required by the Federal Americans with Disability Act (ADA), updating as needed:
 - "Notice under the ADA"
 - "Grievance Procedure under ADA"
- Continued reviewing a catalog of Town properties, working toward updating Westford's ADA Self-Evaluation and Transition Plan. This plan assesses ADA compliance with respect to programs, services, and activities of the Town and spells out how deficiencies will be addressed.
- Communicated with the Town Manager's office to offer assistance as they proceeded with their ADA Project Grant Application for FY 2018.
- Followed up on reports of accessibility issues with local businesses—evaluating when necessary—and assisted in understanding obligations and compliance with requirements. Compliance with these requirements, which are governed by the ADA and the Massachusetts Architectural Access Board (MAAB), improves accessibility for disabled patrons and employees. The COD coordinates its efforts with Westford's Building Inspector, who is also the Town's ADA Coordinator.
- Continued to develop relationships with other towns' Commissions on Disability, working on issues of mutual interest and learning from the experience of those Commissions.
- Began an assessment of accessibility and safety at Town Center, including the areas around the Common, near the Fletcher Library, and Town Hall. This included research into the relative safety and accessibility of various types of crosswalk markings and materials.
- Presented a statement at the Annual Town Meeting concerning the installation of traffic signals at the intersection of Boston Road and Main Street, with the aim of improving accessibility and safety.
- Worked with the Pedestrian Safety Committee (PSC) on the issue of snow removal from sidewalks in Westford. The ADA and MAAB define obligations to maintain accessible features, which includes removing snow from sidewalks and curb cuts.
- Clarified the process to establish a Handicapped Parking (HP) Fine Account, funds to be used for purposes such as:
 - Reducing barriers to accessibility
 - Providing education on topics related to disabilities
 - Acquiring assistive technologies

COMMISSION ON DISABILITY – CONTINUED

- Began work with the Director of Parks and Recreation on a plan to improve accessibility at Forge Pond Beach.
- In coordination with the Conservation Resource Planner for the Conservation Commission, reviewed the draft of a Northern Middlesex Council of Governments (NMCOG) report on the ADA compliance of Westford's recreational facilities and conservation lands. The COD participated in its development.
- Advised the Town Moderator, who had already begun to research measures to improve accessibility at Town Meeting, on additional ways to improve accessibility.
- Presented a poster about Westford's COD at the Annual Town Retreat, which included our charter, basic information on the ADA and the MAAB, and expanded upon the role of the COD in helping direct people to appropriate resources.
- Additional topics discussed by the COD included:
 - Tax relief programs for the elderly and disabled
 - The impact of power outages on persons with disabilities
 - Improving accessibility at voting stations

Mission of the Commission on Disability

The COD promotes the inclusion of persons with various forms of disability in all aspects of community life. The COD advises and assists Town officials and employees in ensuring compliance with State and Federal laws and regulations that affect people with disabilities. In cooperation with other Town Committees, citizens, and citizen groups, the COD works to improve accessibility to Town services, programs, and activities, as well as advocate for improved accessibility at places of business in the Town of Westford. Finally, the COD provides information, referrals, guidance and technical assistance to aid individuals, public agencies, businesses, and other organizations in matters pertaining to disability.

Contact Information

Email: disability@westfordma.gov

Website: westfordma.gov/535/Commission-on-Disability

DOG PARK TASK FORCE

During FY 2018 the Dog Park Task Force was extremely busy, meeting 10 times while also searching for two acres of land for the park. We received a huge positive response at the Farmers Market, but despite 550 followers on our Facebook page we do not yet have a park. After we met defeat by the Board of Selectmen on all the choices we offered for consideration in February and April 2017, the task became more difficult. During that time it became apparent that the Stanton Foundation had some prohibitive requirements around the land a town might give up for this purpose. The Selectmen requested that the Town Manager become directly involved and we looked at several options with her. Land on Gage Lane became a possibility. Members of the Task Force met with the Town Forest Committee to discuss what a park might look like, received their tentative approval, and the Town Engineer worked up preliminary drawings. It was at that point we realized that it was probably too small, there was no place for later expansion, and there was a potential water problem in the spring.

Edie Fruscione
Chair

Kate Olson
Co-Chair

Avery Adam
Lauren Coffey
Julie Darcy
Christine Flood
Karen Hudson
Will Krake
Nan Lindstrom
Joshua Manuel
Teresa Olsen
Mark Olson
Michelle Pilotte
Debra Rourke
Rosemary Theroux
Kelly Tierney
Krish Velmurugan
Kelly Wong
Marsha Wyman

Members of the Task Force also had discussions with the Water Department regarding land near the Graniteville ballfields but met with opposition from the Recreation Department. In January 2018 we returned to the Board of Selectmen to ask that Farmer Way be reconsidered. Without the support of the School Committee, however, the Selectmen declined to vote on the matter. Additionally, they suggested that the subject of a dog park be returned to the Recreation Department with the Task Force taking on a new role that we will be defining as we move forward.

The Task Force ended the fiscal year with several resignations. Terms had not been staggered and after their two-year commitment six members went on to new interests including other Town committees for some and graduate school for others.

We thank all members for their time, hard work, and dedication over the last two years.

ECONOMIC DEVELOPMENT COMMITTEE

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

In its sixth year of operation, the Economic Development Committee had another busy year in FY 2018 with numerous highlights and accomplishments.

The major emphasis for the Economic Development Committee during FY 2018 was the development and implementation of the detailed 2018 Workplan. The Economic Development Self Assessment Tool (EDSAT), conducted in 2016, formed the basis of the 2018 Workplan, along with the 2009 Master Plan. Bill Nussbum and Tom Barry serve as liaisons to each of the sub-groups. Jodi Ross and Chris Kluchman are key to working with participants in the groups to help ensure progress is made on each of the EDC goals.

During the year Eli Demetri retired from the committee. We will miss Eli's analytical abilities and his dedicated work on the Westford permitting process and the EDC Permitting Guide. Eli was also the EDC representative to the 12 North Main Street Task Force where he was a very active contributing member. We also said goodbye to Chris Kluchman, EDC member and Director of Land Use Management, who left the Town of Westford for a position with the Department of Housing and Community Development as their Housing Choice Program Director. Chris was our eyes and ears with potential companies having interest in moving to the town. We welcomed new member Jeff Morrisette, Director of Land Use Management, who replaced Chris.

In July, we invited Tom O'Donnell, director of the UMass Lowell Innovative Hub, to our EDC meeting to explain the availability and advantages of their Incubator program. We developed plans to hold a future EDC meeting at their facility. In October, we were fortunate to hold our EDC meeting at the Innovation Hub. Prior to the meeting, attendees were given an extensive tour of the Innovation Hub by Tom O'Donnell. The hub provides space, shops, and state-of-the-art equipment to entrepreneurs trying to develop their businesses.

Thomas Barry
Chair

William Nussbum
Vice-Chair

Joan Bennett
Ronald Caterino

Thomas Clay
Board of Selectmen liaison

Jeff Morrisette
Bruce Rosenberg

Jodi Ross
Christina Sacco

Ian Coveny
Craig Dillon
Alternates

Patti Mason
Westford Business Association Liaison

ECONOMIC DEVELOPMENT COMMITTEE—CONTINUED

Ron Caterino completed a list of businesses along the Route 40 corridor, as he had done for Route 110. This list will be helpful in determining the types of businesses that would be beneficial to Westford residents and the town.

Eli Demetri conducted a study of eight small companies who have come to Westford since the inception of the Permitting Guide to obtain data on their use of the guide. This will provide the basis of updates needed to improve the usefulness of the guide. Eli also worked with appropriate Town departments to get their respective updates for the next version of the Permitting Guide. A questionnaire was distributed to seven Town departments for their respective updates. Responses will be added to the improved guide.

Chris Kluchman reported on progress in the area of transportation. Westford and Littleton worked together to establish a shuttle starting in the Fall. The shuttle will operate between the Littleton train station and three stops at Red Hat, Juniper Networks, and IBM.

In order to work closely with appropriate groups, two EDC members volunteered and were appointed to liaison positions on two critical organizations. Joan Bennett was appointed to serve as the EDC representative to the Middlesex 3 Coalition, and Bruce Rosenberg was appointed to serve as liaison to the 495 MetroWest Partnership. Joan and Bruce report at each EDC meeting on areas of EDC interest with both organizations.

Joan Bennett attended the breakfast with Massachusetts Secretary of Housing and Economic Development Jay Ash at Middlesex Community College in July.

Several members attended the Westford Business Association Annual Meeting in November, 2017. Sarah Fletcher was elected as the WBA's new president. Collaboration objectives between the WBA and EDC were reviewed with the new WBA President.

The EDC continues to serve on the 12 North Main Street Task Force, instituted to explore many issues surrounding this site and to determine potential future uses of the site, with periodic reports to the Board of Selectmen. With the retirement of Eli Demetri, Tom Barry now fills the role as the EDC Representative on the task force, providing monthly updates to the EDC of all activities of the 12 North Main Street Task Force.

At the November EDC meeting, at the suggestion of Selectman and EDC member Tom Clay, we invited Meredith Harris, executive director of the Marlborough Economic Development Corporation, to visit the Westford EDC. Meredith provided us with details of the Marlborough EDC structure, budget information, and sources of revenue for the Corporation. She also discussed Marlborough's tax rate, vacancy rates, their Apex program, and their development of a one-page information bulletin. Comparing Marlborough's organization will be very helpful to the future of Westford's EDC.

Our Director of Land Use Management, Chris Kluchman, who is also a member of the EDC, continued to represent Westford on the CrossTown Connect Board, and has been actively promoting the efforts of the transportation management association, working on many aspects of transportation including shuttle systems and service between the

ECONOMIC DEVELOPMENT COMMITTEE—CONTINUED

Littleton Train Station and local Westford Businesses. Chris's departure from Westford has left a void in Westford's representation on CrossTown Connect.

Two EDC members, Ron Caterino and Tom Barry, participated on the Tax Classification Committee appointed by the Board of Selectmen to study the issue of a split tax rate for the town and report a recommendation to the BOS. The committee interviewed 16 towns similar to Westford to understand their experience with moving to a split tax rate between business and residential. After approximately five months of research, the committee recommended that a single tax rate with a small business exemption be continued, and re-examined in about five years. We also recommended that the Town consider removing the small business exemption and increasing the exemption amount for the personal property taxes.

In December, Ryan Feinberg, Wilder Group leasing agent, visited the EDC to discuss the status of the Westford Valley Marketplace I and II. Internet buying has affected the shopping center on Route 110 similar to other "brick and mortar" stores nationwide. Wilder is updating the façade of the WVMP to improve the image. With a current 25% vacancy rate in the WVMP, Wilder is focusing on attracting fitness/yoga/spin types of clients, which cannot be done with the internet. Whole Foods is excited about its Westford location and the new façade.

The EDC asked Paul Starratt to explore the status of a second stoplight on Route 110 at a second entrance/exit from WVMP. Paul invited the State Engineer to meet with the EDC and Town Manager to explore the possibility. The State has agreed to conduct a traffic study in the area along Route 110 to see if data has changed that would warrant the installation of a second stoplight.

The committee met with Total Outdoors in March, to discuss their proposal to install a digital billboard along Route 495 in Westford. While the EDC appreciated their time and presentation, we voted not to support the project.

The EDC worked with a local business owner on the possible purchase of 2½ acres of land on Route 40 for the construction of a 10,000-square-foot office building. The individual chose a parcel outside of Westford for the project.

Ron Caterino and Bruce Rosenberg attended the 495 MetroWest Partnership on November 17th. The Employer Survey & Forecast shows a generally positive outlook for the region. Panel discussion of regional experts reflects common challenges of housing, transportation, and workforce. Tom Barry attended the Partnership's meeting on "Positioning Priority Development Areas for Success."

The Economic Development Committee shared a booth this year with the WBA at the 2018 Strategic Planning Retreat held at Kimball Farm in Westford. It was an excellent turnout and the EDC/WBA booth generated great interest by attendees.

Westford EDC received a 120-hour grant under DLTA (District Local Technical Assistance) XI for the assistance of NMCOG. Jay Donovan will spend most of his time updating the Small Business Permitting Guide to generate a "faster time to market," as

ECONOMIC DEVELOPMENT COMMITTEE—CONTINUED

well as updating the Economic Development section of the 2009 Master Plan. Jay will be assisted by Bruce Rosenberg to complete this effort by the end of 2018.

The EDC worked with the Middlesex 3 Coalition to conduct a “What’s Happening in Westford” meeting held at NetScout in May. The speakers at the well-attended session focused on the current activities of the town, the WBA, the EDC, and the CrossTown Connect, as well as current happenings at NetScout. A tour of the facility was provided following the meeting.

Finally, a sincere thank you to Patti Mason who continues to serve on the EDC as a liaison from the Westford Business Association. Patti brings energy and enthusiasm to the EDC and is a great source of information from the entire town.

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

EMERGENCY MANAGEMENT AGENCY

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

Joe Targ
Tim Whitcomb
Co-Directors

In September 2017 we monitored the threat of Hurricane Jose, however we ended up unaffected in Westford. A fall wind and rain storm that did affect us was at the end of October starting on the 29th that brought widespread power outages to the town and closed many roads because of trees and wires down, so much so that Halloween trick-or-treating was postponed. On November 1, 2017 there were still 790 residents without power. Later in November we monitored a potential rain and wind event that had minimal effect on our area. Closing out 2017 from mid- to late-December we had several snow/wind/icing events that again brought moderate power outages to our town and then going into a extended period of bitter cold for the region.

Early January 2018 the cold continued and we dealt with a major winter storm although there were minimal power outages. A heavy rain storm impacted our area in mid-January with some flooding and then icing. Snow events continued through the month with moderate impacts on power throughout the town. Smaller to moderate storms continued into March that produced more significant storms along with a Nor'easter that impacted the town causing wide spread outages that extended for several days. June 2018 brought tornado watches and warnings to the area; our town received only wind and rain, however significant enough to again cause moderate power outages.

The State requested several IDA's (initial damage assessment) reports to see if Middlesex County qualified for a disaster declaration. The only event qualifying is the March 13-14, 2018 storm which we are currently working on for reimbursement.

The Town received the final payment from the 2008 ice storm. Ten percent of the previous State contract was retained and we received the final payment of \$812.79.

Working with the Massachusetts Emergency Management Agency (MEMA) we updated the town's shelters and shelter resources. We continued meeting with Littleton and Chelmsford for regional medical needs shelter planning.

We received an Emergency Management Performance Grant (EMPG) from MEMA in the amount of \$4,960. This fiscal year using the EMPG the Town procured plate carriers, plates, and ballistic helmets for Fire and Ambulance personnel

We are frustrated along with our residents with the continued extended power outages throughout the year and we continue to meet with National Grid and our colleagues in neighboring communities. Westford Emergency Management along with Police Chief McEnaney attended a Massachusetts Department of Public Utilities hearing regarding National Grid's performance during the October 30, 2017 storm.

Westford E.M. continues to maintain our membership in the North Middlesex Area Emergency Planning Committee as our Regional Emergency Planning Committee. We

EMERGENCY MANAGEMENT AGENCY—CONTINUED

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

ENGINEERING DEPARTMENT

Intersection improvements at Oak Hill Road and Groton Road began construction in April 2018. When the project is complete in 2019, the intersection will include a traffic signal, sidewalks, crosswalks, drainage improvements and a new culvert at Gilson Brook. While the Town paid for the design and land acquisitions associated with the work, \$2.5 million for construction has been funded through the MassDOT (Department of Transportation) Transportation Improvement Program.

Paul Starratt, P.E.
Town Engineer

Jeremy Downs, P.E.
Assistant Town Engineer

Bill Kenison
*Inspector/
Facilities Technician*

The intersection improvements at Dunstable Road and Groton Road is out for bid with the start of construction scheduled for April 2019. The design phase of this intersection project included active participation from abutters, businesses and public safety officials and will result in new pedestrian accommodations, stormwater improvements and a full traffic signal system to replace the existing flashing light.

Design of the Boston Road Reconstruction Project began in 2018 as a combined effort of the Engineering Department, Highway Department and Water Department, including a new water distribution system, a sidewalk connection from the Town Center to Littleton Road, drainage improvements and bike lanes. This project was approved by MassDOT for approximately \$6 million in construction funding with assistance from our regional planners at the Northern Middlesex Council of Governments. It is anticipated that the design plans will be completed and permitted for construction in 2022-2023.

This department also has responsible charge for public projects that must meet local, State and Federal requirements for procurement, environmental impact, transportation, safety, zoning and accessibility. Engineering responsibilities for these projects include design, estimates, construction management and inspectional services. Private projects are also reviewed for compliance with Town ordinances in stormwater management, traffic and subdivision rules and regulations.

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

Additionally, the Engineering Department has a lead role in the management of the U.S. Environmental Protection Agency's Phase II Stormwater program that requires the Town to meet permit thresholds in order to discharge stormwater runoff into our natural resources. In order to protect and preserve the natural resources in Westford, this department works with the School Department in a week-long course to teach stormwater responsibility to all fifth grade students through the Living Labs program.

FINANCE COMMITTEE

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

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

An extensive review process and much deliberation preceded the Committee's FY 2018 budget recommendations. During this period, the Committee met with the Town Manager, Finance Director, department heads, Board of Selectmen and School Committee to discuss the proposed budgets and to gather information necessary to provide the budget recommendation to Annual Town Meeting. The Committee publishes and mails its recommendations and background information on the budget to all Westford residents before Annual Town Meeting.

In March 2018, the voters at the Annual Town Meeting originally passed a \$114,361,819 operating budget for FY 2018, an increase of about \$3,758,136 (3.40%) over the prior year's final budget, with the majority funding the Westford Public Schools budget (+\$1,441,876) and the Employee Benefits & Miscellaneous budget (+\$508,109). Overall, Town Meeting was presented with a balanced budget, where anticipated revenues are projected to match the approved operating budget. In the fall, Free Cash was certified at \$3,779,560. The Town will begin FY 2019 with a Free Cash balance of \$4,289,481 in addition to our Stabilization Fund balance of \$5,289,370, leaving 8.96% of the operating budget in reserves. The goal is to have between 5% and 10% of available funds in reserve. The net effect of these budget elements yielded a tax impact increase of 3.38%.

In FY 2018, Westford received a 1.65% increase to state aid, with an additional \$146,490 in Chapter 70 funding and \$79,692 in Unrestricted Local Aid. However, the burden of providing local service continues to rely more heavily on property taxes and local revenues. New growth was certified at \$408,857 in FY 2018, which is \$298,565 less than FY17. Many large commercial and residential projects have been completed, so the town is not experiencing the same time of new growth to its tax base such as when Cornerstone Square and Princeton Properties were completed. The town will most likely see new growth increase in FY 2019, as 460 apartment units are expected to begin construction along Route 110.

Lastly, the health insurance premium for current employees increased by 2.9% as the Town and Insurance Advisory Committee agreed to make plan design changes that resulted in a total estimated cost avoidance of \$596,000 for the Town and \$323,000 for employees and retirees over the last eight months of FY 2018. The Medicare rates for retirees aged 65 and older increased by 5.8%. Westford also contributed an additional \$100,000 to the health insurance stabilization fund, bringing the total to \$639,627. We

Gerald Koehr
Chair

Glen Secor
Vice-Chair

Heather FitzPatrick
Clerk

Liewei Bao
Ellen Doucette
Dennis Galvin
Kristina Greene
Shankar Hegde
Hari Vetsa

FINANCE COMMITTEE — CONTINUED

also contributed \$1,008,113 to our Other Post Employment Benefits (OPEB) liability, bringing the total funding, which was \$4,554,552 as of June 30, to \$5,427,193. These financial factors enabled Westford to maintain its AAA bond rating with Standard & Poors.

In September 2017, the Committee conducted its annual reorganization and elected Gerald Koehr, chair; Glen Secor, vice-chair; and Heather FitzPatrick, clerk. The Finance Committee would like to thank Dennis Wrona, Ingrid Nilsson, Ellen Doucette, and Glen Secor for their many years of service to our Town. The Committee meets Thursdays at 7:00 pm, weekly during budget reviews. Westford's Finance Director Dan O'Donnell provides invaluable financial updates and assistance to the committee.

FIRE DEPARTMENT

Ambulance/Paramedic Program

After evaluating the trial period for accepting credit card and ACH (Automated Clearing House) payments, we determined there was sufficient demand and usage to continue the program.

Joseph T. Targ
Fire Chief

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

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

Training

We sent Firefighter/Paramedic Sean Brown to training by the Counter Narcotics and Terrorism Operational Medical Support (CONTOMS) Program, a tactical EMS course. It was a 56-hour, five-day Train the Trainer course.

Firefighter/Paramedics John Tuomi and David Lefebvre attended a Casualty Management for Active Threats program.

Capital Program

The 2017 Annual Town Meeting approved the replacement of Engine 4, a 1999 pumper. The new pumper, from E-One/Greenwood Emergency Vehicles, was scheduled for delivery in July 2018.

The AEDs (Automatic External Defibrillators) were no longer serviceable, so they were updated with new Phillips units.

The work continues with our architects from Context Architecture, Castagna Construction, the general contractor, Vertex the Town's Owner's Project Manager, and the Permanent Town Building Committee to construct a new Center Fire Station on the Town-owned Boston Road site. The project for the five-bay station is substantially completed and we are expecting to occupy the station in the fall of 2018.

Our Fire Alarm Operators moved to the new Public Safety Dispatch Center (formerly the Police Training room) in the fall of 2017.

SAFE Program

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

FIRE DEPARTMENT — CONTINUED

our community. We thank our community for working with us to secure a safe place to live, work, and play.

Personnel

Last year we saw several of our firefighters retire.

Lieutenant Harold “Haffie” Fletcher retired this year. Haffie was a third-generation firefighter in Westford. He became an Auxiliary Firefighter in June 1971, a paid call Firefighter on June 1, 1975, and an EMT in 1979. Haffie worked as a Firefighter at Fort Devens from 1985 to 1987, and was hired as a Permanent Firefighter in Westford on July 14, 1987. He was promoted to Lieutenant on the call department on July 13, 2000, and to a Permanent Lieutenant May 1, 2001. Lt. Fletcher was also a member of the state Hazardous Materials Team and the DC-Wildland Fire Team.

Firefighters Mike Cool and Brian Foley, long-time call department members, retired.

Two new members joined our department last year: Jon Zielinski and Ben Simmons, both hired as Firefighter/Paramedics.

Fire Chief

Joseph T. Targ

Deputy Fire Chief

Daniel A. Britko

Full-Time Firefighter/EMTs

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

*Temp

FIRE DEPARTMENT — CONTINUED

On-Call Firefighters and EMTs

A-Group

Firefighter/EMTs

Michael Cool
James R. Klecak
Thomas Lemieux

B-Group

Firefighter/EMTs

Brian Foley
Don Post
Cody McNayr

C-Group

Firefighters

Stephen A. Wyke

D-Group

Firefighters

James Joncas

EMT

Nancy V. Burns

Auxiliary

Matthew Wyke

Special Assignment Firefighters

Fire Training Director

Capt. David O'Keefe

Fire Investigation Unit

Joseph Delpapa

Emergency Management

Co-Director

Chief Joseph T. Targ

ALS Coordinator

Zachary Driscoll

Clinical

Coordinator

Timothy A. Bellemore

Fire Prevention, Juvenile Fire

Setters Program, SAFE,

Community Service Officer

Lt. Donald Parsons

Grants

Capt. David O'Keefe

Lt. Michael Denehy

Hazardous Materials

Tech.

Lt. Harold Fletcher

SAFE-Educators

David Lefebvre

Justin Geneau

Kurtis Triehey

Website Information and Support

David Christiana

Code Enforcement

Deputy Chief Daniel

Britko

Lt. Donald Parsons

Communications Team

Matt Svatek

David Lefebvre

Jody Carroll

Chief Joseph Targ

Public Safety Telecommunicators Assigned to Fire Alarm

Colin Osgood

Nick Demins

Jody Carroll

David Avery

Brandon Burns

Brian Feddersen

Office Manager

Joseph Joyce

FIRE DEPARTMENT – CONTINUED

Working on/system tests	462
Ambulance calls	1952
Outside ALS lowell	26
Outside ALS Pro	5
Assistance	166
Appliance	11
Engine medical assist	1778
Box alarms	193
Trouble alarms	180
Brush	15
Smoke in building	24
Carbon monoxide detector activation	82
Vehicle	10
Fuel	4
Chimney	0
District 6 incidents	63
Outside electrical	32
Alarm company calls	164
Natural gas leaks	41
Smoke investigation	105
Illegal burn	23
Elevator rescue	4
Lockout	42
Fire in building	13
Water problems	28
Fire, other	39
Mutual aid out	15
Mutual aid in	27
Dumpster	2
Water/ice rescue	2
Total engine responses	3063

Cooking fire permits	60
Brush permits	1091
Blasts monitored	7
26F26G (smoke detector inspections)	276
Fire drills	13
Mutual aid ambulance in	93
Mutual aid ambulance out	99
Black powder blasts	6
Primer cord blasts	4
“Back-to-back” calls	779
Multi-FF/EMT transports	78

FIRE DEPARTMENT – CONTINUED

Requested mutual aid fire in: 27

Requested mutual aid ambulance in: 93

Mutual Aid Received

Town/service	EMS	Fire
Lowell General Paramedics	26 ALS	
Pro ALS	5 ALS	
Littleton	35 ambulances	35 engines
Ayer	2 ambulances/ALS	3 engines
Medflight		
Trinity	8 ambulances	
Groton	3 ambulances	1 engine
Tyngsboro	8 ambulances	1 engine
Carlisle		1 tanker
Chelmsford		2 engines 1 ladder
Lowell		1 ladder
Acton	3 ambulances	3 engines
Nashua, NH		4 engines
Concord		
Department of Fire Services		
Devens		

Request for mutual aid fire out: 15

Request for mutual aid ambulance out: 99

Mutual Aid Given

Town/Service	EMS	Fire
Littleton	40 ambulances	3 engines
Acton	9 ambulances	
Ayer	1 ambulances	3 engines 1 tower ladder
Groton	29 ambulances	1 engine
Tyngsborough	4 ambulances	4 engines
Chelmsford	11 ambulances	3 engines
Lowell		
Carlisle	3 ambulances	

BOARD OF HEALTH

The Board of Health, an elected board, is responsible for developing policies and regulations and for enforcing local and state health and sanitary codes. The Board is charged with protecting the public health and safety of the town. The Board of Health meetings are held the 2nd Monday of each month at Town Hall.

In 2017-18, the Board of Health continued its proactive approach to protecting the public health of the community by updating our Septic Regulations, updating the fee schedule and enforcing the new Polystyrene Byaw .

Zac A. Cataldo
Chair

Stephanie D. Granger
Vice-Chair

Michele Pitoniak-Crawford
Secretary

Joanne Belanger
Susan M. Hanly

The following personnel support the Board of Health:

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



Public Health
Prevent. Promote. Protect.

HEALTH DEPARTMENT

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

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

Health Services Division

Health Services Division focuses on early detection of disease, elimination or control of risk factors for adverse health conditions, and the application of available preventive measures. It addresses a comprehensive range of health conditions and concerns. Programs and services include communicable disease surveillance, communicable disease control, immunization programs (including yearly community and school-based flu clinics), health fairs, educational programs for the community and schools, health screenings, mental health programs (with referrals), substance abuse prevention services, school-based dental program (grades K-6), senior dental program, tobacco control (including enforcement of state and local smoking control requirements), issuance of permits for tobacco retailers (with compliance monitoring), town employee wellness program, sharps program, unwanted medication drop off, and emergency preparedness. You can access the complete list of services on our website at www.westfordma.gov/215/Health-Department.



The Health Department remains the host agent for the Upper Merrimack Valley Medical Reserve Corps. The 550-member unit prepares for local disaster response and promotes public health across the region. The unit supported 21 inoculation clinics across the region, including nine flu clinics in Westford. The Town Nurse and the MRC coordinator served as advisors for HOSA (Health Occupation Students of America) / Future Health Professionals at Westford Academy. This year they competed in Texas.

This year, the MRC and Health Department continued to train volunteers and citizens with in the federal program “You are the Help...Until Help Arrives.” Training for our members and for the public is an ongoing initiative. Additionally, coordinator Nancy

HEALTH DEPARTMENT – CONTINUED



Burns created an EDS video that helped explain to both residents and officials how an Emergency Dispensing Site works and why it is important.

Our MRC unit applied for and were awarded a \$7,500 NACCHO (National Association of County and City Health Officials) Challenge Grant. These funds allowed us to develop programing such as mental health first

aid for children. We also continue to educate senior citizens and the homebound about emergency preparedness. To maintain our readiness, we continued to recruit, credential, train, and steadily build on our deployment skills. For more information about the UMVMRC, see www.UMVMRC.org.

Twenty five members responded to a standby call-out for a storm in March 2018, in case they were needed to staff emergency shelters. Members did staff an emergency shelter at the Cameron Senior Center for three days during a power outage. Adults, children and even turtles were cared for. Three storms in March caused the MRC to be constantly vigilant and ready to go.



The Town continues to address the issue of domestic violence within the community through the Westford Coalition for Non-Violence (WCNV). Representatives from various town departments, concerned residents, clergy, and victims attend monthly planning meetings. This year brought in Ben Zeman to perform his skit named “The Voices of Men” at the “Light Up the Night” annual event during Domestic Violence Prevention Month in October. We would like to thank him again for an incredible effort. For more information on the WCNV and a listing of local resources, go to www.wcnv.org.

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

During the year Ray Peachey, the Substance Abuse Prevention Coordinator, has worked

HEALTH DEPARTMENT — CONTINUED

to bring speakers to Westford, Narcan for the Police Department and other educational materials. In November, we again did the Celebrate with Care project. This project tries to make people aware of not driving while impaired and also suggests non-alcoholic drinks for parties they may be hosting.

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

We continue to monitor tobacco sales at our local stores. The tobacco regulations were changed, increasing the age to purchase tobacco to 21 years old. Vaping has now become the challenge of the tobacco industry. The Health Department has worked with School Resource Officers to identify what changes need to be made to the tobacco regulations to keep up with technology.

Gail Johnson, RN, our public health nurse, has taken on a greater role in public health nursing. She has reached countless residents through clinical services offered through the department. We provide a number of disease-prevention and health-promotion programs to residents and Town employees. Gail was honored as a 2018 Local Public Health Fellow this year.



We also continue to address dental health through two important services. Our school dental program for students in grades K-6 is led by dental hygienists Catherine McLarney, Andrea McKinley, and Lisa Smith, who are committed to providing an excellent oral health program to the students. Because of our generous benefactors and Dr. Tom Schofield, we are also able to continue the dental program for senior citizens. Our grants, administered in cooperation with the Cameron Senior Center, provide high-quality dental care for underinsured seniors.

Environmental Services Division

The Environmental Services Division is charged with the protection and prevention of environmental hazards that may adversely affect the health, safety and well-being of Westford residents. Programs and services include Title V inspections and permitting, swimming pool inspections, beach testing, licensing and inspection of all food establishments, inspection and licensing of all recreational camps, hazardous materials and storage bylaws, animal, rodent and vector control, mercury program, investigation of environmental violations, site plan reviews, groundwater protection and surveillance, housing inspections and enforcement actions, abatement of general health nuisances, and educational programs on both environmental and food safety issues.

The Healthy Lakes and Ponds Collaborative continued to monitor the previous years'

HEALTH DEPARTMENT – CONTINUED

pond treatments and followed them up with additional monitoring to track invasive weed growth. They were also granted \$100,000 to continue this important work into FY 2019.

The food inspection program is run by Arnie Price. Arnie presented a Serve Safe course to organizations and businesses. He also offered food safety training at the Senior Center for their volunteers. The FDA Voluntary National Retail Food Regulatory Program Standards is a program which has nine standards, designed to foster food safety through risk-based systems. This year the Department met one of the standards. The Health Department has achieved Standard 3 and Standard 7.



Rae Dick is the primary health agent for the Town. She continues to provide numerous inspectional services including weekly beach testing, camp inspections, housing cases, and Title V inspections and Hazmat Review.

HEALTH DEPARTMENT STATISTICS

School-Based Dental Program

Total in program	280
Total fluoride/cleaning/screening	42
Total number of screenings	238

Total number of referrals

Caries	54
Orthodontics	41
Sealants	82

Totals by class

Kindergarten	73
Pre/1st grade	87
2nd grade	25
3rd grade	44
4th grade	17
5th grade	34
6th grade	2

HEALTH DEPARTMENT – CONTINUED

Communicable Diseases

Campylobacter	4
Babesiosis	1
Giardia	3
Cryptosporosis	1
Hep B	1
Hepatitis C	5
HGA	16
Legionellosis	0
Lyme Disease	47
Salmonella	6
Shiga toxin producing organism	1
Active TB	18
TB Latent	17
Varicella	1
Pertussis	4
Influenza	182

Services

School Flu Immunizations	35
Seasonal Flu immunizations	1247
Pneumonia	0
Immunizations	72
Pap Smear Clinic	2
Home Visits	19
Hearing testing	55
Hypertension Screening	106
Animal Bite Consultation	28
Cholesterol Screening	11
Tuberculosis Testing	4
MRC Hypertension Screening	682

Educational Programming

Number of Programs	20
Participants	540
Employee Health Programs	14
Number of Participants	265
CPR Trained	93

Documents and Applications Processed

Septic Related	
Septic Haulers/Installers	75
Soil Evaluations & Percolation Testing	90
System Construction	139
Portable Chemical Toilets	10
Title 5 Inspections Reviewed	253
System Construction Inspections	512

Water/Well Systems Related

Wells/Water Systems	16
---------------------	----

Camp/Camping Related

Day/Overnight & Rec Camps	8
Inspections Conducted	8

HEALTH DEPARTMENT – CONTINUED

Recreational Water Related

Swimming Pool Inspections	21
Swimming Pools	18
Bathing Beaches	14
Bathing Beach Inspections/Testing	210

Food Service Related

Permitted Food Establishments	184
Food Establishment Complaints	10
Catering Licenses	5
Other (Frozen Dessert, Milk & Cream)	109
Food Establishment Plans Reviewed	6
Mobile	19
Seasonal Establishments	27
Temporary Events	66
Farmer's Market	21
Residential	8

Other

Temporary Housing	9
Housing Inspections	32
Beaver Inspections/Complaints	5
Building Permits	186
Stabling & Piggery Permits/Inspection	27
Hazardous Materials Registration	54
Demo Permit Inspections	17
Funeral Director License	1

HEALTHY WESTFORD COMMITTEE

The committee's mission is to support the community members of Westford in improving their households, public Spaces and ecosystems

Its purpose is to work with a combination of Town departments, boards and committees to investigate ways to promote Westford as a healthy community through policies, programs and infrastructure planning.

In 2017-18, the Healthy Westford Committee is made up of a very dedicated group of town employees and residents who spent time taking feedback from the community and implementing some programming. Some of this programing included supporting health fairs, creating trail maps, sponsoring trail walks, and participating in town events. Additional work has gone into creating more user-friendly trail signs and promoting new trail walks. Future work by the group will include work around supporting pedestrian safety, litter control and supporting community events.

Jeffrey Stephens
Chair

Zac Cataldo
Michelle Collett
Lauren D'Anostino
Will Darling
Megan Eckroth
Don Galya
Gloria Gilbert
Carol Gumbart
William Harman
Alisha Hillam
Katherine Russell
Lynn Tyndall
Kristen Upham



HIGHWAY DEPARTMENT

The Highway Department from July 1, 2017 through June 30, 2018 performed the following work:

Richard (Chip) Barrett
Superintendent

Town Roads

Regular maintenance and repair of town roads consisted of cleaning and repairing catch basins and manholes, cutting of brush on the sides of the roadways, repair of guardrails, and patching and sweeping of roads and municipal parking lots. The Department also grades all town gravel roads, installs berms and curbing, and cuts and clears trees from the roadways, during and after storms. This year 21,000 tons of bituminous concrete was used for repair and maintenance of town roads.

Roads Resurfaced

The following streets were resurfaced with bituminous concrete:

Rutland Circle	Heywood Road
Black Bear Lane	Crest Drive
Nabnasset Street	Shelly Lane
Pine Street	Main Street (portion)
Concord Road (portion)	Kirsi Circle (portion)
Applewood Drive	Sunny Meadow Lane
Patriot Lane	Groton Road (portion)
Jarvis Way	Castle Road
Hidden Valley Road	Kings Pine Road
Sawmill Road	Crown Road
Musket Lane	Woodbine Terrace
Carl Thompson Road	Torrington Lane
Carolina Lane	York Avenue
Plain Road (portion)	Williams Avenue
Boston Road (portion)	Beaver Dam Drive
Main Street (portion)	Brookview Drive
Depot Street (portion)	Makepeace Road
Sleigh Road	

The following streets were crack-filled:

Anne Teresa Way	Jarvis Way
Ashley Place	Jefferson Road
Autumn Leaf Lane	LaSalette Road
Blue Brook Lane	Old Tadmuck Lane
Bridge Street	Reinsway Circle
Canter Circle	Robert Road
Chamberlain Road	Saint Mary's Drive
Craig Circle	Sassafras Road
Depot Street	Sequoia Road
Elderberry Way	Sleigh Road
Griffin Road	Snow Drive
Hayrick Lane	Steeple Chase Circle
Vose Road	Sterling Lane
Woodbury Drive	Texas Road

HIGHWAY DEPARTMENT – CONTINUED

In addition to the above, we replaced 35 catch basins and repaired 72 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 4,000 tons of road salt, 90 tons of sand and 4,000 gallons of liquid anti-icing product.

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

December 9 & 10	7" snow	plow/salt
December 12	snow to rain	salt
December 19	black ice	salt/sand
December 22	snow to ice	salt
December 23	ice	salt
December 24	black ice	salt/sand
December 25	6" snow	plow/salt
January 4 & 5	14" snow	plow/salt
January 8	snow showers	salt
January 17	4.5" snow	plow/salt
January 18	black ice	salt
January 22	freezing rain	salt
January 23 & 24	freezing rain	salt/sand
February 1	snow	salt
February 2	2" snow	salt
February 7	3" snow	plow/salt
February 17 & 18	7" snow	plow/salt
February 25	sleet	salt
March 5	snow	salt
March 7 & 8	15" snow	plow/salt
March 13 & 14	21 snow"	plow/salt
March 22	2" snow	salt
April 16	sleet	salt

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

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

HOUSING AUTHORITY

The Westford Housing Authority (WHA) is entering its 48th year providing affordable housing opportunities to seniors and families in the region as well as providing support to the various Town committees and departments that focus on affordable housing matters.

The Board would like to thank Cori Ryan for her five years of service as a Housing Authority Commissioner. Unfortunately, no one stepped up to run for the position vacated when Cori decided not to seek re-election, leaving the Authority with a vacant spot. Efforts will be made to identify an interested person who will be appointed by the Board of Selectmen to fill the position until the May, 2019 Town election. Diane Holmes continues to serve as the Housing Authority's representative to the Community Preservation Committee. The Authority would like to take this opportunity to recognize Commissioner Carol Engel who has completed 27 years of service to the Authority. Muriel Drake has served 24 years on the Board. This exemplary dedication to Westford's affordable housing programs is applauded and recognized with great gratitude.

Carol S. Engel
Chair

Diane L. Holmes
Vice-Chair

Muriel T. Drake
Treasurer

Nancy Cook
Governor's Appointee

The Westford Housing Authority provides housing to low- and moderate-income seniors, families, and persons with disabilities. The portfolio consists of 73 units of senior housing, six family units, and eight units for people with disabilities. The WHA also owns three apartments at the Brookside Mill Condominium complex and leases them to families who are at or below 80% of the area median income. The WHA provides management and maintenance for these units and is currently overseeing a capital improvement project at the Sargent School. Over the past year we have been inundated with applications for both senior and family housing. This proves that the housing crisis in Massachusetts is real and that folks are desperate for affordable housing options.

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

The WHA continues to provide day-to-day support to the residents of Westford and surrounding communities who are seeking affordable housing. WHA staff answers questions and provides information and referrals to individuals and families on their affordable housing options including rental and home ownership opportunities. In addition, the WHA Executive Director supports the Affordable Housing Committee and the Affordable Housing Trust Fund by scheduling meetings and generating minutes.

The WHA provides oversight of re-sales and re-finance activities for many of Westford's affordable homes. This oversight ensures that these units are preserved as affordable housing and remain on the Subsidized Housing Inventory, which is monitored by the State to ensure that our town is making strides toward the State-mandated goal of 10% affordable housing in every community. Westford has seen a large number of re-sales of affordable homes during the past year which means that first-time homeowners are moving on to bigger and better homes, opening up new opportunities for other families to purchase their first home in town. The WHA also oversees the annual "Self-Certification of Occupancy" process for approximately 120 affordable homeowners. The WHA continues to work with the property managers at Avalon Acton, Princeton Properties, and

HOUSING AUTHORITY – CONTINUED

Abbot Mill to verify that new and existing tenants qualify for affordable rental housing. All of these developments are following the reporting requirements of their permits.

65 Tadmuck Road, Westford, MA 01886
Phone 978-692-6011/Fax 978-692-9609
E-mail: westfordhousing@westfordma.gov
www.westfordhousing.org

HUMAN RESOURCES DEPARTMENT

Personnel Advisory Committee

Joan Bennett
Judith Ramirez

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

Pamela P. Hicks
Director of Human Resources

Deborah Fleming
Benefits Coordinator

Bettianne Steffero
Administrative Assistant

The Town went out to bid through Group Benefit Strategies in May 2018 and seven carriers responded with proposals that ranged from 2.9% to 11.8%. The Town awarded the health insurance coverage to Blue Cross Blue Shield for the period November 1, 2018 through October 31, 2019 with an estimated budget impact of .60% that includes a 1% premium reduction for bundling the health and voluntary dental plans together.

As of June 2018, there were 438 retirees on Medex (Medicare supplemental insurance), 94 retirees on active health insurance plans who were not yet eligible for Medex, and 576 of over 1,200 employees who are actively insured on these plans. The Town insured approximately 57% of those who were benefit eligible for coverage.

The Town's OPEB (Other Post Employment Benefits) trust fund balance in June 2018 was \$4,554,552.

The Human Resources Department works closely with all departments, employees and retirees to ensure compliance with state, federal and local personnel laws and regulations. New employees are provided with state ethics law summaries and training requirements, as well as work place violence and sexual harassment policies. Town and School Human Resource Departments work together to ensure consistency and accountability to serve over 1,200 employees and 540 retirees. Some of the daily responsibilities include; fielding questions and assisting employees and retirees, working closely with Payroll/Accounting and Finance in administering union contract benefits and ensure compliance, leaves/absences and payments, benefit changes, Family and Medical Leave Act leaves, workers comp and 111F administration (Police & Fire Accident Insurance), recruitment process, auditing and reconciling benefit bills, turnovers, and Human Resource Information System changes.

The HR Office manages the administration of the following areas:

Insurance

- Plan administration for all insurances for town and schools
- Benefits changes and enrollments
- Credible coverage notices and general notices for Town and School employees and retirees
- Coordinating open enrollment for Town and Schools
- Self-pay and COBRA payments
- Monthly reconciliation of all benefit bills
- Voluntary long-term disability, short term disability, life insurance, accident insurance, vision insurance, and dental insurance.
- Administer Workers Comp program for Town and School

HUMAN RESOURCES DEPARTMENT – CONTINUED

- Administration of police and fire accident insurance (111F)
- Medicare Part D reporting for town and schools

Retirees

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

Employment Pay and Classification Plans

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

Administration

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

Accounting

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

The Human Resources webpage can be found at www.westfordma.gov/274/Human-Resources.

J.V. FLETCHER LIBRARY

FY 2018 continued the J. V. Fletcher Library's launch of new initiatives, collections, services, technology and expanded programs to the public, including:

- Digitization of the Jubb Brothers Civil War Letters (courtesy of the Boston Public Library)
- Digitization of The Rustic (Westford paper from 1885) and the Westford Eagle (1970-73)
- New network platforms, public computers, laptops, iPads and WiFi access points
- Story Walk at the Community Garden
- Library Services and Technology Act Readers Advisory Grant from the Massachusetts Board of Library Commissioners

Ellen Rainville
Library Director



Massachusetts Public Library Construction Project Grant

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

The Town of Westford is now waitlisted (at number 10), in line for \$7,851,944 in grant funds. This award rests upon state funding and future Town votes in favor of proceeding with this project (slated for potentially 2021 or 2022). The future design devotes almost all new space to the public and to the residents who use it most. The Library design:

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

"Readers so do ROCK and it is you who lead and inspire!"
Facebook compliment

Youth Programs

Exciting and new Youth Services programming in FY 2018 included:

- Library Miniature Golf (funded by the KDK Foundation in memory of Kurt Kelly)
- Library Book Clubs K-6 and Middle School
- SNAP Circuits, OZOBOTS and iROBOT (STEM programs)
- Drop-in LEGO and GIANT Games
- Make and Take Mondays
- Chinese New Year Lion's Dance
- Diwali drop-in program
- Ramadan drop-in program
- Teen and Tween Fun Food Challenge and Peeps Diorama

J.V. FLETCHER LIBRARY – CONTINUED

- Teen and Tween Taste Test Challenge
- Teen and Tween Star Wars, Minecraft, and Stop Motion Animation
- Pet a Bunny: 4H Rabbit and Cavy Club Meet and Greet
- Harry Potter Birthday Party on July 31!

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

- History of Howard Johnson's
- Indian Literature Series
- New England's General Stores
- The Basics: Memory Loss, Dementia and Alzheimer's Disease
- Celtic Holiday Celebration: Holiday Harp Music
- Create a Book Purse
- The Magic of the Snowy Owl
- Alice Paul and the Fight for Women's Rights
- Discover the Birds of Costa Rica
- Life Cycle Gardening
- Pastel Paint: Monet, Van Gogh, O'Keefe, sailboats

"Yahoo for Ukulele Strum Along!"
Library Suggestion Book

The three Summer Reading Programs (child, tween and adult) netted 2,313 registrants from June 2017 through August 2017, with thousands of program attendees. The 2017 state-wide reading themes were: *Reading is Awesome!* (Juvenile) and *Build a Better World* (Tween/Teen, Adult). This program-packed summer read-fest is the engine for our busiest season of the year and was funded by the Friends of the J. V. Fletcher Library, Inc. and the Massachusetts Library System.

Gift- and Grant-Funded Initiatives and Awards

In FY 2018, the Friends of the J. V. Fletcher Library Inc. provided almost \$20,000 in book and media funds, and one-half of the Library's Merrimack Valley Library Consortium annual membership was paid from the State Aid to Public Libraries account. The Library thanks those gracious donors who gave to the Friends' fall 2017 "*Binge Worthy Best!*" campaign to fundraise and to supplement Town funds for new media and technology purchases. The Friends are also thanked for funding multiple museum passes, all library programming, the annual Wishlist and for *all* the ways their support expands and enhances daily Library service.



J.V. FLETCHER LIBRARY – CONTINUED

Administrative, Personnel and Volunteer News

The Library thanks all staff for their enthusiasm and customer service, as Library programming, circulation and attendance continued to expand. We also thank here the many volunteers—both adult and juvenile—who assist us and particularly note the *Link to Literacy* program, under coordinator/volunteer Elizabeth Elliott, which pairs tutors and pupils in English as a Second Language and basic literacy tutoring. Additionally, we thank Carol Morse for running the weekly *English Conversation Circle* which provides real-life practice in English for attendees of all backgrounds.

Facility Maintenance

In FY 2018 the Library tackled the following maintenance issues within the facility:

- Elevator pit waterproofing (under warranty)
- Emergency heating repairs to avoid frozen pipes and to ring in the (sub-zero) new year!



Professional Development and Town Civic Activity

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

- ALA (American Library Association)
- MLA (Massachusetts Library Association)
- MSLA (Massachusetts School Library Association)
- MVLC (Merrimack Valley Library Consortium)
- NELA (New England Library Association)
- NOBS (North of Boston Youth Services)
- TEEN Summit
- PLA (Public Library Association)
- YALSA (Young Adult Library Services Association)
- School Library Journal Day of Dialog

"Way to go, JV Fletcher Library – you are amazing!"
Facebook compliment

Library Staffing FY 2018

Director – Ellen D. Rainville

Assistant Director – India Nolen (resigned 10/6/17); Kristina Leedberg

Senior Librarians

Head of Youth Services – Nancy Boutet

Systems/Head of Technical Services – Dina Kanabar

Head of Reference and Information Services – Sarah Regan

Head of Circulation – Holly Sheridan-Pritchard

J.V. FLETCHER LIBRARY – CONTINUED

Staff Librarians

ILL/Serials Librarian – Charles Schweppe

Young Adult Specialist – Kira McGann

Local History/Genealogist – Virginia Moore

Head Cataloger – Alla Brovina
Substitute – Sandy Kelly

Library Associates

Cataloger/Data Entry – Lauren Evans

Fine Arts Librarian/Acquisitions – Carol McCahon

Juvenile Reference/Program Assistants – Ellen Apicco, Jacki Dibble, Gwen Junghanss

Circulation and Reader's Advisory – Jean Butler, Laura Fowler, Mayleen Kelley, Judy Madsen, Paula McWilliams, Emily Merz, Deborah Santoro, Chantale Shepard

Substitute – Mary Boutet

Library Technicians:

Order and Acquisition Receiving – vacant

Inter-Library Loan Support – Jeanne Millet, Marianne Logan (resigned 1/12/18), Melissa Seldon

Maintenance Worker I – Robert Otto

Maintenance Worker II – Joseph Burke

Office Manager – Amy Spadano

Library Pages – 4

Volunteers – 22



TRUSTEES OF THE J.V. FLETCHER LIBRARY

This Annual Report is dedicated to late Library Trustee Richard E. Kenyon, dedicated Friend, Trustee, and founder of the "Link to Literacy" ESL Program.

The Library continues to be an inviting place for friends to meet, toddlers to play, and many children and adults to enjoy the plethora of programs offered by the Library staff. Additionally many organizations enjoy the Library meeting spaces for their frequent meetings. We are grateful that the J. V. Fletcher Library remains a vital part of our town.

Hajo Koester
Chair

Robert Price
Treasurer

Buffie Diercks
Secretary

Kathleen Canavan
Marianne Fleckner
Susan Flint
resigned



Since 2011, Library staff, the Library Facility Needs Committee, and the Library Trustees Board have worked to poise the Town of Westford for a Massachusetts Board of Library Commissioners (MBLC) *Public Library Construction Project Grant*. The Grant application was submitted in 2017 and Westford is now waitlisted at number 10, in line for \$7.8 million in grant funding. This award rests upon

State funding and future Town votes in favor of proceeding with the project slated for potentially 2021 or 2022. While we are committed to this expansion of our Library, we need the support of the entire Westford community to make this goal a reality. We will continue to update everyone on the many stages involved in this process throughout the years ahead.

Trustee FY 2018 Goals

- The Board of Library Trustees will pursue as the priority capital request funding for the design of vehicular and pedestrian traffic as well as safety upgrades of the current driveway. The design will address islands, traffic flow patterns, pedestrian right of way, book drop location, lighting, parking and the utilization of the former secondary septic leaching field location.
- The Board of Library Trustees will pursue a Community Preservation Act funding grant to address any shortfall in the Mary Atwood Hall window replacement project.
- The Board of Library Trustees will pursue, and submit a budget for, a 59-hour service week in FY20.



TRUSTEES OF THE J. V. FLETCHER LIBRARY—CONTINUED

Library Policies, Revised or Approved

- Donation and Gifts Policy (12/4/17)
- Closing Policy (12/4/2017)
- Volunteer Policy (11/6/17)
- Library Card Registration and Responsibilities (5/14/18)
- Library Displays Policy (5/14/18)
- Code of Conduct (5/14/18)
- Library Laptops for In-House Use (11/6/17)

Trustee Collections, Funds and Board Activities

The J. V. Fletcher Library Trustees used Trust Funds to pay for various staff memberships and development, the Staff and Volunteer Recognition Brunch, and programming and grant support.

Recognition and Awards

The Trustees would like to thank the wonderful Library staff for once again absorbing reduced staffing this year and for at the same time enhancing and expanding programs. At the Recognition Brunch the Trustees honored the following staff anniversaries occurring between Jan. 1, 2017 and Dec. 31, 2017:

- *For 5 years:* Lauren Evans, Charles Schweppe
- *For 15 years:* Kira McGann
- *For 20 years:* Ellen Apicco, Jean Butler, Paula McWilliams
- *For 45 years:* Ellen Rainville

The staff is also recognized for receiving a \$10,000 Readers' *Advisory Library Services and Technology Act (LSTA)* Grant to ensure that Library staff receives the training and education to provide consistent and exemplary Readers' Advisory Services to library patrons. New book kits and an additional new Book Club are already by-products of this year-long grant.

A special thanks is extended to retiring Trustee Susan Flint, who resigned from the Board after 10 years of committed and dedicated input and advocacy, on behalf of both the Trustees and the Friends of the J. V. Fletcher Library, Inc. We also offer a special tribute as a memorial to Dick Kenyon, former Library Trustee and volunteer who died in June of this year. Dick served as an elected Trustee of the J. V. Fletcher Library from 1984 until 1993. His commitment to the Library, dedication as a Trustee and civic vision remain very much with us as an ongoing legacy. The Link to Literacy program, which he founded in 1997, is still thriving and more needed than ever. We thank here the many volunteers who run that program and all the volunteers without whose service the Library could not run!



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

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

TRUSTEES OF THE J.V. FLETCHER LIBRARY—CONTINUED

This past year the Friends supported:

- Fall 2017 Fall Appeal raising “Binge worthy Best!” funds
- Museum passes and reservation software
- Summer reading, holiday and juvenile, teen and adult programs
- Popular bestseller books
- Public relations
- Three successful book sales
- Wish list funding
- Joint work on the Library Foundation
- Summer reading, holiday and juvenile, teen and adult programs
- Popular bestseller books
- Public relations
- Three successful book sales
- Wish list funding
- Joint work on the Library Foundation

Note: The Library Trustees generally meet at 7:00 PM at the library on the first Monday of the month throughout the year. These meetings are open to the public and residents are always welcome to attend and comment. An updated meeting schedule is maintained at the library website: www.westfordlibrary.org. The Trustees may be reached through this website and all library policies are available there for public viewing.

J.V. FLETCHER LIBRARY – CIRCULATION STATISTICS

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Year To Date Total
Adult Books	6,135	6,288	6,278	6,273	5,963	5,389	6,443	5,888	7,132	6,780	6,451	6,762	75,782
Young Adult Books	2,646	2,371	2,212	2,115	1,888	1,753	2,159	2,024	2,353	2,301	1,823	2,714	26,359
Children's Books	15,785	13,424	12,199	14,434	13,177	11,945	13,844	12,878	15,280	14,520	12,218	15,494	165,198
Adult Magazines	452	572	611	681	657	542	585	645	728	559	601	649	7,282
Young Adult Magazines	25	19	10	6	16	2	9	4	12	3	18	21	145
Children's Magazines	59	65	57	70	63	91	68	66	99	54	31	69	792
Adult CD's	1,002	1,286	1,204	1,282	1,263	1,104	1,202	1,130	1,502	1,183	1,143	1,295	14,596
Children's CD's	6	7	9	8	56	13	14	9	69	72	9	12	284
Young Adult CD's	106	68	55	233	225	91	105	192	47	70	72	72	1,336
Adult Cassettes & Audio Books (Scat 267-8)	3	2	1	2	2	5	1	4	3	3	1	1	25
Young Adult Audio Books	48	55	43	58	3	47	45	51	23	27	42	58	500
Children's Cassettes & Audio Books	197	177	169	229	3	173	172	192	148	213	145	223	2,041
Adult Videos	2,359	2,414	2,500	2,703	2,465	2,559	3,113	2,699	3,457	2,983	2,508	2,657	32,417
Young Adult Videos	3	7	1	8	13	10	8	7	3	3	8	6	77
Children's Videos	1,645	1,616	1,358	1,611	1,685	1,673	1,859	1,591	2,089	1,711	1,370	1,750	19,958
Adult Electronic Format	0	1	1	25	0	0	2	0	0	1	0	1	31
Young Adult Electronic Format	54	22	32	21	22	21	22	16	0	0	19	26	255
Children's Electronic Format	5	0	1	4	281	0	0	0	0	0	0	0	291
Adult Playways (Scat 1267)	148	154	138	141	149	120	148	148	150	154	174	163	1,787
Children's Playways (Scat 1270)	260	273	216	276	278	249	233	254	241	301	210	272	3,063
Adult Miscellaneous	25	6	7	8	7	5	7	4	7	6	4	7	93
Young Adult Miscellaneous	0	0	0	0	0	0	0	0	0	0	0	0	0
Children's Miscellaneous	29	22	25	17	25	21	17	13	20	26	25	19	259
Commonwealth Catalog Lending	34	79	91	103	21	34	17	43	23	49	61	32	587
Museum Passes	293	264	158	136	137	176	129	178	162	225	166	250	2,274
Downloadable Overdrive	1,657	1,686	1,454	1,512	1,500	1,469	1,784	1,528	1,745	1,747	1,719	1,925	19,726
Streaming Video Overdrive	6	4	8	4	2	1	2	4	3	5	3	0	42
Freegal Music	329	277	298	400	316	362	346	305	320	323	319	250	3,845
Tumblebooks	71	110	3,827	4,913	2,334	3,890	3,400	1,657	1,950	1,865	1,987	1,746	27,750
Zinio	208	128	159	174	157	121	160	139	167	118	114	78	1,723
Homebound	60	78	59	79	74	71	79	62	63	54	87	47	813
Foreign Language Deposit	0	4	4	4	1	1	4	2	1	0	3	1	25
TOTAL:	33,650	31,479	33,185	37,530	32,783	31,938	35,977	31,733	37,797	35,354	31,331	36,599	409,356
Previous Year FY17:	35,940	36,934	32,386	36,752	33,311	33,593	36,810	34,166	39,793	35,108	27,699	32,062	416,554
Percent Change:	-6.37%	-14.77%	2.47%	2.12%	-7.16%	-4.93%	-2.26%	-7.12%	-5.02%	0.70%	13.11%	14.15%	-1.73%

J.V. FLETCHER LIBRARY-CIRCULATION STATISTICS

— CONTINUED

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Year To Date Total
OPAC Renewals	3,679	3,918	3,200	2,598	2,285	2,611	2,386	2,258	2,490	2,593	2,188	2,174	32,380
Renewals	1,957	2,042	7,170	9,952	9,965	9,185	8,927	11,174	9,907	10,592	10,263	8,364	99,498
Network transfers IN	4,183	4,682	4,507	4,297	4,142	3,705	4,351	4,356	4,649	4,131	4,060	4,202	51,265
Network transfers OUT	2,484	2,746	2,570	2,506	2,244	2,302	2,272	2,623	2,547	2,515	2,298	2,173	29,280
Inter-Library Loans IN	44	78	83	58	90	64	69	77	57	72	76	62	830
Inter-Library Loans OUT	23	36	43	45	21	34	17	43	23	34	61	32	412
Database Sessions, Fletcher													0
Database Sessions, MVL/C/Region													0
Reciprocal (LOANED)	1,501	1,287	967	1,078	868	763	1,290	1,091	1,198	1,195	898	1,195	13,331
Reciprocal (BORROWED)	1,891	2,252	2,063	1,776	1,885	1,864	1,997	1,679	2,332	1,811	1,823	1,676	23,049
Hold Requests	4,252	3,925	3,414	3,557	3,528	3,034	4,349	3,502	4,202	3,428	3,304	3,776	44,271
New Registrations	88	73	74	68	38	45	58	58	54	49	31	60	696
Total Reciprocal	3,539	3,539	3,030	2,854	2,753	2,627	3,287	2,770	3,530	6,483	2,721	2,871	36,465
% of Circ to Reciprocal	10.52%	11.24%	9.13%	7.60%	8.40%	8.23%	9.14%	8.73%	9.34%	18.34%	8.68%	7.84%	9.77%
Meeting Room Reservations	122	130	259	178	142	122	129	148	182	154	182	151	1,899
Days Open	25	27	24	25	23	23	29	27	29	29	25	26	312
Hours Open	223	253	218	231	219	205	240	156	195	230	235	231	2,636
Library Website Sessions	7,900	6,985	6,387	6,482	5,576	5,394	7,316	6,646	7,615	6,343	5,869	6,869	79,382
Boopsie Hits	6,472	6,286	4,751	5,979	5,450	5,323	6,091	5,018	6,321	5,761	6,222	5,792	69,466
Internet Users	210	251	283	319	322	211	229	216	217	379	229	240	3,106
Adult Program Attendees	320	262	222	304	287	208	186	176	219	257	154	185	2,780
Adult Programs Offered	10	15	15	18	17	12	14	16	16	12	9	4	158
YA Program Attendees	337	48	13	63	91	93	58	116	77	88	37	1,587	2,608
YA Programs Offered	9	1	2	6	7	6	7	8	7	5	4	27	89
Childrens' Program Attendees	761	435	415	1,826	1,367	715	185	1,095	1,350	1,308	33	1,524	11,014
Childrens' Programs Offered	9	4	6	31	35	15	3	31	33	23	1	33	224
Average Circ Per Day	1,346	1,166	1,383	1,501	1,425	1,389	1,241	1,175	1,303	1,219	1,253	1,464	1,312

J.V. FLETCHER LIBRARY-TRUST FUND ACCOUNTS

YEAREND SUMMARY REPORT: J. V. FLETCHER LIBRARY TRUST FUND ACCOUNTS FY18									
DATE:		7/1/2017	6/30/18						
ACCT. NAME & NO.	DEP./EXP. CODE	7/1/17 NON-EXPENDABLE FUNDS	7/1/17 EXPENDABLE FUNDS	ANNUAL DEPOSITS	ANNUAL INTEREST	ANNUAL EXPENSES	ANNUAL FEES	6/30/18 BALANCE EXPENDABLE	TOTAL ASSETS
81610860 Library Book Fund #674	860	\$13,000.00	\$1,266.75	\$0.00	\$207.61	\$0.00	\$98.45	\$1,572.81	\$14,572.81
81610861 Library Lecture Fund #675	861	\$30,000.00	\$1,508.40	\$0.00	\$458.54	\$0.00	\$217.46	\$2,184.40	\$32,184.40
81610862 Library All Purp. Fund #673	862	\$17,347.58	\$123.50	\$0.00	\$254.28	-\$130.00	\$120.66	\$368.44	\$17,716.02
81610863 Library Trustee Fund #672	863	\$61,137.50	\$3,342.53	\$0.00	\$ 920.85	-\$2,170.45	\$435.67	\$2,528.60	\$63,666.10
82610864 J.V.Fletcher Lib. Trust #676	864	\$0.00	\$26,948.41	\$0.00	\$391.86	-\$357.86	\$186.15	\$27,168.56	\$27,168.56
81610865 E. D. R. Cont. Educ. #677	865	\$83,855.00	\$3,449.56	\$0.00	\$1,268.50	-\$1,844.82	\$603.27	\$3,476.51	\$87,831.51
81610866 BENEFACTORS' FUND #678	866	\$5,364.00	\$75,516.69	\$0.00	\$1,177.05	\$0.00	\$558.16	\$77,251.90	\$82,615.90
TRUST FUND TOTALS:		\$210,704.08	\$112,155.84	\$0.00	\$4,678.69	-\$4,503.13	\$2,219.82	\$114,551.22	\$325,755.30
(Bartholomew & Co. Management)									
		\$322,855.52							\$325,755.30

NASHOBA VALLEY TECHNICAL SCHOOL DISTRICT

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

Dr. Denise P. Pigeon
Superintendent

Ronald Deschenes
Emanuel Manolopoulos
School Committee Members
Westford

Warren Adam
School Committee Alternate
Westford



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

Nashoba Valley Technical School District Committee Membership 2017-2018

Town Representatives

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

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

Student Representatives

Zelie Sears, Pepperell, TV & Media/Theatre
Shantel Suero, Pepperell, Marketing

NASHOBA VALLEY TECHNICAL HIGH SCHOOL

Nashoba Valley Technical High School serves students grades 9–12 and provides post-graduate programs for recent high school graduates in all career areas on a space available basis. Nashoba also offers a Continuing and Community Education Program with late afternoon and evening classes such as electrical code, advanced manufacturing, and driver's education.

Matthew Ricard
Principal

Enrollment Trends

Nashoba's school enrollment in October of 2017 was 716 students, 56 from Westford. During FY 2018 Westford's population at Nashoba Valley Technical High School represented 9% of the student population.

Nashoba Valley Technical School District Enrollment Trends



Town	Oct. 2013	Oct. 2014	Oct. 2015	Oct. 2016	Oct. 2017
Ayer	49	57	56	48	48
Chelmsford	173	185	184	191	198
Groton	39	39	36	39	35
Littleton	38	33	34	30	34
Pepperell	140	159	152	153	136
Shirley	69	85	72	58	54
Townsend	104	94	103	107	95
Westford	55	52	49	49	56
Total District	667	704	686	675	656
School Choice	68	63	65	69	60
Total	735	767	751	744	716

Nashoba Valley Technical High School Administration 2017-2018

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

Workforce Skills Capital Grant Recipients

In February of 2017, the Nashoba Valley Technical School District received a second competitive Workforce Skills Capital grant in the amount of \$500,000. Through this grant opportunity we expanded our Engineering Academy into an innovative training environment with a specific focus on collaborative robots (collabots) for students in the Engineering Academy and Robotics & Automation program. New equipment provided the capacity for students to become certified in the Manufacturing Skills Standards

NASHOBA VALLEY TECHNICAL HIGH SCHOOL

— CONTINUED

Council production technician program as well as Fanuc's collaborative robot system (mass.gov).



In October of 2017 students and staff welcomed Governor Charlie Baker, Secretary of Education James Peyser, and Secretary of Labor and Workforce Development Rosalin Acosta for a tour of our school and our special guests participated in the ceremonial ribbon-cutting of our expanded and innovative Engineering Academy.

This grant follows the Workforce Skills Capital grant Nashoba Valley Technical School District received in the spring of 2016, also in the amount of \$500,000. We are very proud to receive this grant two years in a row. This competitive grant was awarded by the Baker-Polito Administration. Through this opportunity, Nashoba Valley Technical High School purchased equipment to add to our existing inventory. This increased our physical capacity to train students to operate both CNC (computer numerical control) and manual machinery making our students highly marketable in the field and adding future skilled workers to the pipeline.

Academic and Technical Programming Updates

During the 2017-2018 school year, Nashoba Valley Technical High School continued to focus on updating program areas and maintaining a state of the art facility that is in line with industry standards. Engineering Academy and Veterinary Assisting received new equipment and updates to their areas. During the school year, the following Chapter 74 state-approved technical programs were offered to enrolled students.

NASHOBA VALLEY TECHNICAL HIGH SCHOOL

— CONTINUED

Auto Collision Repair & Refinishing
Automotive Technology
Banking, Marketing & Retail
Carpentry/Cabinet Making
Cosmetology
Culinary Arts
Dental Assisting
Design & Visual Communications
Early Childhood Education
Electrical Technology

Engineering Academy:
Electronics/Robotics
Engineering Technology
Bio-Manufacturing
Health Assisting
Hotel Restaurant Management
Machine Tool Technology
Plumbing/Heating
Programming & Web Development
TV & Media Production/Theatre Arts
Veterinary Assisting

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

How Are Nashoba's Students Performing on School Accountability Measures?

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

Other Accountability Measures*	NVTHS	State Average
2017 Attendance Rate	95.9%	93.2%
2017 4-Year Graduation Rates	99.5%	87.5%
2017 MassCore – Completing a Rigorous Course of Study	100%	80.9%

* Information taken from the 2016 School Report Card is available on the Department of Elementary and Secondary Education website at www.doe.mass.edu.

How Are Nashoba Students Performing on Vocational Technical Accountability Measures?

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

NASHOBA VALLEY TECHNICAL HIGH SCHOOL

— CONTINUED

Perkins Positive Placement Follow Up Study Results	NVTHS
2016 Graduates of Nashoba Valley Technical High School	99.3%
2015 Graduates of Nashoba Valley Technical High School	97.53%
2014 Graduates of Nashoba Valley Technical High School	97.40%

Community Service Project Updates

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

Extracurricular and Athletic Program Updates

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

100 Littleton Road, Westford, MA 01886 978-692-4711 www.nashobatech.net

NORTHERN MIDDLESEX COUNCIL OF GOVERNMENTS

The Northern Middlesex Council of Governments (NMCOG) was established in 1963 under Chapter 40B of the Massachusetts General Laws and is one of 13 regional planning agencies in the Commonwealth. NMCOG serves nine communities in the Greater Lowell area, including Westford, and provides professional technical assistance in the areas of transportation, economic development, emergency management, land use, community development, permitting, smart growth, housing, historic preservation, open space and conservation, geographic information systems (GIS), pre-disaster mitigation and emergency response, and environmental protection. The Council's governing body is comprised of a chief elected official, Planning Board member and alternate from each member community.

Elizabeth Almeida
Councilor
Board of Selectmen

Darrin Wizst
Councilor
Planning Board

James Silva
Alternate

The agency strives to bring a regional and interregional perspective to all areas of planning and resource management by fostering cooperative efforts between municipalities and encouraging collaboration between the public and private sectors. NMCOG promotes the interests of the local communities at the state and federal levels, and often acts as a liaison between the municipalities and other levels of government.

The Council maintains a staff of professional planners and technicians to assist in developing and implementing its policies. The Council meets monthly (usually the third Wednesday of each month) at 40 Church Street, Lowell, and all meetings are open to the public. Each NMCOG member community pays an equal per capita assessment, which is used to provide the local match for various State and Federal grant programs. The Council's FY 2019 budget includes \$88,273 in local assessments, of which \$6,772 represents Westford's share.

NMCOG devotes a large share of its resources to transportation issues. Over the past year, the Council assisted the Town in advancing traffic improvements at the intersections of Route 40 and Oak Hill Road, and Route 40 and Dunstable Road. In addition, NMCOG has assisted the Town in advancing conceptual plans for improvements along Boston Road.

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

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

Over the past year, NMCOG staff assisted the Town's Economic Development Committee in updating the Town's Permitting Guide and also in updating the Economic Development chapter of the 2009 Westford Comprehensive Master Plan. These initiatives were funded through the District Local Technical Assistance Program.

NORTHERN MIDDLESEX COUNCIL OF GOVERNMENTS

— CONTINUED

NMCOG continues to staff the Northern Middlesex Stormwater Collaborative, which is comprised of 13 communities, including Westford. The Collaborative allows communities to work together to comply with the requirements set forth in the MS4 (municipal separate storm sewer systems) stormwater permit issued by the U.S. Environmental Protection Agency. The Collaborative undertakes many of the public education, procurement, training and administrative tasks necessary for managing stormwater in the Northern Middlesex region. The intent of the Collaborative is to solve stormwater problems in a way that reduces costs for local governments and taxpayers and promotes regional communication and cooperation.

PARKERVILLE SCHOOLHOUSE COMMITTEE

The Parkerville Schoolhouse Committee oversees the care and maintenance of the historic District 5 Parkerville Schoolhouse and coordinates with the town's third grades for the popular Living History Program. The committee meets on the third Wednesday evening of most months at the Schoolhouse or at the Kennedy home.

Living History Program

In April-June, 2018, students from 18 Westford third grades and two Acton third grades experienced the Old School Days curriculum of 'rithmetic on slates, dip-pen writing, marching to a Souza march on the wind-up Victrola, old-fashioned games and vibrant local history. The young scholars are encouraged to wear period clothing of the early 20th century and bring a lunch of the same era in a tin pail or basket. They are excited to take on the names of former students such as Elizabeth and Ruth Nesmith,

Frank Jarvis, Bernard Wilder, Fred Griffin, Harold Vose, Selma Williamson and Connie Succo, many of whose names continue to be heard in street and road names in Parker Village. Many older Westford students say this day spent at the schoolhouse is one of their more memorable elementary fieldtrips. A wonderful addition to many of the students' experiences comes from our volunteer "schoolmarms," many of whom are retired teachers or local historians and authors: Marcia Chamberlain, Ellen Harde (who took this year off), Heidi Hatke, June Kennedy, JoAnne Lund, Dolly Michaelides, Bonnie Oliphant, and Melva-Jean Shepherd.

Building Usage

Beyond the annual Living History Program, the schoolhouse is used free of charge by local youth groups, specifically a Girl Scout troop and several 4-H clubs. In exchange for this free usage, they are encouraged to help in some way as the Girl Scouts do when creating seasonal decorations for the windows or in helping with the annual spring clean-up which is usually held at the end of spring vacation. The building can also be rented for a nominal fee of \$40. This past year it was rented for a teen birthday party and in the past has been rented for small band rehearsals, a group of artists and bridal showers. The schoolhouse is also used periodically for meetings of the Parkerville Schoolhouse Committee and the Friends of Parkerville Schoolhouse. Anyone interested in renting or using the schoolhouse for a meeting, activity or party should contact Heidi Hatke at 978-392-6827 or at h.hatke@verizon.net. The rental agreement and rules can be found on our website, www.ParkervilleSchoolhouse.org.

Building Maintenance

Parkerville Schoolhouse was built in 1880 and served as the District No. 5 Schoolhouse until 1929. While it is still owned by the town, much of the routine maintenance and care has been borne by the town's residents in one form or another, either via donations or Town funding since 1929. Since 1989 the Parkerville Schoolhouse Committee has

Heidi Hatke
*President
and Building Usage Coordinator*

Dolly Michaelides
Vice-President

John Wilder
*Treasurer
and Building Maintenance*

June Kennedy
*Archivist
and Corresponding Secretary*

Bob Oliphant
*Recording Secretary
and Publicity*

Bonnie Oliphant
Living History Liaison

Roger Plaisted
Building Maintenance

PARKERVILLE SCHOOLHOUSE COMMITTEE—CONTINUED

worked closely with the non-profit Friends of Parkerville Schoolhouse who raise funds, primarily through an annual town-wide mailing, to fund the needed routine maintenance.

In FY 2017 the Town began evaluating the cost efficiency of installing a natural gas line to the schoolhouse so we could convert from oil to gas heat. At this time this conversion is still being discussed with National Grid. And, relating to the issue of heat, our aging furnace needed to be repaired in early November 2017. Following up with the installation of three new smoke detectors last year, in late November 2017 a fire alarm was installed with a direct link to the new fire station opening this fall. (It remains to be seen whether a sprinkler system will be installed at a later date.) During this past year the building was again treated by a pest control company, the fire extinguishers were inspected (and all passed), and motion sensitive light fixtures were installed on the front porch.

We did follow-through with our most expensive project to date: painting of the schoolhouse's exterior. It has been painted three times since 1989 but never restoratively painted. The committee applied to the local Community Preservation Committee for help in paying for the painting but we were denied because painting is not considered Community Preservation Fund-eligible according to the MA Department of Revenue. However, it was suggested by the CPC that we get the windows tested for lead and asbestos for any future applications. The Schoolhouse windows were tested in January 2018 by the same company that tested the library windows, UEC, and lead was found in the samples collected but asbestos was not. (This found lead will be removed when we arrange to have the windows reglazed and painted.) Regarding the exterior painting, a local business, O'Lalor Painting, was chosen to do a restorative painting job which included sanding down to the bare wood and the replacement of any rotten wood. An added expense took the committee by surprise when O'Lalor found extensive termite damage and the building had to be lifted and the sill replaced in order for the painting to continue and the building to be safe for use. Consequently, the committee has requested that the Town cover this unforeseen expense in order that the Friends' savings not be completely depleted.

Annual Clean-Up Day

We had a good turnout for our annual clean-up day on April 22, 2018, when we spruced up the inside of the schoolhouse and the schoolyard. A special thanks to Tom Unterberg who raked the gravel that the snowplows pushed onto the lawn back into the driveway and helped weed our large memorial garden. In addition to this spring help, he mowed the schoolyard several times again this summer. A horticultural student at the University of Maine was also hired to help maintain the garden this summer.

Annual Parkerville Schoolhouse Open House

The annual Parkerville Schoolhouse Open House, always held the first Sunday of November, was well-attended on November 5, 2017. Some children brought their parents to show them where they had "attended third grade." Others stopped in who drive by every day and wondered what it looked like inside. Guests had the opportunity to buy sweatshirts, T-shirts, greeting cards, and other Parkerville Schoolhouse memorabilia from the Friends of Parkerville Schoolhouse and to chat with members of the Parkerville Schoolhouse Committee and Friends of Parkerville Schoolhouse.

PARKS AND RECREATION COMMISSION

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

Kevin (Kacy) Caviston
Chair

John McNamara
Vice-Chair

Christopher Barrett
Kristi Bates
Kathleen Burns
John (Jack) Clancy
Beverly Doucette
Michael Sawyer

The Parks and Recreation Department is responsible for the maintenance and upkeep of a wide variety of active and passive parks and grounds throughout Town, as well as oversight and delivery of quality recreation programs and services to the broader Westford community.

Staff Changes

Parks and Recreation Director Patricia Savage retired in November 2017, after 15 years leading the department in Westford and more than 25 years of overall municipal service. Pat's leadership changed the face of the department through capital projects and programming that will serve the Westford community for several generations to come. In March of 2018, Town Manager Jodi Ross hired James Duane as the new Director of Parks and Recreation. James comes to Westford after 17 years of municipal experience with the Town of Framingham, including 14 years in Parks and Recreation and more than two years as the Assistant Town Manager.

Tiffany Jurewicz was hired in March as the Westford Partnership for Children (WPC) Site Director for the Miller School. Tiffany has worked for the Recreation Department since 2009 as a summer program counselor and WPC Site Leader. She is currently pursuing her BA in Early Childhood Education.

Recreation

Westford Recreation offers high-quality programming options for ages pre-school through adult on an annual basis. The department produces a program brochure twice per year which is mailed to Westford residents, in addition to being available online. Registration for most programs is available on line at westfordrec.com. Examples include:

Adult: Aikido, Archery, Badminton, CPR/AED/First Aid, Cardio and Fitness Fun, Nitehawks–Couch to 5K, Adult Premier Golf School with Seth Dichard, Qi Gong and Tai Chi, Tennis, Volleyball (Co-ed) Beginner to Intermediate

Youth: Junior Premier Golf School with Seth Dichard, Nitehawks Fall Cross Country Track, Nitehawks Elite Indoor Track, Nitehawks Winter Indoor Track and Field, Junior Volleyball for Girls, Impact Speed and Agility with D.J. Brock

Pre-school: FitPlay, Lil' Chippers Golf, No-Bake Cooking for Little Chefs, Soccer for Pre-K/Kindergarten, Soccer for Tiny-Tots, Hockey - Nashoba Learn to Play Hockey and Learn to Skate

PARKS AND RECREATION COMMISSION – CONTINUED

Summer programs: During the summer our department offers a variety of weekly programs for ages 4-16 that keep the kids engaged, active, and entertained. Some of these programs include Ready-Set-GO, Kids Club, and Destination Exploration. Each of these programs has a variety of activities, including sports, fishing, swimming, swim lessons, arts and crafts, and field trips to name a few. The department also offers a Leadership program. Teenage participants in this program are exposed to a curriculum that teaches the skills and abilities necessary to succeed in a working environment. Many Leadership participants secure employment as program counselors within our department.

Westford Partnership for Children (WPC): An after-school enrichment program run by the Recreation Department, in partnership with the Westford Public Schools, WPC is offered in all six elementary schools and at Stonybrook Middle School as the Middle School Rec Club. Enrichment programming begins at the close of school each day and runs through 6:00 pm. Each day is divided into three activity blocks, with a variety of activities including homework club, computers, STEM (science, technology, engineering, math), sports and games, and arts and crafts. WPC staff work continuously to identify age-appropriate curriculum offerings in these and other areas. The WPC program offers exceptional quality, flexibility, and affordability to parents and continues to be one of the most popular programs run by the department.

Parks and Grounds

The Town of Westford has millions of dollars in properties and associated infrastructure that the Parks and Grounds Department is responsible for keeping attractive, functional, and safe for use by the community. This includes active and passive recreation areas, playgrounds and safety surfacing, basketball and tennis courts, beaches and bathhouses, manicured lawns and plantings, wooded property lines, outbuildings with plumbing and electrical distribution systems, irrigation systems, parking areas, fence lines, etc.

Parks and Grounds implemented a trash and recycling program in FY 2018 at the following properties; Forge Beach, Edwards, Beach, VFW Forge Fields, Graniteville American Legion Fields, Jack Walsh fields, Nutting Road Fields and Greystone Fields.

It is a balancing act each year as we transition from winter into spring. Sports leagues actively pursue access to the fields as soon as snow melts. We were again challenged by the late winter/early spring weather events in early 2018. These types of weather patterns keep the New England cool season grasses in dormancy until the warmer spring weather. Thankfully, close communication between our department and the youth sports organizations underscores a partnership that prevents groups from accessing natural grass fields too early and damaging fields for the remainder of the season. The commission appreciates this partnership in keeping the fields playable.

Feasibility Study

In 2017 the commission completed the Recreation Master Plan secured funding for a Feasibility Study and Statistically Valid Survey. The results of the completed survey were presented by Matrix Consulting to the Board of Selectmen at a public meeting in April of 2018. The entire report is available through the Parks and Recreation Department, with the results summarized here:

PARKS AND RECREATION COMMISSION – CONTINUED

- The Town should prioritize investment to renovate, improve and continue to maintain existing park facilities. This is also consistent with the findings from the 2016 Recreation Master Plan.
- Survey input showed that residents place a high priority on the need for indoor recreation and community space, including an indoor pool.
- The Town should consider adopting a two-step process going forward:
 - Establish budget estimates associated with design and construction of an indoor recreation and aquatics facility
 - Involve residents in a series of public meetings to determine interest in paying for a specific proposal

The Parks and Recreation Department is currently working on an approach to undertaking a feasibility study that considers the possibility of a regional collaboration for indoor sport and aquatics facilities.

Graniteville American Legion Facility Redesign

The Graniteville American Legion facility includes a large playground, four baseball fields (one with night lighting), three softball fields, two basketball courts, a tennis court, batting cages, two outbuildings used for concessions and equipment storage and a partially formalized parking area. 2018 Annual Town Meeting approved \$225,000, via the Community Preservation Committee, to conduct a facility redesign that meets the current community needs. The department is developing a formal Request for Qualifications, RFQ, to secure designer services.

Audrey A. Cogliano Playground

Westford resident and businessman James Cogliano worked closely with the Parks and Recreation Commission to donate facility upgrades for the playground at Graniteville American Legion Fields. Mr. Cogliano's donation, valued at \$50,000, includes structural reinforcing improvements to the playground, installation of new play equipment and picnic tables, improved accessibility for all patrons, new wood fiber safety surfacing, and a new granite sign. In recognition of this generous donation, the Westford Parks and Recreation Commission dedicated the newly renovated playground as the Audrey A. Cogliano Playground.

The Parks and Recreation Department would like to acknowledge the Town departments, Westford Public Schools, residents, volunteer organizations, and vendors with whom we work to leverage available resources and create quality programs, facilities and services making Westford a great place to live.

Department Administrative Staff

James Duane, Director
Michelle Collett, Assistant Director of Recreation
E. Roze Fredkin, Office Manager
Pamela McNiff, Registrar/Program Coordinator
Joy Felicani, Office Administrator

Administrative Office: 22 Town Farm Road

Website: www.westfordma.gov/268/Parks-Recreation-Department

PEDESTRIAN SAFETY COMMITTEE

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

**Chris Barrett
Peter Ewing
Don Galya
Michael Green
Scott Hazelton
Karen Hudson**

Over the last 12 months a number of infrastructure projects that included significant pedestrian and bicycle safety enhancements were completed around Westford. One such project was the Tadmuck Road and Route 110 intersection. This intersection is one of three intersections that allow people to bridge the busy Route 110 corridor. Completion of the intersection improvements will vastly improve the safety of pedestrians and cyclists trying to cross Route 110 at that location.

In late summer, the committee recommended to the Board of Selectmen to expand the committee's charge to include bicycle safety and to reduce the committee's membership from 10 to 7. Both of these requests were approved by the Selectmen.

The Pedestrian Safety Committee worked with the Town Engineering Department to hold the first meeting of the Boston Road reconstruction project. This existing project will hopefully fulfill a long-standing demand of the community to have a sidewalk run the length of Boston Road, finally connecting the town's commercial district with the town center. The meeting was well attended by residents and the overall response from meeting participants is that they would welcome pedestrian and bicycle improvements for the road.

The Pedestrian Safety Committee continued conversations on pedestrian safety with residents of Griffin Road. The committee worked with the Town Engineering Department to commission a road safety audit of Griffin Road and committee members participated in the development of the audit. One result of the audit was that residents were very concerned about the Bruce Freeman Rail Trail crossing on Griffin Road. The Pedestrian Safety Committee worked with the Friends of the Bruce Freeman Rail Trail and the Town's Highway Department to install a trail crossing warning system that utilizes rapid response flashing beacons and to clear the area around the intersection to improve sight lines.

The committee was very pleased to see that the missing section of sidewalk linking the Westford Regency and the shops at Cornerstone was completed. In the next few years the committee will continue to work with the Town Engineer in an attempt to push the sidewalk further west down Route 110 towards Lan Drive.

The committee worked with representatives from the state's Safe Routes to Schools (SRTS) program to conduct a pedestrian/bicycle survey of the K-8 students. The committee would like to thank those schools principals who helped make that survey a success. The survey results will be used to help guide decisions about future

PEDESTRIAN SAFETY COMMITTEE—CONTINUED

infrastructure projects and it is a prerequisite for the SRTS infrastructure grant program that the committee plans on applying to for funding.

Lastly, the committee heard from a number of residents regarding pedestrian safety concerns. While it is frustrating not to be able to immediately answer every resident's concern, their input is a valuable part of making recommendations for future infrastructure projects, and committee members love to have residents involved in the discussion.

Comments and suggestions for pedestrian and bicycle safety improvements are welcome and should be sent to Chris Barrett, cbarrett@westfordma.gov.

PERMANENT TOWN BUILDING COMMITTEE

The Permanent Town Building Committee (PTBC) was focused over the last year completing on the construction of several large building projects, including the new Center Fire Station, Combined Dispatch Center, and the Roudenbush Community Center rehabilitation project. In addition, we also assisted the School Department with the design and construction of the Abbot roof replacement and the Westford Academy track reconstruction. The PTBC also continued with the planning process for a new Center Building which is proposed to replace the existing Center Fire Station.

New Fire Station Headquarters

Construction of the new Fire Station Headquarters on Boston Road began in August 2017. The Fire Station is being constructed on a Town-owned 4.8-acre parcel located at the intersection of Boston Road and Blake's Hill Road. A construction contract in the amount of \$8,767,000 was awarded to Castagna Corporation of Newburyport, MA. The Fire Station is a 19,572 square foot, two-story building that will include five drive-through apparatus bays, a 50 -person Training Room, and office and meeting room space on the first floor. The second floor will include dormitory rooms, kitchen, break room, and a fitness room. The total appropriation for the project is \$12,772,000, which was approved at Annual Town Meeting in March 2015.

After the site was cleared, Castagna immediately encountered a substantial amount of rock, well beyond the amount that was expected to be removed. Approximately 13,000 cubic yards of rock was eventually excavated from the site. This caused a three-month delay in the construction schedule and added approximately \$90,000 to the construction cost. Since then, the project has proceeded along on schedule and is currently under budget. Progress meetings are conducted every week with representatives from the PTBC, Fire Department, Context Architecture and Vertex Corporation (Owner's Project Manager).

Construction is expected to be completed in early October 2018, and the Fire Department will then move its operation to the facility by the end of the month. Once the new station

Thomas Mahanna
Chair

Kirk Ware
Vice-Chair

Paul Davies
Treasurer

Nancy Cook
Secretary

Karen Cavanagh
Gary Lavelle
Jeanne Roberts

Jim Zegowitz
Alternate



Construction of new Fire Station on Boston Road nearing completion



View of apparatus bays of new Fire Station

PERMANENT TOWN BUILDING COMMITTEE – CONTINUED

is fully occupied and operational, the existing Center Fire Station will be scheduled to be demolished.

Combined Dispatch Center

The Combined Dispatch Center was constructed within the 1,200-square-foot existing Training Room in the Police Department. The new Dispatch Center includes four workstations for dispatch staff, a separate office for the Dispatch Supervisor, and a separate break room. The construction contract was awarded to Classic Construction & Development Corporation of Concord, MA at their low bid of \$578,500, and construction began in May 2017.

Annual Town Meeting in March 2015 approved the initial appropriation of \$1,029,000 for construction of the project. In January 2017, the updated cost opinion for the project determined that the project budget will require an additional \$236,000. This was due mostly to increased construction costs from the original estimate, and actual vendor quotes for all of the required equipment for the Dispatch Center. The PTBC received approval to use \$200,000 from the Cornerstone Development Mitigation Agreement for the Dispatch Center, and 2017 Annual Town Meeting approved the additional \$36,000. Soon after construction began, the PTBC was notified that the Cornerstone Mitigation Funds would not be available for use on this project. A Reserve Fund transfer of \$60,000 was approved by the Finance Committee in May 2017. We then completed an updated cost estimate for the project and determined that an additional \$325,000 would need to be appropriated in order to complete the project. A Special Town Meeting was held on July 10, 2017 and the additional funds were approved. The total appropriation for the project is \$1,450,000.

Construction of the Combined Dispatch Center was completed in November 2017 and dispatchers from both the Police and Fire Departments now staff the facility. The final construction amount, not including equipment or furnishings, was \$652,709. Furniture, equipment, and architectural and engineering costs on the project were approximately \$800,000. The entire appropriation was needed to complete the project.



Roudenbush is receiving a new slate roof, exterior paint and extensive repairs to the cupola.

Roudenbush Community Center Modifications

At Annual Town Meeting in March 2017, an appropriation of \$7,012,612 was approved for construction of the rehabilitation of the Roudenbush Community Center. In June 2017, the project was advertised for public bidding and on August 15, 2017 the Town received three construction bids. NELCO of Burlington, MA was awarded the contract to complete the construction project. The RCC evacuated the building shortly thereafter and temporarily relocated their services and activities.

PERMANENT TOWN BUILDING COMMITTEE – CONTINUED

Construction began in fall of 2017. Weekly morning construction site meetings have been attended by representatives from NELCO, Mills Whitaker Architects, and the PTBC as well as the Owner's Project Manager and the Clerk of the Works. During the construction process, the Town determined that the Westford Recreation Department should share the building with RCC as they would be a good fit. Though it is customary that historic buildings will have unforeseen conditions, as one cannot see what lies behind walls and under floors until they are opened completely, the team has worked hard to control any added costs while ensuring that the historical integrity of the building remains. Value-added construction changes to date include: additional Wi-Fi and security systems related to the continued Town use of the building, additional structural modifications, builder's risk insurance, and more extensive restoration of the cupola than was originally planned. The Town was able to receive a significant cost savings by deleting the fire pump which resulted in a reduction in the size of the new emergency generator.



Existing stairwells and railings will remain.

The project has received Community Preservation funding assistance. The primary goals of the project are to provide handicap accessibility and address life-safety concerns while preserving the historic appearance of this iconic, 120-year-old former Westford Academy building. These goals include replacing four generations of electrical wiring, an inefficient steam heat system, insufficient plumbing, and the lack of fire protection. The last major renovation of this building occurred in 1928 when the gymnasium was added to the rear of the building. Construction is scheduled to be completed by the end of 2018, so that the Roudenbush Community Center can return to the building and resume their activities and services to the community. The Recreation Department will occupy new offices constructed on the third floor, which was the original location of the gymnasium. A new elevator will provide access to all floors and the basement of the building.

Abbot School Roof Replacement Project

The PTBC worked alongside the School Department on the project to replace the Abbot School roof, which included needed repairs to the cupola, replacement of the sloped and flat roofs and the installation of Kalwall above the gym to meet current roof warranty standards. After an initial submission to the Massachusetts School Building Authority (MSBA), the project was invited into their Accelerated Repair Program. The Town worked with MSBA's assigned Owner's Project Manager (OPM), Left Field, LLC and designer, Raymond Design Associates to complete a Feasibility Study on November 9, 2017. The recommendations of this study formed the basis of the total project budget of

PERMANENT TOWN BUILDING COMMITTEE – CONTINUED

\$3,066,442 which was incorporated into the Project Funding Agreement with the MSBA. Annual Town Meeting on March 24, 2018 appropriated the construction funding of \$3,016,442. Funding for the initial \$50,000 Feasibility Study was appropriated at the Special Town Meeting held on July 10, 2017. The project has been approved for a maximum reimbursement rate of 44.48% to be provided by the Commonwealth of Massachusetts for eligible project costs which was initially estimated at \$1,069,917 and is subject to final audit.



Repairs to the Abbot School cupola were included as part of the project.

On March 15, 2018 the Town received three bids to complete the construction of the Abbot School Roof Replacement Project. Bids ranged from \$1,987,000 to \$2,700,000. Left Field recommended that the Town award the construction contract to the low bidder Titan Roofing, Inc. of Springfield, MA. which was a little over \$400,000 below our consultants' estimate. Work began in June immediately after school let out based on testing and preparation work that had taken place in April and May and substantial completion was anticipated on August 24, before the new school year began. Due to a strike of sheet metal workers, some of that work remained after substantial completion as well as certain work on the cupola, but this work was to be scheduled so as to minimize the impact on school operation.



Workers complete installation of new metal fascia at Abbot School gymnasium.

Careful management of the project resulted in change order adds approximately matching deducts, despite our discovering an unanticipated extra layer of sloped roof shingles to be removed and disposed of at the outset of the project. We expect that this will result in the project being substantially under budget when completed.

Westford Academy Track Renovations

The existing track surface at Westford Academy Alumni Field was approximately 15 years old and was determined to be a high priority capital improvement in the Master Plan for the Athletics Complex that was completed in 2016 by Gale Associates. The total estimated cost to renovate the track and complete other improvements including perimeter fencing and striping was \$700,000. The project received \$350,000 in

PERMANENT TOWN BUILDING COMMITTEE—CONTINUED

Community Preservation Act funds initially in 2017. The same funding amount was requested in 2018 when updated cost estimates by Gale Associates determined the new project cost. Annual Town Meeting in March 2018 approved the additional funding.

The Town received four bids to complete the construction on February 7, 2018. The construction contract was awarded to Heimlich Landscaping and Construction Corporation of Woburn, MA at their low bid of \$588,000. Construction began immediately after graduation on June 1, 2018. Construction is expected to be completed before school reopens at the end of August.

New Center Building Feasibility Study

Annual Town Meeting in March 2017 appropriated \$60,000 for the Feasibility Study for a new Center Building to be constructed at the location of the existing Fire Station Headquarters in Town Center. On June 10, 2017, the PTBC received nine proposals from consulting firms to complete the study. After reviewing each proposal, the PTBC invited the three highest ranked firms in for interviews that were held on July 13, 2017. The three finalists were Oudens-Ello Architects, Flansburgh Architects, and Context Architecture. On September 20, 2017, the PTBC recommended that Context Architecture be awarded the contract to complete the study.

A kick-off meeting was held on November 2, 2017 with a Working Group that consisted of representatives from Context, PTBC, Town Manager's Office, Technology Department, and the Veteran's Agent. The Working Group reviewed the scope of the study which was to develop a program and conceptual design for a new two-story Center Building that would



Conceptual elevation of new Center Building

be constructed at the fire station site. The building will include space for a 100-person meeting room on the first floor, and offices on the second floor for the relocation of the Technology Department and Veterans Agent, along with office space for the new Facilities Director.

The Draft Feasibility Study was completed and presented to the Board of Selectmen on January 23, 2018. This presentation included two floor plan options, one that included a partial basement (10,000 square feet), and a second without a basement (8,800 square feet). The preliminary cost opinions for the project ranged from \$6.9 million to \$7.8 million. The Board of Selectmen recommended that the PTBC proceed with the building plan without a basement, and that an appropriation for \$320,000 be approved at Annual Town Meeting to proceed with the design of the new building.

On March 12, 2018, the PTBC held a public meeting to present the results of the Feasibility Study. All existing abutters to the Town Hall complex were invited to attend.

PERMANENT TOWN BUILDING COMMITTEE – CONTINUED



Conceptual floor plans of new Center Building

At Annual Town Meeting on March 24, 2018, the PTBC and Context presented the results of the Feasibility Study and Town Meeting voted to approve the appropriation of the design funds. Context proceeded initially with a parking study of Town Center. The results of the study were to be provided in late summer 2018. The PTBC expects to return to Annual Town Meeting in 2019 with a request to appropriate construction funds for the project.

Meetings

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

PLANNING BOARD

At its June 18, 2018 meeting, the Planning Board re-elected Kate Hollister as chair and Darrin Wizst as vice-chair. Mr. Wizst, Mr. O'Connor and Mr. Green were respectively appointed to serve as Planning Board representatives on the Northern Middlesex Council of Governments (NMCOG), Community Preservation Committee (CPC), and the Pedestrian Safety Committee.

Kate Hollister
Chair

Darrin Wizst
Vice-Chair

Michael Green
Gary Lavelle
Dylan O'Connor

Staff

Jeffrey Morrisette, Director of Land Use Management
Rebecca Cheney, Assistant Planner
Erin Toothaker, Permitting Program Assistant

The Planning Board typically (excepting summer months) meets at 7:30 PM on the first and third Monday of each month in Meeting Room 201 at Town Hall. Meetings are open to the public and are televised on Westford Community Access Television (WCAT). The WCAT broadcasts can be viewed online through a link on the Town's home webpage. Throughout the 2018 fiscal year, the Planning Board held 20 meetings and no executive sessions.

Highlights

- The board approved a Site Plan Review application for the replacement of the town's Prospect Hill water tank at 17 Main Street.
- The board voted to recommend three Zoning Bylaw amendments at Town Meeting (relating to Prohibiting the Sale of Recreational Marijuana, to establish Limited Site Plan Review for Large Scale Solar Energy Systems, and to allow Multiple Principal Uses within the CH and IH Districts).
- The board granted four Special Permits relating to signage.
- The board approved or authorized Administrative Review for changes to existing approvals for Juniper Hill, a Development Agreement with Nashoba Valley Realty Trust, Meadowbrook Estates, and Thai on the Fly.
- Chris Kluchman, Director of Land Use Management, accepted a position with the Commonwealth of Massachusetts as the Housing Choice Program Director in November 2017. Town Planner Morrisette was promoted to Director in January 2018.
- Rebecca Cheney joined the Town of Westford as the Assistant Planner in February 2018.
- The board is awaiting results of an appeal on the application proposing a two-lot residential subdivision at 64 Main Street.

Applications

The table on the next page is a summary of the number of applications received and acted on by the board as of the end of the 2018 fiscal year:

PLANNING BOARD—CONTINUED

Planning Board Application Summary			
Application Type	Status		
	Approved	Denied	Withdrawn
Site Plan Reviews	1	-	-
Storm Water Management Permits	1	-	-
Special Permits			
Water Resource Protection Overlay District	1	-	-
Flexible Development	0	-	-
Signage	4	-	1
Flood Plain Overlay District	0	-	-
Subdivision			
Approval Not Required (ANR)	4	-	-
Definitive Subdivision	1	-	-
Scenic Road	0	-	-
Earth Removal Permit	0	-	-
Extension	1	-	-
Total	13	-	1
Other Matters			
Zoning Bylaw Amendments	4	-	-
Modifications & Administrative Decisions	11	-	-
Total	28	-	1
The board took final action on 13 applications during FY 2018.			
The board received a total of 23 new applications during FY 2018.			
The board acted upon a total of 28 matters during FY 2018.			

In FY 2018, the board established zero, reduced zero, released zero and called zero bonds relating to approved subdivision projects.

What Does the Planning Board Do?

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

- To establish planning goals and to prepare plans to implement those goals, which take the form of the town's Zoning Bylaw.
- To administer the Subdivision Control Law which establishes the process for development of new roads and housing. A developer's proposed plans are carefully reviewed to assure that roadway design, drainage, and other details are consistent with standard engineering practice and the town's current requirements.
- The board is also designated as the permitting authority for various site plan submittals under the town's Zoning Bylaw.

Planning staff acts as professional advisors to the community and its leaders. Staff members organize and attend meetings, provide technical assistance, offer professional opinions, and guide residents, developers and businesses through the town's various permitting processes. Staff members also offer technical advice and expertise to several

PLANNING BOARD—CONTINUED

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

Webpage: <https://westfordma.gov/294/planning-board>

POLICE DEPARTMENT

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

Thomas McEnaney
Chief of Police

Victor Neal
Deputy Chief

Mark Chambers
Ronald Paulauskas
Captains

The value statement of the Westford Police Department:

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

Police Department Accreditation

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

FY 2018 Grants

- \$8,018. – Pending Executive Office of Public Safety and Security reimbursement
Bulletproof Vest Grant
- \$8,018. – Department of Justice Bulletproof Vest Grant
- \$9,955. – Traffic Safety Grant
- \$2,250. – Pedestrian/Bicycle Safety Grant

Deputy Chief Retirement

After 30 years of service to the Town of Westford, Deputy Chief Walter Shea retired in December 2017. Deputy Shea began his law enforcement career with the Police Department in May 1987. He started his career as a patrolman, then worked his way up to detective, sergeant, lieutenant, captain and finally deputy chief. We thank Deputy Shea for his service to the community and department and wish him well in his future endeavors.

Active Shooter Training

An important facet of the police profession is always being prepared for the unexpected

POLICE DEPARTMENT – CONTINUED

and having an effective standardized response to keep any resulting harm to a minimum. During April school vacation week, the Police Department conducted active shooter training at Westford Academy. The officers were presented with various challenging active shooter scenarios, much like they would unfortunately face in a real situation. All scenarios involved an active shooter at the school with varying components, including lone active shooter, possible multiple active shooters and active shooter with booby-trapped doors and hallways. During each and every scenario students from Westford Academy participated in the training as victims, which added to the reality and stress of the situation. The officers also worked in conjunction with firefighters from the Westford Fire Department, utilizing teamwork, which is of the utmost importance in public safety work, to extract and care for victims from the school. The Police Department would like to thank the students that participated and the fire Department that assisted in making the training as realistic as possible. The Police Department trains and works collaboratively with the Fire Department, School Department and Highway Department to respond to major incidents.



Officers involved in active shooter training.

POLICE DEPARTMENT – CONTINUED

Statistics

July 1, 2017 – June 30, 2018

911 Hang Up–Abandoned Call	95	Lock out.....	216
911 other Jurisdiction.....	30	Maintain the peace.....	22
911 Non-Emergency–Verify Call ..	194	Medical.....	1436
Accident Industrial.....	2	Message Delivery	71
Accident MV–Injury	90	Missing person/child.....	23
Accident MV–No Injury	608	Mutual Aid	66
Alarm/Burglar	929	MV Abandoned	2
Alarm/Fire.....	698	MV Disabled	298
Animal Control Officer Call out ...	220	MV Stop	2691
Animal Cruelty	38	MV Citations Issued	2622
Arrest	132	MV Violations Reported	256
Assault and Battery.....	18	Order Served–Court/Restraining	273
Assault-simple	5	Park and Walk	1029
Bank Escort.....	101	Property Found	102
Bomb Threat	1	Property Lost	37
Business/House Check.....	3614	Property take possession.....	21
Breaking & Entering	22	Protective Custody.....	3
Bylaw Violation.....	132	Radar Assignments.....	412
Car Seat Installation.....	62	Repossession	15
Child Abuse/Neglect.....	35	Restraining Order Violation	10
Commitments.....	95	Robbery	1
Counterfeiting.....	3	Rubbish Disposal.....	6
Disturbances.....	216	Safety Hazard	308
Domestic Violence.....	115	Search Warrant	18
Drug Law Violations.....	11	Sexual Assault/Adult & Child	7
Firearm Violations	2	Sudden Death	7
Fire MV/Bldg/Brush	26	Suicide/Attempt.....	19
Fireworks Violation	12	Surveillance MV.....	26
Funeral Escort.....	3	Surveillance Person	17
Harassment.....	29	Suspicious MV/Person	362
Identity Theft	102	Telephone Harassment/Obscenity	12
Injury to Property.....	71	Traffic Hazard	469
Larceny	62	Transportation/Citizen/Prisoner.....	81
Larceny from MV	7	Trespassing.....	32
Larceny MV–Auto	4	Truancy.....	1
Legal Advice.....	274	Vehicle ID Number (VIN check).....	8
Liquor Law Violations.....	55	Well Being Check.....	343

POLICE DEPARTMENT – CONTINUED

Roster

Chief of Police

Thomas McEnaney

Acting Deputy Chief

Victor Neal

Captains

Mark Chambers

Ronald Paulauskas

Lieutenants

Justin Agraz

Det. Lt. David Connell

James Peloquin

Donald Pick

Sergeants

Michael Breault

Brian Gendron

Steven Keins

Daniel O'Donnell

Marc Proia

Christopher Ricard

Gregory Marchand – Prosecutor

Patrol Officers

Nicholas Annese

Michael Barck

Justin Belinsky

Anthony Bernadin

David Bettencourt

Matthew Bunyon

Gregory Burns

Paul Burns

Jonathan Byrne

Joseph Chenell

Derek Hartley

Jon-Allen Haslam

Brandon Holmes

Timothy Hughes

Scott Hyder

Timothy Jansen

Trevor Keins

Timothy Larkham

Nicholas Mariano

Ian McEnaney

Christopher Musick

Robert Musto

Paul Selfridge

David Silton

David Welch

Special Services

Det. Matthew Furlong

Det. Nirissa Nicoletti

Det. David O'Hearn

Det. Dennis Rogers

K9 Officer Corey Peladeau

School Resource Officer Joseph Eracleo

School Resource Officer Geoffrey Pavao

Office Personnel

Marcy Devine

Tricia Targ

Michelle Wright

PUBLIC SAFETY COMMUNICATIONS DEPARTMENT

The dispatch function for both the Police and Fire Departments have been operating since March 2015 under the Public Safety Communications Department, however the staff was working in two separate buildings. This was creating challenges both in staffing, training, functionality and budgeting. Fortunately, and with special thanks to Tom Mahanna, the entire Permanent Town Building Committee, and the town's residents, the demolition and reconstruction of what was the Police Training Room began over the summer months.

Timothy Whitcomb
Operations Administrator

On November 1, 2017 the Public Safety telecommunicators moved into the new Communications Center located off the lobby of the Police Station.



View of new Communications Center

The new number to call for all non-emergencies is 978-399-2345, however the old numbers will continue to be routed to the Communications Center. The Communications Center is staffed 24/7 and has a full-time staff of 11 Public Safety telecommunicators under the direction of an Operations Administrator who reports to the both the Police and Fire Chiefs.

PS Telecommunicators

Colin Osgood	David Avery
Andrew Sherman	Ashley Hartenstein
Ryan Cobleigh	Cheyenne Harrington
Jocelyn Stott	Nicholas Demins
Jocelyn Shields	Rebecca Michaels
Brandon Burns	Edward Cash

Part-Time Telecommunicators

Michelle Wright	Tricia Targ
Zachary Driscoll	David Lefebvre

PUBLIC SAFETY COMMUNICATIONS DEPARTMENT

— CONTINUED

The new PSC Department dispatches all public safety services and receives all telephone and 9-1-1 calls for police, fire and ambulance for the Town of Westford, at a single location. The PSC Department also serves as Control for Fire District 6 Communications, which covers 19 communities.

Telephone Calls Received:	50,000 +/-
9-1-1 Calls Received:	3,513
Fire Calls Dispatched:	2,667
District 6 Fire Incidents Involved:	63

PUBLIC WORKS INITIATIVE COMMITTEE

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

The PWIC completed work on final recommendations in early FY 2018 with the final committee meeting on July 28, 2017 and presentation to the Selectmen on September 26.

Summary of Results

The committee assisted the Town Manager in the identification of opportunities for consolidating the procurement of services, supplies and equipment. More engineering resources have been dedicated to Town projects due to new procedures adopted by the Capital Planning Committee and implemented by the Town Manager.

The consolidation of the oversight of building and grounds maintenance for the Town and Schools occupied much of the Committees attention. The result: The Town Manager/ School Superintendent Facilities Directorate Proposal, which was approved by the School Committee and supported by the Board of Selectmen. PWIC recommendations for Town land and grounds maintenance were presented to the Selectmen on September 26, 2017.

The PWIC supported and assisted in the consolidation of Town wastewater treatment facilities which are now managed by the Westford Water Department. The PWIC also helped with the development of the Town Manager's Plan for Wastewater Assets Maintenance. The Engineering Department will manage storm water in accordance with the Storm Water Management Master Plan now under development.

Enhancement of service delivery by 311-type service was addressed but held in abeyance pending the identification of future needs.

Final Report

The PWIC presented the final report to the Selectmen on September 26, 2017. The complete final report and final recommendations were included with the Selectmen's meeting documents for September 26, 2017.

Upon completion of the update the Selectmen voted to accept the committee's recommendations for further consideration and agreed that the committee had completed the original charge. The Selectmen voted to disband the PWIC effective September 26, 2017 and expressed the Town's gratitude for the PWIC efforts over the more than six years of its existence.

John Cunningham
*Conservation Commission
Chair*

Mark Kost
*Board of Selectmen
Vice-Chair*

Eric Heideman
*Assistant Town Manager
Clerk*

Avery Adam
School Committee

Hugh Maguire
Water Commission

Robert Price
Library Trustee

George Rogers
Council on Aging

Town Staff:
Richard Barrett
Highway Department

Pat Savage
*Parks, Recreation and
Cemetery Department*

RECORDS & ARCHIVES MANAGEMENT COMMITTEE

The Records & Archives Management Committee is comprised of members of the Westford Historical Society, Historical Commission, Library, Town Clerk's office and at-large members with historical and technical knowledge. The RAMC works with Town departments to identify, preserve and provide access to town records and documents with the ultimate goal of permanently preserving these historical resources in a climate-controlled, secure and accessible Town of Westford archives center.

Ellen Harde
Co-Chair

Marilyn Day
Co-Chair

Pat Louch
Sandy Martinez
Bob Oliphant

Patricia Dubey
Town Clerk

Community Preservation Projects

Kathy Deschenes continues her painstaking and diligent work processing Planning Board permanent records files.

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

Barbara Murch is updating the Town Meeting index and will be adding historical data.

Updates

The committee met with new Town Clerk Patty Dubey to familiarize her with their ongoing work. Chair Ginny Moore is stepping down due to retirement. We wish her well in all future endeavors and thank her for her invaluable knowledge and insight. Bob Oliphant continues working on the Town-owned land deed collection when time allows.

RECYCLING COMMISSION



Alan Bugos
Kristina Erickson
Corey Groves
Ellen Harde
Elizabeth P. Sawyer
Charles Stark
Barbara Theriault

The Mission of the Westford Recycling Commission is to:

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

Westford Recycling Commission and Republic Services Collaborate for Ongoing Improvements



Republic Services has been serving the Town of Westford for over two years and commission members along with Town management continue to collaborate with their support team for ongoing improvements to the curbside recycling services provided to Westford. Reductions in global demand for recycled materials and a shift in the market is prompting changes to the recycling industry overall in communities throughout the country, including Westford. The commission members made a strong effort to educate residents about the new guidelines for recycled materials, recycling preparation (to reduce curbside recycling contamination) and the recycling process in general. This has been a major focus area in FY 2018. Furthermore, promotion of recycling through Recyclopedia and recyclesmartma.org, the state's smart recycling education website (MassDEP), have assisted the commission and many of the major recycling haulers in the state who have agreed on a standard list of recyclables and how to process and collect them.

The commission assisted the Town Manager on recycling disruption during the January 4th snowstorm and reviewed procedures for Storm Central, which will provide improvements overall to our residents.

Westford's three-year contract with Republic Services will end on June 30, 2019 and is due for renewal in an RFP process.

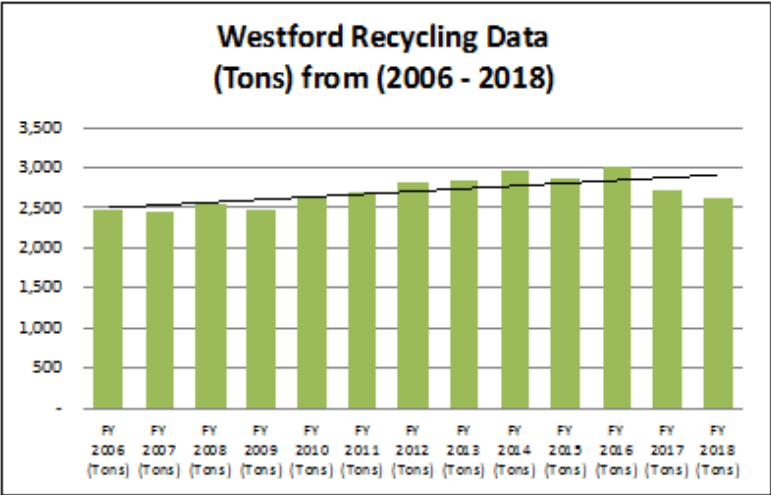
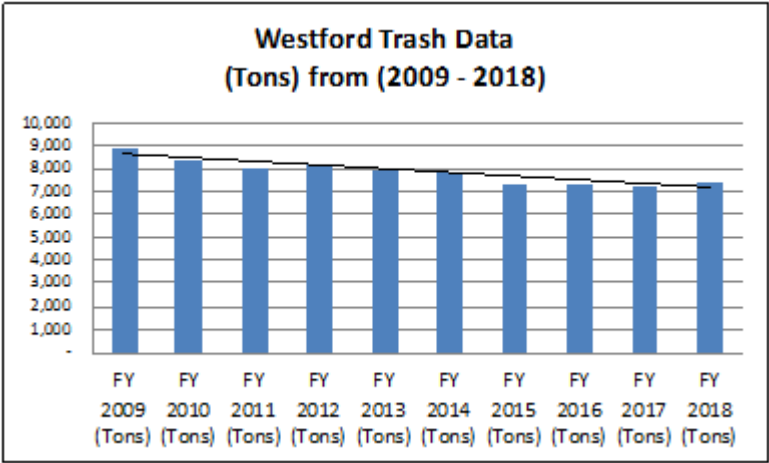
Data, Statistics, and Costs

In FY 2018, Westford trash data show overall increase of 202.8 tons of trash, hence we had 2.8% more trash removal than the previous year and trash tipping fees were increased accordingly. Recycling data show a decrease of 93.4 tons of recycling, hence we recycled 3.4% less than the prior year.

RECYCLING COMMISSION – CONTINUED

In Westford, the 10-year trend of trash tonnage data show an overall reduction in trash generation by residents whereas the 13-year trend in recycling tonnage data shows an overall positive trend with an increase of recycling, barring the exception of the last three years, we’ve seen a decline in recycling tonnage.

The Town budgeted \$509,000 for the cost of collecting curbside recyclables this current fiscal year as compared to the \$1,220,000 budgeted for curbside collection of solid waste (trash). During the October Special Town Meeting, voters approved an additional \$80,000 to cover the cost of tipping fees that jumped from \$45,000 to \$125,000 this fiscal year. A tipping fee is the amount charged for disposal based on weight.



RECYCLING COMMISSION – CONTINUED

New Initiatives and Continuous Improvements

- The commission implemented a “Buy Recycled” Policy for all Town departments in FY 2018.
- The commission, with the help of our vendors and Town employees, continued to identify the number and location of all recycling pick-up locations by type and location: single family homes, apartments, condominium complexes, churches, and Town buildings, on both private and public roads, and recommended improvements for current and future service.

Diversion Events

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

- Held our Electronics & More collections, hosted by the Westford Recycling commission twice in 2018 for residents to recycle electronics materials and more. These opportunities continue to be highly successful in eliminating recyclable materials from our waste stream and your support has been fantastic. Statistics from our May 2018 event yields the following data: 45,902 pounds of electronic devices, 25,000 pounds of mixed light metals and 12,356 pounds of TVs and monitors. This was a total collection of 83,258 pounds overall. During our September event, 8,880 pounds of light iron, and 40,236 pounds of electronics (plus 14 car seats, 47 monitors, 133 TV’s, 10 pounds of batteries, 30 sets of speakers and 27 pounds of ink/toner) for a total of 49,116 pounds overall.
- Assisted Highway Department with publicizing brush chipping events in April.
- Assisted in promoting other diversion events for Styrofoam, bicycles, sports equipment and other “Reuse your Recyclables” events in surrounding towns.
- Planned the next town-wide Household Hazardous Waste event to take place in May 2019.

Publicity and Education

To increase awareness of recycling, the commission:

- Maintained a comprehensive and current website for recycling for the convenience of residents: www.westfordma.gov/recycling.
- Continued our informational campaign related to the improvements to our recycling haulers as adjustments were made to their services to the Town of Westford.
- Continued to use all available media to remind residents that recycling will not be collected in plastic bags and that plastic bags are not recyclable curbside.
- Printed and mailed the 2018-2019 Recycling Guide to Westford households.
- Submitted monthly articles for the Town Manager’s newsletter.
- Publicized the availability of curbside leaf collection.

Additional Accomplishments, Recycling Events and Efforts

- Participated in creating an RFP for a new trash contract for 2018-2021.
- Implemented a new version of the carry-in, carry-out policy with Parks and Recreation.
- Sold 142 64-gallon wheeled recycling toters.
- Sold and delivered 22 Earth Machines composters.



RECYCLING COMMISSION – CONTINUED

- Upcycle It, operated under the auspices of Sustainable Westford, diverted 1088 pounds of packaging from our waste stream which would otherwise be incinerated at a cost to the town and instead generated money for the Westford Public Schools while teaching our youth about the value of recycling.
- New England Clothes Recycling containers (for both gently used and unusable textiles) at nine locations throughout the town. Negotiated a better stipend from New England Clothes Recycling.
- Farmers Markets: staffed the WRC education table at Farmers Market August 8 and September 19, held a drawing at Farmers Market August 8 for a free Earth Machine, and held a drawing on September 19 for a free recycling toter.
- Plastics Bags: WRC gave input and support to Dick Coleman for a plastic bag reduction bylaw. Discussed plastic bag reduction in town, interviewed stores, and helped pass the bylaw. Created a No Plastics Bag buck slip for the June real estate tax bill mailing.
- Several community Litter League Green Team clean-up projects conducted in collaboration with the Highway Department.
- Bulk stickers for the disposal of large items available at Brookside Convenience, Cumberland Farms, Mackay Ace Hardware, Main Street Convenience, Market Basket, Nab One Stop, Westford Ace Hardware, and Town Hall.

Recycling Commission Revolving Fund FY2018*

- Starting balance July 1, 2017 **\$7,570.00**

Item	Income	Expenses
64 gallon toters (142)	\$7,110.00	\$(5,049.00)
Earth Machines (22)	\$990.00	\$(1,720.00)
Brush collection**	\$450.00	
N.E. Clothes Recycling	\$1,150.00	
RECYCLE stickers		\$(282.00)
Insert for tax bills		\$(15.00)
TOTALS	\$9,700.00	\$(7,066.00)

- Ending balance June 30, 2018 **\$10,204.00**

* Note that the commission revised the definition of the WRC revolving account this past year.

** To be transferred to the Highway Department.

Commission Resources, Volunteers and other Key Information

The commission is blessed with several dedicated non-member volunteers. Among other efforts, Kristina Greene, founder of The Greening of Westford, organizes the Electronics and More Collections each year and manages our DEP reporting system. Kristina has also been instrumental in pursuing grant funds for various recycling efforts that the commission can leverage as part of our objectives. Tanya Carlyle continues to field recycling questions that come in via the Town website and is always available for ad hoc tasks. Denise Seyffert delivers Earth Machines to Westford residents. Sharon Chew provides weekly labor and inspiration for the town's composting efforts in the schools.

RECYCLING COMMISSION — CONTINUED

Gerry DiBello reviews and updates the “Recycling A to Z” section of our website in addition to his Upcycle It responsibilities. Lastly in 2018, Corey Groves and Elizabeth Sawyer officially joined the commission as full-time members as Susan Lavigne Thomas and Cynthia Peraner stepped down to pursue other activities after multiple years of service to the commission. Elizabeth Sawyer continues to coordinate and run our bi-annual Hazardous Waste Collections.

Thank you to all, commission members and volunteers, for your service to the town and to the Recycling Commission.

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

WESTFORD PUBLIC SCHOOLS

Westford Public Schools continues to receive local and national recognition for excellence. The accomplishments of students and staff in the classroom, athletic fields and fine and performing arts have been exemplary. The school system enrolled 5093 students in the 2017-2018 school year. Over the last 10 years the PreK-grade 12 enrollment has consistently remained above 5,000 students. The quality of the system continues to attract young families who want the best education possible for their child.

Everett V. Olsen, Jr.
Superintendent of Schools

Westford's core mission is to prepare students for success in life by developing their academic, social and emotional competencies. To this end, the Summer Administrative Leadership Team Institute focused on preparing students for success. Bill Daggett, founder of the International Center for Leadership in Education, met with our Leadership Team for three hours to discuss essential elements for preparing students for success. Dr. Daggett spoke to the importance of developing and maintaining a strong supportive school system culture, personalized learning and an ever-present focus on creativity and innovation.

Throughout the school year a number of initiatives were started in an effort to appropriately plan for the future. Two committees were established to study the elementary grade organization and the evident need to redistrict. It is anticipated that the PreK-grade 12 redistricting will be implemented in the 2020-2021 school year. This is in response to a surge in the construction of new residential housing. A committee was also established to determine the viability of later school start times for students in grades 6-12.

A considerable amount of time during the entire school year was devoted to school safety. Our safety procedures were carefully reviewed and updated based on conversations with staff and public safety officials. In March, a 90-minute School Security Forum was conducted at a School Committee meeting and we participated with the Police Chief in a school safety presentation and discussion at the Town's Annual Strategic Planning Meeting. Westford will continue to focus on creating a safe and secure school environment for all students and staff.

The support provided to our excellent school system by the School Committee, Board of Selectmen, Finance Committee, Town administrators, parents, and the entire community continues to be invaluable. Westford Public Schools' collective goal is to provide the highest quality education to all students so that they will continue to be well prepared for their future in an increasingly competitive world.

WESTFORD PUBLIC SCHOOLS—CONTINUED

DIRECTORY

Everett V. Olsen, Jr., Superintendent	978-692-5560	X 2103
<i>Nina Mangan, Administrative Assistant to the Superintendent</i>		X 2102
Kerry Clery, Assistant Superintendent of Curriculum & Instruction		X 2105
<i>Maureen Townsend, Curriculum Administrative Assistant</i>		X 2104
Kathleen Auth, Director of School Finance	X 2106	
<i>Nancy Hill, School Finance Administrative Assistant</i>		X 2100
Courtney Moran, Director of Pupil Services		X 2112
<i>Zoe Daniels, Administrative Assistant</i>		X 2111
<i>Dorothy Wagner, Administrative Assistant</i>		X 2113
JoEllen Baird, Director of Student Information		X 2124

PRINCIPALS

James Antonelli	Westford Academy	978-692-5570
Christopher Chew	Stony Brook Middle School	978-692-2708
<i>Richard McElhinney</i>	<i>Assistant Principal</i>	
Tim Hislop	Blanchard Middle School	978-692-5582
<i>Carolyn Jerzylo</i>	<i>Acting Assistant Principal</i>	
Chris Louis Sardella	Norman E. Day School (3-5)	978-692-5591
<i>Lori McDermott</i>	<i>Assistant Principal</i>	
Donna Pobuk	Rita Miller School (K-2)	978-392-4476
<i>Lori McDermott</i>	<i>Assistant Principal</i>	
Kathleen Huntley/Kerry Clery	Abbot School (3-5)	978-692-5582
<i>Carolyn Jerzylo</i>	<i>Assistant Principal</i>	
Susan DuBois	Nabnasset School (K-2)	978-692-5583
<i>Carolyn Jerzylo</i>	<i>Assistant Principal</i>	
Sharon Kennelly	Crisafulli School (3-5)	978-392-4483
<i>Scott Middlemiss</i>	<i>Assistant Principal</i>	
Kevin LaCoste	Robinson School (K-2)	978-692-5586
<i>Scott Middlemiss</i>	<i>Assistant Principal</i>	
Courtney Moran	Millennium (Pre-School)	978-692-5560

SCHOOL COMMITTEE

		Term Expires
Terry Ryan, Chair	6 Carriage Way	2018
Avery Adam, Vice Chair	87 Providence Road	2018
Megan Eckroth, Secretary	8 Timberlee Lane	2020
Arthur Benoit	26 Country Road	2019
Alicia Mallon, 1-yr. appointment	104 Plain Road	2018
Gloria Miller	14 Hutchins Way	2020
Chris Sanders	6 Koala Bear Lane	2018

School Committee website: www.westfordk12.us/district/wps-school-committee

School Committee meetings are held every other Monday evening at 7:30, unless otherwise indicated or rescheduled. All meetings are posted through the Town Clerk's office in the Agenda Center on the Town website.

WESTFORD PUBLIC SCHOOLS – CONTINUED

ENROLLMENT As of Oct. 1, 2017

	MLN	NAB	ROB	MLR	ABB	DAY	CRIS	STBRK	BMS	WA	TOTAL
Pre-Sch	127										127
K		89	89	100							278
Pre-1		15	11	18							44
1		96	94	91							281
2		129	97	119							345
3					128	125	109				362
4					119	105	107				331
5					120	126	127				373
6								203	179		382
7								252	193		445
8								192	218		410
9										447	447
10										433	433
11										443	443
12										388	388
Ungraded										4	4
TOTALS	127	329	291	328	367	356	343	647	590	1715	5093

WESTFORD PUBLIC SCHOOLS

STUDENT SUPPORT SERVICES

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

Courtney L. Moran
Director of Pupil Services

According to Massachusetts Department of Elementary and Secondary Education's October 1, 2017 report, Westford Public Schools support 727 students with differing abilities. This number represents a moment in time, as students are continuously evaluated throughout the year for both eligibility and placement. A continuum of services, focusing on inclusivity is provided at each grade level. By responsibly including students with their peers, academic, behavior and social development is fostered. Depending on eligibility criteria, students may receive a variety of services, including specific academic instruction, behavior management, speech and language therapy, occupational therapy, physical therapy, social skills, specialized vision and hearing training, assistive technology, and adaptive physical education.

Of the 727 students, 51 are placed in private special education day schools, collaborative classrooms or residential school placements.

The district continuously self reflects in terms of practices and programs. The Westford Integrated Preschool has seen an increase in both medical complexities and low incident/high-need cases. As a result we have increased by 1.5 full-time equivalent professional staff. This shift in programming also caused therapeutic caseloads to increase.

Unfortunately, the District was notified that the state grant for Special Education Program Improvement would not be available during the FY 2018 year. We remain hopeful that this funding source will return.

Funding Source	Federal/State	FY14	FY15	FY16	FY17	FY18
Grant 262	State	\$18,244	\$19,364	\$19,350	\$19,916	\$18,451
Grant 274	State	\$22,614	\$42,069	\$41,069	\$27,000	0
Grant 240	Federal	\$900,568	\$907,342	\$904,574	\$949,110	\$953,848

WESTFORD PUBLIC SCHOOLS

FACILITIES AND OPERATIONS

The School Department completed many facilities projects during the 2017-2018 fiscal year, with the goal of ensuring that students and staff have a safe, clean and stimulating learning and working environment. Many of the activities in the summer months cover regular preventive maintenance activities for the structural components of the school buildings, including elevators, boilers, heating and cooling systems, air exchangers, building security systems, fire safety equipment and kitchen equipment. The floors in all of the school buildings are stripped and new finishes are applied each year, and the gymnasium floors are refinished on a rotating basis. The stage floor at Abbot was also refinished during the summer for the first time in many years. The custodial and maintenance crews work very hard during the hot summer months to ensure that the buildings shine for opening day.

Kathleen Auth
Director of School Finance

Sidewalk and parking lot repairs are undertaken primarily in the summer, and this year in addition to basic repairs we made improvements to the Nabnasset and Stony Brook sidewalks and the parking lots at the Day School. Floors throughout the district were repaired and replaced on a prioritized basis, with safety concerns being the primary determining factor.

The School Department's capital appropriation for FY 2018 included funds to replace obsolete pumps and other HVAC equipment at the Blanchard Middle School. We purchased a rack truck for the maintenance department, which is used to move equipment and large items between school buildings. Two large projects also got underway during fiscal year 2018, the replacement of the Westford Academy track and the replacement of the Abbot roof. These projects will be completed in fiscal year 2019 since construction will primarily take place in the summer of 2018. The Abbot roof project is being done in conjunction with the Massachusetts School Building Authority, which has provided a grant that will fund approximately 44% of approved eligible project costs.

The Town received a Green Communities Grant in fiscal year 2018 that funded two School projects in addition to several other Town projects. The Blanchard Middle School's energy management system was upgraded, allowing facilities staff to maximize energy conservation efforts at the school. Nearly 300 of Westford Academy's aging light fixtures were retrofitted with LED technology, which is expected to further reduce energy consumption at the high school.

Many of our maintenance projects are accomplished using available funds within the School Department's operating budget. For example, this year three new flashing school-zone beacons were added at the Robinson School. The Day School's hot water tank was replaced, and a dehumidification system was added in one section of the school to address recurring condensation problems that had resulted in slippery floors. Pumps were replaced in the boiler room at the Abbot School to increase the reliability and efficiency of the HVAC system. Maintenance and operations funds are expended as efficiently as possible to ensure that needs such as these can be met during each school year.

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

WESTFORD PUBLIC SCHOOLS

CURRICULUM AND INSTRUCTION

As we finish up this 2017-2018 school year, we can reflect on many accomplishments that have taken place. Each year we take steps toward continual growth to enhance the learning experiences for the students in the Westford Public Schools, and this year was no different.

Kerry Clery, Ed.D.
*Assistant Superintendent of
Curriculum and Instruction*

In conjunction with the School Committee, a new homework policy and regulation was adopted and will be implemented in the 2018-2019 school year. This came on the heels of a year-long committee of 27 Westford administrators, teachers, parents and students who reviewed the research around homework and developed recommendations for next steps. The new policy and regulations underscore the importance of assigning homework that is meaningful for students and has a real world connection, when applicable.

In grades 6-12, we continued our partnership with Challenge Success, an organization out of Stanford University that assists schools with identifying some of the challenges students face in this fast-paced, high-pressure culture that, at times, conflicts with what we know about child development and effective education. This year we had a team of 16 individuals from our middle schools and high school attend a two-day conference at Stanford. This team consisted of administrators, teachers, parents, and students. The conference launched our year-long planning initiative to establish a framework and help us establish ways in which we can reduce some of the increased anxiety students feel in order to promote healthy and engaged learners. Each professional development day was geared toward this plan and we look forward to the continued development of Challenge Success next year.

With the unusual October power outages and the harsh winter weather, the district closed for a total of nine school days this year. Similar to the surrounding districts, this was much higher than our average. As a result of this state-wide dilemma, the Department of Elementary and Secondary Education provided districts with flexibility to meet the required 180 school days in alternate ways, as long as the alternative meets the Structured Learning Requirements outlined by the State. Subsequently, we developed a Distance Learning initiative, which is a process of providing students with assignments and/or instruction that can be done remotely and would count as a typical school day. We implemented this pilot program in April and were able to recover three of the canceled school days. We collected feedback from staff, parents, and students on how to improve the program in the future. Looking forward, we plan to institute Distance Learning if we exceed five school closures due to inclement weather in any given year.

This spring our students in grades 3-8 took a revised version of Massachusetts' standardized test, the Next Generation MCAS. Due to recent infrastructure upgrades, students in all five schools were able to take this test online. As always, we look forward to analyzing the scores when they are released this summer.

WESTFORD PUBLIC SCHOOLS

SCHOOL HEALTH SERVICES

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

Joan Mitchell, BS, RN, MEd
School Nurse Leader

Role of the School Nurse: “School nursing, a specialized practice of public health nursing, protects and promotes student health, facilitates normal development, and advances academic success. School nurses, grounded in ethical and evidence-based practice, are the leaders that bridge health care education, provide care coordination, advocate for quality student-centered care, and collaborate to design systems that allow individuals and communities to develop their full potential.” (National Association of School Nursing, Feb. 2017)

Clinic visits as of May 30, 2018

<u>Description</u>	<u>Quantity</u>	<u>Percentage</u>
Return to class	22,907	93%
Dismissed due to illness	1,367	5%
Dismissed due to injury	90	1%
Other	206	1%
Total	24,570	

The following is a partial list of students’ physical/developmental conditions as gathered from emergency cards completed by parents during the 2017-2018 school year:

<u>Category</u>	<u>Total Students</u>	
	<u>2017</u>	<u>2018</u>
ADHD/ADD	296	264
Depression	183	186
Allergies:		
Food allergies	412	408
Bee sting allergies	29	24
Latex allergies	11	10
Asthma	550	541
Cardiac conditions	17	19
Diabetes Type I	21	19
Migraine headaches	32	29
Seizure Disorder	30	19

<u>Health Screenings Conducted</u>	<u>Total Students</u>	<u>Grades Tested</u>
Hearing	2,162	K-3, 7, 10
BMI	1,487	1, 4, 7, 10
Oral Health*	326	1-6
Postural	2,026	5-9
Vision	2,870	K- 5, 7, 10

*in collaboration with Westford Board of Health

WESTFORD PUBLIC SCHOOLS

SCHOOL HEALTH SERVICES—CONTINUED

Total number of students: 5106

Total number of staff: 994

Epi-pen administration: 4

911 calls and transport to Emergency Room: 21 (4 for staff)

School nurses' responsibilities include:

- First aid, illness assessment, mental/behavioral health support
- Collaboration with guidance counselors for the social/emotional needs of students
- Individual/classroom health education (i.e. depression/anxiety, sun safety, bullying, hand-washing, diversity, health and hygiene)
- Immunization verification
- Medication administration
- Update and maintenance of school health records
- Health education for students, staff, and parents
- Management of individual health care plans and emergency plans
- Health screening and referrals for health care and health insurance

Staffing

Each elementary and middle school has a school nurse position and Westford Academy has two nurses.

Ongoing Projects in Schools

- *SBIRT- Screening Brief Intervention and Referral to Treatment*: a state-mandated screening that promotes prevention and identification of early risk substance use in adolescents. Screened students in grades 8 and 10.
- *Project Interface*: referral source for students with mental health issues; 7/1/2017-5/30/2018: 64 referral cases in the town of Westford
- *Challenge Success*: provides families and schools with the practical, research-based tools they need to create a more balanced and academically fulfilling life for kids.
- Works closely with Cameron Senior Center and St. Vincent de Paul to provide clothing, food, heat, financial assistance and mental health resources
- All nurses trained to use Narcan in the event of a heroin overdose
- Mental Health Collaborative: small study groups about mental health
- Epi-pen training for all staff at all schools
- Medical updates as needed
- Diabetic care as needed: hourly, daily
- Human growth and development presentation
- CPR/AED and first aid classes for all the nurses
- *SOS-Signs of Suicide* presentation and questionnaire to 7th grade students at Stony Brook and Blanchard Middle Schools, parents called as needed
- *Mindfulness Centers* incorporated in nurses' clinics
- *Girls on the Run and Love Yourself First*: team-building activities to promote self-confidence, self-esteem and friendship

School nurses work closely with the Westford Board of Health and the staff of Pediatrics West to provide quality health services for students, staff, and families in Westford.

WESTFORD PUBLIC SCHOOLS

GRADES K-2 ELEMENTARY SCHOOLS

Professional Learning Communities

This year, Grades K-2 educators utilized collaborative teaming to extend their learning on a particular focus within a specific curriculum area in an effort to improve and enhance the learning experience for all students. District-wide Professional Development days were utilized to provide more routine and targeted times for collaboration. This collaborative teaming was used as building blocks to enhance the Professional Learning Community (PLC) environment throughout each of the K-2 schools.

Donna Pobuk
Miller School Principal

Susan DuBois
Nabnasset School Principal

Kevin LaCost
Robinson School Principal

Richard and Rebecca DuFour described PLCs as “An ongoing process in which educators work collaboratively in recurring cycles of collective inquiry and action research to achieve better results for the students they serve. Professional learning communities operate under the assumption that the key to improved learning for students is continuous job-embedded learning for educators.” The purpose of this time is for educators to work together to share ideas and solve problems that impact student learning, while focusing on needs that are specific to a classroom or grade level at any given point in time. The ultimate goal of a PLC is to work together to delve into and provide solutions towards the following four questions:

1. What do we want students to learn?
2. How will we know when each student has learned it?
3. How will we respond when a student experiences difficulty in learning?
4. How will we respond when a student already knows it?

District-wide teams of teachers took an area of focus that they already knew (for example, new math curriculum, guided math, writing workshop, mindfulness, etc.) and pinpointed a focus within that area to collaboratively examine, discuss, and reflect on that particular topic. Topics and areas of focus were driven and decided upon by the group using analysis of student data to drive the discussions.

MILLER SCHOOL

Technology

Seesaw is a student driven digital portfolio program that empowers students to independently document what they are learning at school. Students learned how to “show what they know” using photos, videos, drawings, text, PDFs, and links. Teachers across grades K-2 participated in professional development to explore uses for Seesaw and to create activities to support learning in their classroom.

Social Emotional Learning

Students were introduced to several sensory regulation strategies throughout the course of the school year including the use of sensory tools, the Zones of Regulation and other calming strategies. Classroom toolkits were created for each classroom in order to increase access for students and professional development was provided to teachers to increase understanding of sensory regulation and to support the implementation of the tools.

WESTFORD PUBLIC SCHOOLS

GRADES K-2 ELEMENTARY SCHOOLS—CONTINUED

Curriculum and Instruction

Several staff members across grades K-2 participated in a book study group called *The Next Step Forward in Guided Reading* by Jan Richardson. The focus was on early/emergent reading strategies as well as the implementation of guided writing.

Community Collaboration

Students in grades K-2 participated in a community meeting in which they heard the story *Only One You* by Linda Kranz and explored the importance of kindness and celebrating their individuality. Parent volunteers organized and implemented a follow-up activity in which second grade students painted rocks to create a “Kindness Garden” in the Miller School courtyard.

NABNASSET SCHOOL

Curriculum and Instruction

The creation of the Nabnasset Makerspace and mobile pop-up station, a School Improvement Plan goal, was a great success this year. We are proud to report that nearly 95% of Nabnasset students participated in Makerspace activities this school year. Teachers were familiarized with the space by participating in a Makerspace activity with their colleagues during a faculty meeting. This tactile experience, along with discussion, highlighted our goals for the Makerspace. The space has become appreciated by staff and students alike for the opportunities it provides to explore, create, collaborate, and problem solve. We thank our Nab families for donating a variety of items to help ensure that the space is well provisioned.

Dr. Seuss Themed Family Literacy Night

In celebration of Dr. Seuss’ birthday, Nabnasset students, staff and families came together for a Dr. Seuss themed event featuring a Reader’s Theater performance, followed by a variety of specific book-related activity stations around the school. The evening culminated with read-alouds by staff members and a special visit by the Cat in the Hat.

Community Lesson

Nab Stars participated in important life lessons around the book *Only One You* by Linda Kranz. This engaging lesson/project created by Mrs. Ash and Mrs. Votano also focused on recognizing the unique qualities found in each and every one of us and encouraged us to use these qualities to make the world a better place. The culminating project provided students and staff with the opportunity to paint rocks, each with a unique design that was placed on a path outside of our special school, representing the message that is conveyed in the book. The pathway will grow with each new group of Kindergarten students that are welcomed to our Nab community of learners. We encourage everyone to visit the Nabnasset School to see this beautiful new pathway addition to our landscape.

Peer Observations

Throughout the year, nearly 65% of staff participated in peer observations as a form of collaborative professional development. Teachers used these opportunities as a means of sharing instructional techniques and identifying effective teaching strategies. In addition,

WESTFORD PUBLIC SCHOOLS

GRADES K-2 ELEMENTARY SCHOOLS—CONTINUED

it has helped to foster a professional culture that encourages a collegial exchange of ideas and promotes trust. It shifts the mindset from thinking that observations are simply evaluative in nature to associating them with professional growth.

ROBINSON SCHOOL

Dot Day

On Friday, September 15, the Robinson School participated in "International Dot Day," which celebrates the beautiful picture book, *The Dot*, by Peter Reynolds. Students wore dot-themed clothing to school on this special day, and explored the story's powerful themes of bravery, creativity, and self-expression. Students and staff participated in activities and events throughout the school day that were as silly, creative, and unforgettable as the now classic book.

Guided Observation

During the afternoon of October 19, the Robinson School hosted a Guided Observation for nine teachers and an administrator from the Shaker Lane School in Littleton, which was in the initial stages of shifting to a Math Workshop/Guided Math approach for the delivery of instruction of the mathematics curriculum. The visiting educators came to the Robinson School to observe Math Workshop/Guided Math in action within our school as a form of professional development so as to get a better idea of what it looks like, sounds like, and feels like when implemented and utilized within an elementary classroom.

The visiting educators from the Shaker Lane School were amazed by and complimentary of the teaching and learning that they witnessed in our classrooms. During a debriefing session at the end of the day, the visiting educators shared their excitement and enthusiasm for the positive atmosphere they felt in the classrooms and throughout the school, and for the engagement and enthusiasm the students and staff displayed during math class.

As a learning community, we are proud that educators from another district are taking time to observe and learn from our educators, taking strategies and instructional practices that they learned here at the Robinson School and integrating them into their own classrooms. In addition, we are proud of the wonderful educators within our school, their professionalism, their dedication to improving their craft, and their commitment to doing what is best for our students.

Author Visits

On November 9, 2017, the Robinson School welcomed popular children's author Renata Bowers. During assemblies and classroom visits, Mrs. Bowers shared her Frieda B. book series. She reminded the students to dream big and bold, that they are "free to be unique" and "have important stories to tell."

On March 29, Dave McGillivray, Race Director of the Boston Marathon, visited the Robinson School to talk to the students about following their dreams. Dave recently co-authored (with co-author, Nancy Fehrer, Reading Interventionist at the Abbot School) a

WESTFORD PUBLIC SCHOOLS

GRADES K-2 ELEMENTARY SCHOOLS—CONTINUED

children’s book titled *Dream Big: A True Story of Courage and Determination*, which encourages readers to follow their dreams and to never give up. As a child Dave dreamed of being a professional athlete. Unfortunately, he always seemed to be picked last for teams and was often told that he was too small. At the age of 12 Dave found the sport of running and ever since continues to accomplish great things. Just recently he completed the World Marathon Challenge, running seven marathons, in seven continents in seven days! Each student received a copy of *Dream Big: A True Story of Courage and Determination* thanks to the generous donation from the Joseph Middlemiss Big Heart Foundation.

Technology

As Robinson teachers have continued to enhance and grow the teaching and learning that takes place within their guided math time, they have worked hard to integrate technology into their “station rotation” block utilizing the application Dreambox Learning Math (“Dreambox”). Dreambox is a game-based online math learning system that provides a fun, interactive platform for students to learn and practice important mathematical concepts. The program adapts to the student’s actions and performance within the game-based units and lessons, adjusting to the student’s competency as he/she plays. In addition, Dreambox provides teachers with real-time student data, allowing them to tailor and differentiate their instruction – remedial or enrichment – so as to improve student learning and performance.

Robinson-Crisafulli Sister School “Family Literacy Night”

In an effort to enhance our sister-school connection, staff members from both the Robinson School and the Crisafulli School worked together to create a family literacy project. Tying in a key component of each school’s code of conduct, the staff focused the literacy project around the book *The Hundred Dresses* by Eleanor Estes. This piece of literature was first published in 1944 and was a Newbery Honor book in 1945. The story is about Wanda, a new girl at school with a “funny” last name, who claims to own 100 dresses. But Wanda wears the same faded blue dress day after day.

Families of the two schools read the book aloud together – at home – during February. Then, on March 1, 2018, staff members from the Robinson and Crisafulli Schools hosted a culminating sister school activity, a Family Literacy Night, at the Crisafulli School. The Family Literacy Night consisted of book discussion groups as well as a variety of culminating activities that related to the story. It was wonderful to have hundreds of families from both schools attend this special night celebrating reading and discussing a classic book with a timeless message.

WESTFORD PUBLIC SCHOOLS

GRADES 3-5 ELEMENTARY SCHOOLS

Transition to a “Math Workshop” Model in Grade 5

During the 2017-2018 school year, a decision, based on the successful pilot program at the Abbot School, was made to move away from the “Standard/Accelerated” math model to a Math Workshop model in all district grade 5 classrooms for the 2018-2019 school year. K-5 Math Curriculum Coordinator Mary O’Gorman facilitated a Guided Math Study Group with fifth grade teachers from the Crisafulli and Day Schools. The study group focused on Dr. Niki Newton’s book *Guided Math in Action*. Teachers discussed how to integrate guided math instruction with the Everyday Mathematics curriculum. Teachers learned how to set up their classroom with meaningful center activities, analyze assessments to form guided math groups, and provide robust instruction in key mathematical strategies. There was also an opportunity to participate in a learning walk/guided observation of Abbot Grade 5 classrooms utilizing the Math Workshop model.

Kerry Clery
Interim Abbot School Principal

Sharon Kennelly
Crisafulli School Principal

Chris Louis Sardella
Day School Principal

Professional Learning Communities

This year, Grades 3-5 educators used collaborative teaming to extend their learning on a particular focus within a specific curriculum area in an effort to improve and enhance the learning experience for all students. District-wide Professional Development days were utilized to provide more routine and targeted times for collaboration. This collaborative teaming was used as building blocks to enhance the Professional Learning Community (PLC) environment throughout each of the K-2 schools.

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WESTFORD PUBLIC SCHOOLS

GRADES 3-5 ELEMENTARY SCHOOLS—CONTINUED

ABBOT SCHOOL

Abbot Authors

The book *Dream Big: A True Story of Courage and Determination* by Dave McGillivray, written in collaboration with Abbot Reading Interventionist Nancy Freeher, was published and became available in book stores on March 1. The book was dedicated to the memory of Joseph Middlemiss and inspired by the students and staff of the Abbot School.

Curriculum and Assessment

Abbot teachers added Explanation Stations as a part of Guided Math lessons. In addition to working on specific standards in differentiated stations around the classroom, students rotate through an Explanation Station to capture their thinking using the Explain Everything app. Students solve math problems out loud while recording for their teachers, which serves to be a true formative assessment.

Makerspace Addition

The Abbot Makerspace, a School Improvement Plan goal, was set up and operational this school year. The space provides students opportunities to explore, create, collaborate, and problem solve. We thank our Abbot families for donating a variety of items to help ensure that the space is well provisioned.

Technology

Abbot School Digital Learning Specialist Lisa Sanderson collaborated with third-grade classroom teachers to teach coding using DASH robots. This addition to the curriculum not only teaches students the logical steps needed in programming, but it also provides opportunities for students to work in teams to problem solve a variety of challenges. This work was made possible through a grant from the Westford Education Foundation.

CRISAFULLI SCHOOL

Dot Day

On September 15, the Crisafulli School participated in “International Dot Day,” which celebrates the beautiful picture book *The Dot* by Peter Reynolds. Students wore dot-themed clothing to school on this special day, and explored the story’s powerful themes of bravery, creativity, and self-expression. Students and staff participated in activities and events throughout the school day that were as silly, creative, and unforgettable as the now classic book.

Author Visits

On January 12, Susan Verde, author of *I Am Yoga, I Am Peace*, and many other wonderful picture books, spent the day with the staff and students of the Crisafulli School. Ms. Verde met with individual classes to share a lesson on mindfulness and mindful activities, and to explain her journey of how she became an author. She also read one of her books during community meeting, and shared a whole-group mindful activity.

WESTFORD PUBLIC SCHOOLS

GRADES 3-5 ELEMENTARY SCHOOLS—CONTINUED

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Kindness Library

Earlier in the year, Crisafulli Library Media Specialist Buffie Diercks and School Counselor Sara Leef nominated the Crisafulli School to receive a "Kindness Library" from The Joseph Middlemiss Big Heart Foundation. The school was awarded one of these libraries in February 2018.

The Kindness Library is a bookcases filled with books that teach and highlight lessons in kindness. The mobile bookshelf is filled with quality mentor texts that help foster and support beautiful friendships and kindness initiatives within the school. The implementation and utilization of this Kindness Library aligns perfectly with the principles and core values sought in our school's social/emotional curriculum. The books touch upon many values that we hope to instill in our students, such as respect, kindness, empathy, and inclusion. The Kindness Library provides stories and resources to guide our students to initiate inclusive behaviors, to foster friendships, and to reinforce kindness.

Robinson-Crisafulli Sister School "Family Literacy Night"

In an effort to enhance our sister-school connection, staff members from both the Robinson School and the Crisafulli School worked together to create a family literacy project. Tying in a key component of each school's code of conduct, the staff focused the literacy project around the book *The Hundred Dresses* by Eleanor Estes. This piece of literature was first published in 1944 and was a Newbery Honor book in 1945. The story is about Wanda, a new girl at school with a "funny" last name, who claims to own 100 dresses. But Wanda wears the same faded blue dress day after day.

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WESTFORD PUBLIC SCHOOLS

GRADES 3-5 ELEMENTARY SCHOOLS — CONTINUED

NORMAN E. DAY SCHOOL

Kindness Garden

Day School kicked off the new school year by creating the *Only One You Kindness River* based on Linda Kranz's book, *Only One You*. Students and staff painted rocks that are now displayed in our "Kindness River" that flows through the front of the building.

Community Collaboration – Artist in Residence

In January, Day School welcomed Liz Van Saun as the artist in residence and created a community mosaic project that included the entire student body, parent volunteers, faculty and staff. Six panels featuring the native flora and fauna of Westford were designed, tiled, and grouted. The panels are now displayed in the Day School cafeteria.

One Book, One School

Under the leadership of literacy specialist Alison Bates, Day School launched the One Book, One School program in March to create a shared reading experience within the entire Day School community. Each family and staff member read the book *The Adventures of a South Pole Pig* by Chris Kurtz at home over the course of the month, and special activities and contests took place at school to foster the home-school connection.

Playground

Principal emeritus Kevin Regan is the chair of our successful fundraising campaign for the Day School playground. The Day School community raised over \$80,000 in personal donations and fundraisers organized by students. The new Day School playground will be constructed and installed in August.

WESTFORD PUBLIC SCHOOLS

GRADES 6-8 MIDDLE SCHOOLS

Westford Public Schools includes two of the top-performing middle schools in the state of Massachusetts. The Blanchard and Stony Brook Schools are committed to providing students with a rich educational experience designed to support the unique needs of young adolescents. Consistent with best practices in middle school, Westford's students are organized into interdisciplinary teams in grades six, seven, and eight. The team creates a smaller community within the school where students are well known by multiple adults. Educator collaboration is at the heart of the Westford middle school model, as teachers meet regularly to plan instruction, interventions, and team activities to build spirit and community.

Timothy Hislop
Blanchard Principal

Christopher Chew
Stony Brook Principal

Teachers continue to implement the Common Core State Standards and Westford curriculum benchmarks. The teaching teams provide academic instruction in English Language Arts, social studies, mathematics, and science. Additionally, seventh and eighth graders may also take one of four foreign languages offered: Spanish, French, German, or Latin. Sixth graders rotate through a quarter of each language during a Foreign Language Exploratory or FLEX program.

Integrated Arts courses provide additional experiential, hands-on activities in the areas of physical education, art, engineering, health, music/theatre, guidance, research, and technology. Opportunities to participate in ensemble groups, including band, orchestra, and chorus, are also woven into the rotation.

Student supports are in place for any individual requiring additional assistance with academics, including reading and math intervention and academic coaching. During a daily advisory block, students are able to meet with teachers individually and in small groups, access school resources such as the library and labs, collaborate on projects, or participate in team activities.

Field trips and various arts and enrichment presentations further extend the curriculum. Thanks to generous support from the Westford Middle School Parent Teacher Organization, students enjoy programs such as Shakespeare Now!, Mythmasters, World of Rhythm, Pyramids and Pharaohs, and a visit from acclaimed author Jack Gantos. Visits to the North Shore Music Theatre and an eighth grade class trip to Washington, D.C. expose students to new cultural and historical contexts for learning.

School-to-home partnership is a major focus for both schools, and multiple means of communication encourage family engagement in the learning process. The principals send weekly newsletters via email, and social media is used to share photos and curricular updates. In addition to annual parent conference and curriculum nights, teaching teams designate time for weekly parent meetings.

School administration and teaching staff work in close collaboration with curriculum coordinators to promote consistency in the learning experiences offered to all middle school students in Westford.

WESTFORD PUBLIC SCHOOLS

GRADES 6-8 MIDDLE SCHOOLS — CONTINUED

LLOYD G. BLANCHARD MIDDLE SCHOOL

School Advisory Council

The 2017-2018 School Improvement Plan focused on three major areas: promoting student wellbeing and academic engagement, supporting diverse learners, and enhancing the transition from elementary to middle school. The Blanchard School Advisory Council was co-chaired by principal Tim Hislop and parent representative Clare O'Brien. Parent membership also included new members Leela Obilichetti and Alison Simoneau. Students were represented by eighth grader Aditiya Venkat. Sandra Habe served as community representative, and Tracey Woodley and Siobhan Wiatr served as teacher representatives.

In support of school and district goals, a team of administrators, teachers, and parents from Blanchard, Stony Brook, and Westford Academy attended the Challenge Success Fall Conference at Stanford University. In workshops, training, and collaborative coaching sessions, the group examined research-based practices to increase student engagement and promote social-emotional wellbeing. A Challenge Success parent newsletter was launched to share relevant resources and local events with families. In the spring, Blanchard School Advisory Council partnered with members of the Challenge Success team to expand parent involvement.

Citizenship and Achievement

Celebrating multiple forms of success, Blanchard recognized students not only for outstanding academic performance but also for exceptional effort and citizenship. Over the course of the year, the Blanchard Honored Citizens program recognized 60 individual students for positive contributions to their classrooms, teams and school. In special assemblies, teachers shared how these individuals exemplified Blanchard's core values of Respect, Opportunity, Cooperation, Kindness, and Service.

On June 21, 2018, Blanchard's third annual Middle School Completion and Achievement Ceremony was held to celebrate the eighth grade class in their transition to high school. The program featured performances from the chorus, band, and orchestra ensembles as well as student speaker Emily Carey. Numerous awards recognized individuals for outstanding effort and achievement in each subject area. Students were also recognized for exceptional leadership, academic growth, and community involvement. A new award was added in memory of Blanchard eighth grader Rajiv Paluri.

Athletics and Activities

Blanchard offered 25 well-attended extracurricular clubs and sports, all advised by staff members. Offerings appealed to a variety of student interests including yoga, fitness, and the arts. A new club, Allied Forces, was introduced to celebrate individual differences and foster a school environment that is welcoming for all. On April 13, 17 students and three faculty members represented Blanchard at the Anti-Defamation League 24th Annual Youth Congress.

WESTFORD PUBLIC SCHOOLS

GRADES 6-8 MIDDLE SCHOOLS — CONTINUED

The National Geographic Bee, National History Day, and math teams competed at the regional and state levels. Several Blanchard instrumental and vocal students were selected to perform at the highly competitive Eastern District Music Festival. Students also represented Blanchard at the All-State Treble Chorus. Blanchard Theatre Arts performed *Skidmarks* to sold-out audiences and received regional recognition at the Massachusetts Educational Theatre Guild.

Community Service

Students at Blanchard demonstrated a strong commitment to service. In the spring, the entire school joined together in spreading messages of peace and support to victims of national tragedies. Community outreach and spirit was promoted through several student-led initiatives throughout the year. Student Council organized a field day and spirit days, and partnered with the local charity For the Love of Erika to run a holiday toy drive. Blanchard Peer Leaders led A Cause for Paws to benefit the Humane Society and coordinated collections for the Lowell Wish Project's Blanket the Valley drive and the Westford Food Pantry. Peer leaders also traveled to the John A. Crisafulli Elementary School to meet with incoming sixth graders to help prepare them for the transition to middle school.

STONY BROOK SCHOOL

The 2017-2018 Stony Brook School Improvement Plan goals focused on three major areas: continuing our collaboration with Challenge Success to support overall student wellbeing and academic engagement, supporting teacher integration of maker-centered learning tools and increasing Project-Based Learning strategies throughout the building, and expanding individual on-demand student access to technology resources throughout the day. The Stony Brook School Advisory Council was co-chaired by Dr. Christopher Chew and parent representative Seema Pusalkar. Parent membership also included Marci Barnes, James Dodos, Kelly Doonan, Patrick McGinn, Justine Olander, and Mary Anne Seraphin. Deb Barsel and Stephanie Sullivan served as the teacher representatives. Kelly Diette served as the Stony Brook Community representative.

In the fall of 2017, members of the Stony Brook Challenge Success Team participated in additional training at the fall conference held at Stanford University along with the teams from Blanchard and Westford Academy. Following the conference, faculty at Stony Brook collaborated with the data team during the 2017-2018 school year professional development to continue to assess which strategies best support overall student wellbeing and academic engagement. In the spring of 2018, Challenge Success Team members attended the East Coast Conference held at Dover-Sherborn High School to share best practices with other districts from around the country partnering with the Challenge Success organization.

Project-Based Learning opportunities grew exponentially at Stony Brook during the 2017-2018 school year. A cohort of teachers representing each grade level participated in year-long professional development that supported their implementation of Project-Based Learning strategies into their courses. One of the 6th grade teams worked exclusively in an interdisciplinary project-based learning environment all year while

WESTFORD PUBLIC SCHOOLS

GRADES 6-8 MIDDLE SCHOOLS — CONTINUED

many other Stony Brook teachers piloted project-based learning units at various times throughout the year.

Throughout the year, Citizenship Awards were presented to 58 Stony Brook students for their efforts and positive contributions that they made to their teams and classes. Students were recognized for consistently exemplifying the Stony Brook core values of Perseverance, Respect, Integrity, Dedication, and Excellence (P.R.I.D.E.). Our eighth grade award assembly held at the end of the year included 67 students being recognized as receiving a Gold Presidential Academic Award for maintaining high honors throughout the year and 69 students receiving the Silver Presidential Academic Award for maintaining at least honors for all three terms. With 136 of the 192 eighth graders maintaining honors-level grades throughout their last year of middle school, it speaks well for their work ethic and is consistent with the high performance Stony Brook students have achieved on state assessments and district benchmarks.

WESTFORD PUBLIC SCHOOLS

GRADES 9-12 WESTFORD ACADEMY

Westford Academy continues to be one of the top-performing high schools in the state of Massachusetts. *Boston Magazine* ranked Westford Academy as one of the top 50 high schools in Massachusetts. Ninety-eight percent of the graduates attend two or four-year colleges or universities and several students plan to enlist in the armed forces or to take a gap year. Westford Academy students continue to perform admirably on the statewide MCAS Exam (Massachusetts Comprehensive Assessment System) as well as the SAT, ACT and Advanced Placement assessments. In the 2017-2018 school year, hundreds of students participated in taking one or more Advanced Placement exams.

James Antonnelli
Principal

This year the Community Preservation Committee (CPC) supported a project to renovate the track and field areas at Westford Academy's Alumni Stadium. The CPC recommended \$700,000 to support the project. In addition, the Westford Board of Selectmen supported using \$50,000 worth of mitigation funds, and through a GoFundMe account we were able to raise another \$25,000. The project is being completed by Heimlich Landscape and Construction out of Woburn, MA and the final track surface will be completed by the company Cape and Island Tennis & Track. The project's completion date is August 17, 2018.

Westford Academy's students, faculty, and parent community continued the journey to support the social and emotional needs of students at the high school. The pressures from everyday life continue to cause major levels of stress and anxiety for our students. Principals at every level have noticed this increased anxiety and are taking steps to address this epidemic. Both middle schools and the high school attended a program in the fall at Stanford University. The Challenge Success Program has been embraced by many in the Westford Public Schools community, however there is more work to do. Pressures regarding college acceptance is becoming more prevalent and the competition to be better than the next student is daunting. As a faculty and staff we are looking at a variety of factors that impact a student's life and to implement changes that can reduce stress while still building resiliency. Our professional development has been focused on the social and emotional needs of our students and we have taken action to begin educating our parents about what it means to have a "well-balanced child." In fact, a representative from Stanford University's Challenge Success Program met with many of our parents during the school year and helped to educate them about what a well-balanced student looks like and what colleges and universities are looking for in each applicant. It was well received and we are hoping to provide more parent education in the school year 2018-19.

The School to Careers program continues to provide students with rich opportunities to explore their interests and find majors and careers that will match their talents and lead to career satisfaction. The Career Exploration Breakfast gave over 800 sophomores and juniors the chance to meet with two professionals in careers of interest to learn more about their paths to success. We are grateful to the 60+ speakers who gave their time to come in and meet with our students and share their stories. Over 400 students participated in the Junior Job Shadow day in May. Following classroom guidance lessons on career exploration, informational interviewing and resume writing, all juniors sought out site mentors in fields of interest. Site mentors shared their educational experiences

WESTFORD PUBLIC SCHOOLS

GRADES 9-12 WESTFORD ACADEMY — CONTINUED

and career pathways, as well as how they apply what they learned in school at work everyday.

This past spring, over 400 seniors participated in the Senior Capstone program. The Capstone is a wonderful opportunity for senior students to explore a variety of learning opportunities beyond the classroom. From early April to mid-May each year, we send our seniors off to partake in internships in the Westford community and beyond. Students work in a variety of settings to learn about many different occupations. Some students find the perfect fit and a trajectory for their future, while others find out that the work they did in the spring of their senior year is not the right fit for them and they then pursue other opportunities or majors when moving on beyond graduation. We appreciate all of the support from our local businesses, schools, hospitals, etc. that support the internships. It is a fantastic opportunity for our seniors. I would like to thank all of our faculty advisors for their support each spring, and a huge thank you to guidance counselors Susan Lynch and Heidi Hider for their leadership and stewardship of this program.

Westford Academy's valedictorian was Danielle Sawka. Danielle will be attending Brown University's combined MD program in the fall of 2018 with the track of becoming a physician. Danielle's guidance counselor, Mrs. Tracy McLaughlin, wrote the following regarding this year's valedictorian. "According to Nelson Mandela, 'A good head and a good heart are always a formidable combination.' By that definition, Danielle is a powerhouse!"

In addition, Anthony Zhu was recognized as the Salutatorian for his class. Anthony's guidance counselor, Mrs. Wendy Pechacek said the following about him: "Anthony shares his well-honed communication skills, his ability to quickly analyze and synthesize information, and, not unimportantly, his generous nature and wonderful sense of humor." Anthony will carry all of these fine attributes to the University of Michigan where he will study electrical engineering and computer science. Best of luck to two of the best and brightest from Westford Academy!

This year's graduation speaker, Erika Waterhouse, addressed her class in front of a crowd of over 3,000 families, friends, and guests. Her theme connected to balloons. "The more I fill up, the more I am also being tied up stronger, but I never lose hope, I got my cords, the elasticity of it will be stretched, and I would rise and shine." (Anonymous) Erika spoke fondly about Matthew Roberge, a classmate who passed away due to a long battle with cancer. She reflected upon the fall of her junior year when the class released 21 balloons in honor of Matt. Number 21 was Matt's number on his varsity soccer jersey. She closed by saying, "whether you are taking a gap year, enlisting in the military, working, or going off to college, we should always carry that balloon of creativity with us."

This year's Senior Class President, Ian Kim, provided some closing thoughts to the Class of 2018. Ian shared his journey through life and the people who affected him the most: his father, his mother, his sister and of course, the class of 2018. "The fourth and final lesson I learned from you, my classmates. Sharing our weaknesses does not make us

WESTFORD PUBLIC SCHOOLS

GRADES 9-12 WESTFORD ACADEMY — CONTINUED

weak, but rather makes us stronger than we could have ever imagined. Wherever you find yourself in life, never be afraid to be vulnerable.” Ian then turned and looked at me and said, “Mr. Antonelli, I present to you the class of 2018” and more than 400 caps flew into the darkening skies while thousands applauded. It was a wonderful celebration with spectacular weather for all of the spectators.

The Westford Academy Trustees continue to support graduating seniors by awarding over \$120,000 in scholarships each spring. In addition to these scholarships, the Trustees provide books for our National Honor Society graduating seniors, Academic Excellence awards at graduation, as well as class Most Worthy Representative Awards. The Trustees also donated \$43,700 towards the purchase of Chromebooks in order to make Westford Academy fully a 1:1 school. Each student starting in the school year 2018-19 will have a device to work on within each classroom setting. We are all grateful to the Westford Academy Trustees for their generosity and support.

Recipients for the Class Most Worthy Representative were the following:

Freshmen Class of 2021

Micah Smith
Jazmin Rodriguez

Sophomore Class of 2020

Michael Simpson
Caroline Burke

Junior Class of 2019

Nolan Hart
Kitty Lovell

Senior Class of 2018

Gareth Owens
Medha Palnati

In closing, Westford Academy is described as a well-rounded institution. The high school boasts 33 varsity Division I athletic teams, over 75 co-curricular clubs for student engagement beyond the classroom and a marching band with over 100 members. The Theater Arts Department has won eight of the last 10 state championships through the Massachusetts State Theater Guild and students from our Fine Arts Department have earned recognition from the *Boston Globe* by earning Gold and Silver Key Awards. We continue to encourage our student-body to be actively engaged with community service within Westford and beyond as we hope to create well-rounded citizens.

WESTFORD PUBLIC SCHOOLS
GRADES 9-12 WESTFORD ACADEMY
CLASS OF 2018

Alejandro Gabriel Acosta
Vatsal Agarwal
Avni Agrawal
Issam Jacques Alaga
Veronika Ona Alinskas
Thrishanth Anandaraj
Jocelyn Noelle Ancil
Jacquelyn Renee Andry
Molly Ann Armstrong
Elizabeth Lucille Arnold
Katherine Dorau Arnold
Louisa Maria Margret Arnold
William Robert Atkins
Michael Richard Attardo
Thomas Peter Babigian
Matthew Paul Baggeroer
Akshaya Bala
Priya Annice Banerjee
Ciara Catherine Belanich Barstow
Katherine Dawn Batchelder
Caroline Delaney Bates
Joel Edward Albert Battle
Cassidy Faraco Baumgart
Berke Sarp Belge
Alekh Rajesh Beri
Serena Rajesh Beri
Nikhil Aaditya Bhagavathula
Ryan Anthony Blackwell
Tyler Michael Blagg
Jacob Anthony Blatt
Christian James Blouin
Harini Boddu
Jonathan Alan Boisvert
Cameron Andrew Bortolussi
Annette Xing Bouchard
Ryan Christopher Bowen
Emily Grace Bramanti
Alison Rose Breen
Emily Ann Marie Brobst
Hannah Kathryn Browne

Thomas Daniel Burke
Maytal Burstein
Diana Sang Hee Cajolet
Tia Christina Caldwell
Alexander Robert Callahan
Anthony Giovanni Cammalleri
Caroline Joyce Campbell
Alyssa Marie Cantwell
Jay Aaron Caplan
Olivia Nicole Caron
Brian James Carr
Abera Tiernan Carroll-Grant
Anthony James Castagno
Caroline Redmond Chaffiotte
Alexander William Charlton
Brandon Michael Chasse
Ria Chawla
Ariel Chen
Leonardo Ren-Wei Cheng
Maximilian Tenney Chernauskas
Maeli Cherry
Kevin Thomas Childs
Britta Lu Cianciolo
Benjamin Steven Cincotta
Cassie Jae Clark
Rachel Amanda Cline
Ryan Christopher Cline
Kate Evelyn Coffey
Jaclyn Russo Cohan
Max Arthur Cole
Julia Laura Condry
Emmelyn Doireann Conway
Karen Elizabeth Corbett
Connor Michael Coulter
Olivia Lee Coven
Jake George Cragg
Paul Joseph Crann
Myles Arcadi Cripanuk
Emily Marie Crossley
Cameron William Cruzen

WESTFORD PUBLIC SCHOOLS
GRADES 9-12 WESTFORD ACADEMY
CLASS OF 2018 — CONTINUED

Joseph Anthony Cuggino
 Rebecca Rose D’Anna
 Brendan Nicholas D’Aquino
 Brittany Linh Phuong Dang
 Maria Ida Decelles
 Christopher Joseph DeLouchrey
 Brett Samuel Denly
 Ashley Elizabeth Dias
 Andrew John Dickey
 Samuel Dale Dillon
 Tyler Edmund Dillon
 Jerry Rui Ding
 Alessandra Grace DiPietro
 Sean Matthew Doherty
 William Connor Doherty
 William Thomas Doherty
 Jason Patrick Dolan
 Reilly Katherine Donahue
 Victoria Laura Donescu
 Leah McLaughlin Donovan
 Luke David Donovan
 Emily Madison Doolin
 Morgan Mary Dougherty
 Madelyn Anne Dupre
 Keerthana Hanuma Dutta
 Sean David Egan
 William Frederick Engdahl
 Berk Alp Erdal
 Eric Yong-Hao Luc Fan
 Trevor Anthony Faretra
 Jelina Linnette Farrell
 Isabelle Ann Feehrer
 Timothy Reid Feehrer
 Ariana Marie Feliciano
 Julia Anna Feng-Bahns
 Aparna Rani Fitch
 Raja Lahu Fitch
 Megan Crosby Fitzgerald
 Olivier Adrien Doran Fournier-LeMay

Andrew John Friel
 Gabriel Elmer Frohlich
 Nicholas Michael Furness
 Madison Bridgett Gallagher
 Ethan Michael Gallant
 Olivia Eve Gallo
 Caitlin Campbell Geary
 Alexis Marie Genna
 Elizabeth Jin Jing Gillis
 Nicholas Mitchell Giovino
 Damon Sebastian Godfroy
 Benjamin Ross Golash
 Vishnu Raghavendra Gorur
 Margaret Elizabeth Granger
 Kylie Alexis Gray
 Teresa Marie Graziani
 Leanne Rose Guilmette
 Caroline Grace Gulla
 Kristiana Patricia Gulliver
 Shray Gurtata
 Cara Elise Hackley
 Richard Austin Haggerty
 Rachel Brittin Hall
 Emily Marie Harkins
 Lindsay Nicole Harris
 Jenna Marie Hasche
 David Michael Hegarty
 Tyler Curtis Heil
 Isabel Grace Heitkamp
 Emma Katherine Hill
 Olivia Rose Hillman
 Sadhika Chaitanya Hiremath
 Ethan William Hooch
 Cindy Huang
 Justin Huang
 Robert Charles Hudson
 Mohak Jain
 Nayan James Jani
 Prachi Jhavar

WESTFORD PUBLIC SCHOOLS
GRADES 9-12 WESTFORD ACADEMY
CLASS OF 2018 — CONTINUED

Nathan Anthony Johnpier
Derek Cooper Jones
Paige Kacherian
Timothy Ryan Kapetanakis
Maya Devi Kapur
Nikhil Krishan Kapur
Venil Kathiravan
Maxwell Westerheim Kazman
Stephen Chai Heng Keang
Hannah Rose Keefe
Elijah Dante Keefer-McGee
Ashley Nicole Kelley
Brigid Opal Kelley
Shane Patrick Kelley
Joseph Leo Kenney
Haley Elizabeth Kersley
Hannah Wessler Kettering
Kynza Anis Khimani
Ian Gwan-Shik Kim
Elizabeth Kate Kimble
Tabitha McKenzie Kotary
Robert Peter Krieg
Emma May Krosky
Hannah Michelle Kruger
Tanmayee Prashant Kulkarni
Nicolas Avery Kullberg
Arya Raju Kunaparaju
Michael Connor Lahme
Caitlin Anne Laliberte
Hollie Dianne Lane-Smith
Brianna Lee Langlois
Brihanna Navo Laushine
Samuel Patrick Leonard
Henry Wang Li
Jocelyn Xuwen Li
John Jian Li
Selena Lin
Sydney Christine Linden
David James H Lizotte

Derek Randy Lo
Ian Patrick Lobo
Zachary James Loesch
Maya Noel Lucas
Erika Mariah Lee Luetjen
Abigayle Sophie Lunsford
Lauren Patricia MacKenzie
Erica Michelle MacLure
Nicholas Julio Mager
Shourav Makkapati
Kaydi Maldonado
Saudip Manna
Jack Coyle Mantville
Sofia Raffaella Marchetti
Sarah Patricia Marcus
Ethan Karl Martinson
Aaron Varghese Mathew
Robert Andrew McA’Nulty
Allison Jane McCabe
Delaney Rose McCarthy
Kathleen Mary McCarthy
Sean Robert McCarthy
Clare Marie McCord
Maeghan Lori McCusker
Connor Harold McDonough
Katherine Elizabeth Anne McKenna
Caley Elizabeth McKenney
Zachary Michael McKeon
Sarah Coombs McKinley
Jesse Richard McLaughlin
Brian Joseph McNeil
Joshua William McQuinn
Matthew Pressly Mead
Justin Pearce Michael
Danielle Suzanne Milanette
Robin Wade Miller
Daniel John Mills
Sebastian Minasian
Ian Thomas Jameson Moffett

WESTFORD PUBLIC SCHOOLS
GRADES 9-12 WESTFORD ACADEMY
CLASS OF 2018 — CONTINUED

Nicholas Paul Molinaro
 Alexander James Mondro
 David Moon
 Abigail Isabelle Moore
 Kathleen Suzanne Moore
 Sheila Joy Moradi
 Chloe Elena Morbelli
 Emma Katherine Morse
 Frederic Mrozinski
 Allison Nicole Mulhern
 Adam Connor Mullen
 Maryam Emily Mullenix
 Alec Michael Musante
 Noe Mbuyi Musoko
 Rohit Mynam
 Amogh Mohan Nagarajan
 Amruth Mohan Nagarajan
 Aditya Uday Naik
 Meghana Vinod Nair
 Lisa Nakanishi
 Vishwa Ramana Nathan
 Jean Wanjiku Ndegwa
 Sara Kaitlyn Nees
 Melanie Charlene Nigro
 Marcus Muiruri Njorogeh
 Dilara Meghan O'Connell
 Megan Alice O'Connor
 Joseph Patrick O'Donnell
 Jessica Jean O'Neil
 Emma Marie O'Sullivan
 Steven Kawika Reid Okuhara
 William Bryant Osgood
 Marina Elise Ottaviano
 Gareth Bradley Owens
 Taylor Pacifico
 Medha Srinandini Palnati
 Connor Gage Pandiscio
 Domenic Angelo Pappalardo
 Olivia Ann Pappas

Jessica Daly Paquette
 Janvee Patel
 Michael Marin Pavkovic
 Katherine Alise Pawlak
 Hannah Claire Peterson
 Andrew Jonathan Piedrahita
 Sakhi Pola
 Hansika Poovannan
 Kathryn Ann Popp
 Eric Jonathan Porter
 Sovannarith Matthew Powers-So
 Pooja Prasad
 Sneha Prasath
 Andrea Michele Price
 David William Qi
 Vishal Raghunath
 Allison Barbara Ragusa
 Nurun Nessa Rahman
 Manisha Ramprasad
 Vineeth Cheera Rao
 Fiona Anne Redmond
 Lorraine Egan Reilly
 Jennifer Sarah Richmond
 Gwen Elizabeth Riemer
 Sean Michael Riordan
 Courtney Brennan Ristaino
 Matthew Joseph Robertson
 Hannah Madeline Roche
 Hannah Marie Roder
 Adele Lea Rouanet
 Emily Anne Rudiman
 Alisha Sabnis
 Sandra Maged Salama
 Matthew Anthony Salvo
 Domenic Christian SanGiovanni
 Richard Hagop Sarkisian
 Danielle Marie Sawka
 Jessica Katherine Scaplen
 Emily Catharyn Scheve

WESTFORD PUBLIC SCHOOLS
GRADES 9-12 WESTFORD ACADEMY
CLASS OF 2018 — CONTINUED

Kayla Michelle Schladenhauffen
 Violet Sarah-Rose Schroeder
 Kayleigh Elizabeth Semeter
 David William Severance
 Dhyan Dilip Shah
 Arnav Sharma
 Harshal Kalpesh Sheth
 Esha Shetty
 Ashya Singh
 Ethan John Skotz
 Michaela Catherine Smith
 William Christopher Smith
 Bhoomi Vijaykumar Soni
 John Anthony Spinazzola
 Laura Rose Sporel
 Annika Sriram
 Serena Grace St. Sauveur
 Sean Brian Stafford
 Carina Lee Stafstrom
 John Staffan Sturrock
 Andrew H Sun
 Dedivya Surampudi
 Tejus Surendran
 Jonathan Douglas Swanson
 Naomi Rose Szabo-Wexler
 Param Prasad Talwalkar
 Kayden Ferris Tatarka
 Devan Emil Tenney
 Devin John Thomas
 Andrew John Tierney
 Cameron Michael Tierney
 Stephen Reece Townsend
 Michael Richard Tricca
 Jessica Yumi Noelani Trischitta
 Emily Grace Turcott
 Andrew Robert Twombly
 Erin Marie Underhill
 Michael James Valentine

Stephanie May Valentine
 Hailey Marie van Bommel
 Saipreeth Kumar Varada
 Ashwin Kumar Vasan
 Raj Patel Vekeria
 Adithya Dayananda Vellal
 Eric Joseph Viscione
 Matthew William Vlach
 Benjamin James Walker
 Katherine Verity Walker
 Hannah Li Wang
 Iria Wanyan Wang
 Sharon Jane Wang
 Tiffany Mingshen Wang
 Ryan James Wasylshyn
 Lucy Marie Waszak
 Erika Carol Waterhouse
 Makena Joyce Waterhouse
 Julia Catherine Welch
 Steven Richard Welch
 Kenneth Howe Westberry
 Julia Caroline Whelan
 Matthew Elliott Whelan
 Devon Taylor Whitney
 Sophie O'Donnell Wieselquist
 Danielle Rose Wilson
 Katelyn Tatum Wing
 Madison Margaret Wiser
 Abigail Anna Wood
 Mackensie Taylor Woodward
 Michael Liu Xiao
 Isabella Yutong Xu
 William Yang
 Alice Yan Yun
 Qi Joy Zeng
 Celia Xin-Yi Zhou
 Anthony Zhu

SENIOR LOW INCOME DISABLED TAX RELIEF COMMITTEE

The Senior Low Income Disabled Tax Relief Committee's charge is to examine possible personal and property tax relief for seniors, disabled, and low-income citizens.

- March 2017 – Town Meeting mandated a committee to look at tax relief.
- June 7, 2017 – SLIDTR's first meeting.
- Outreach/Education, Research/Criteria, Demographics subcommittees created timetables, shared articles, learned information, created a webpage to upload docs, looked at other town and state models. Much discussion. Brought in about a dozen experts on various aspects of our charge including Town Counsel.
- Created a survey sent to all residents for feedback re income and property taxes; had coffee hours for more resident input.
- Had outreach/information/data collection tables at all Town Meetings.
- Sept. 2017 – Began offering monthly 1:1 tax relief appointments.
- Oct. 2017 – Special Town Meeting passed doubling 41C benefit.
- Oct. 25, 2017 – State House visit with Joint Committee on Revenue and Westford's representatives (very valuable).
- Dec. 2017 – Created and mailed out Property Tax Relief Benefits information charts to residents in their tax bills. Planned to bring two articles to 2018 Annual Town Meeting: one to add disabled residents to 41C and the committee's proposal for a new bill.
- March 24, 2018 – Town Meeting passed article adding disabled residents to 41C and sent to Statehouse for approval.
- June 2018 – Continued to tweak proposal with Selectmen and Assessors, attended the Strategic Planning Retreat on June 21.

**Annette Cerullo
Christine Collins
Don Costley
Paul Fassbender
Heather FitzPatrick
Henry McDowell
Ingrid Nilsson
Dan O'Donnell
Paul Plouffe
Christine Pude
Richard Severyn
Tom Spuhler
Kathy Wilson**

TAX COLLECTOR-TREASURER

Tax Collection Information

The current year collection rate held steady at 99%. Uncollected balances are pursued through tax liens and eventual foreclosure through land court. The number of parcels being processed for foreclosure in land court has risen, from 3 last year to 8 now. We also saw an increase in the number of deferrals last year. Delinquent Tax Liens and Tax Deferrals totaled \$1,034,437 on June 30, 2018. Tax Deferrals made up \$311,457 of the total lien balance.

Christine Collins
Tax Collector-Treasurer

What is a Tax Deferral? Tax Deferral is a program that provides a way for low income and Senior tax payers to defer the payment of local real estate taxes until a property is sold, or the owner passes away. Some restrictions apply, and if the property has a mortgage, permission must be granted by the lender. For more information about tax deferral or exemptions for Seniors and Veterans, and to see if you would qualify, please contact the Assessor's office.

The Tax Collector-Treasurer's office is using City Hall Systems for our online bill pay provider. Users who set up an account with City Hall gain access to emailed delivery of their tax bills. This is also known as E-billing. You can help us *go green* by signing up today at www.epay@cityhallsystems.com.

Tax bills can be looked up on the town's website, www.westfordma.gov. Look for the "Pay and Look Up Bills" button on the home page and follow the instructions.

Phone number: 978-692-5506 Hours: 8am to 4pm Monday through Friday.
Town Collector-Treasurer Christine Collins can be reached at 978-399-2526 or by email ccollins@westfordma.gov.

Debt Information

Westford's debt payments come from several sources; Community Preservation funds, Water Enterprise funds, General Fund appropriation, and Debt Exclusion. Debt exclusions accounted for 2.7 million dollars raised and contributed to 59 cents on the tax rate in FY 2018 after offsets. The new fire station debt is excluded. It is estimated that annual debt service on the \$11,700,000 fire station bond will add 20 cents to the tax rate for 20 years. Construction has begun on the Fire Station project. We bonded the first \$10,000,000 in FY2018 and the remainder will be bonded in FY 2019. We structured the debt in such a way to allow older projects to drop off and mature before the full effects of the fire station will be felt in the tax rate. This should help to smooth the tax rate, so tax payers should not experience a large spike in their tax bill due to the fire station debt.

Long Term Bonds issued in FY 2018 for the following amounts and projects:

<u>Description</u>	<u>Amt. Borrowed</u>	<u>Project Status</u>
Fletcher Fire Station	\$10,000,000	Close to Complete

TAX COLLECTOR-TREASURER – CONTINUED

Bond Anticipation Notes issued during FY 2018 for the following projects:

<u>Description</u>	<u>Amt. Borrowed</u>	<u>Project Status</u>
Intersection Planning Work	\$91,000	Started
Storm Water Master Plan	\$76,000	Started
Day & Robinson School Windows	\$1,190,000	Completed
Abbott School Roof	\$2,000,000	Close to complete
Westford Academy Waste Water Upgrade	\$500,000	Completed
Plain Road Sidewalk	\$510,725	Started
Main Street Construction	\$1,895,000	Started
Fire Truck Eng 4 Replacement	\$615,000	Completed
Roudenbush	\$6,000,000	Close to complete
Street Light Project	\$500,000	Started
Vine Brook Water System	\$1,000,000	Started
Prospect Hill Water Tank	\$1,000,000	Started

The March 2018 Town Meeting authorized borrowing for the following projects:

<u>Project Descriptions</u>	<u>Amount Authorized</u>	<u>Funding Source</u>
Abbott School Roof	\$3,016,442	GF & MSBA Grant
Street Light Project	\$ 500,000	GF & Grants
Land Acquisition Lowell Road	\$4,293,000	CPC Funds & Grants
Road Work	\$ 845,000	General Fund
Vine Brook Water System	\$1,820,000	Betterments
Groton & Dunstable Rd Water Ext	\$ 500,000	Water Enterprise

Please see the following pages for collection information, debt service payment detail and loan balance summary information.

TAX COLLECTOR-TREASURER – CONTINUED

YEAR	7/1/2017	+	-	+	-	Deferred & Tax Title		6/30/201
	Balance	Commit- ments	Abate- ments	Refunds	Collections		Adj*	Balance
REAL ESTATE								
2018		73,535,59	(470,111)	1,041,35	(73,397,577)	(192,517)	(98,989)	417,753
2017	463,803		(152,100)	152,249	(435,930)	(8,565)	(1)	19,456
2016	10,339		(312,912)	312,912	(3,803)			6,536
2015	1,209		(30,493)	30,493				1,209
TOTAL	475,351	73,535,59	(965,616)	1,537,01	(73,837,310)	(201,082)	(98,990)	444,954
EXCISE								
2018		3,562,177	(53,210)	33,357	(3,345,592)		39	196,771
2017	215,283	382,612	(32,266)	31,471	(566,579)		2	30,523
2016	18,143	30	(558)	558	(10,163)			8,010
2015	12,245		(1,077)	1,077	(4,150)			8,095
2014	7,441				(768)			6,673
2013	11,164				(228)			10,936
2012	6,230		(141)		(5)			6,084
2011	5,897		(179)		(90)			5,628
TOTAL	276,403	382,642	(34,221)	33,106	(581,983)	-	2	272,720
PERSONAL PROPERTY								
2018		1,527,247	(1,614)	3,395	(1,507,115)		(2,365)	19,548
2017	21,195				(10,242)			10,953
2016	12,315			48	(2,436)		(5,513)	4,414
2015	5,132				(66)		(3,588)	1,478
2014	929						(635)	294
2013	393						(229)	164
2012	198						(146)	52
Prior	167						(8)	159
TOTAL		-	-	48	(2,502)	-	(10,119)	37,062
COMMUNITY PRESERVATION ACT								
2018		1,810,159	(32,016)	16,691	(1,777,606)	(4,289)	(421)	12,518
2017	14,923		(4,514)	4,514	(14,230)	(201)	(1)	491
2016	227		(9,484)	9,387	(1)			129
2015	28		(942)	942				28
TOTAL	15,178	-	(14,940)	14,843	(14,231)	(201)	(1)	13,166

*Adjustments = parcel corrections made before actual tax file is generated & small write offs.

TAX COLLECTOR-TREASURER – CONTINUED

Long Term Debt Inside the Debt Limit	Outstanding July 1, 2017	+New Debt Issued	- Retire- ments	=Outstanding June 30, 2018	Interest Paid in FY2018
Buildings	8,189,000	12,305,000	3,304,000	17,190,000	224,145
Departmental Equipment	700,000	0	180,000		14,000
School Buildings	17,115,000	0	2,570,000	14,545,000	775,645
School - All Other				-	
Sewer	185,000	0	95,000	90,000	3,700
Solid Waste				-	
Other Inside	1,727,000	167,000	997,000	897,000	67,764

SUB - TOTAL Inside	27,916,000	12,472,000	7,146,000	33,242,000	1,085,253
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Long Term Debt Outside the Debt Limit	Outstanding July 1, 2017	+ New Debt Issued	- Retire- ments	=Outstanding June 30, 2018	Interest Paid in FY2018
Airport				-	
Gas/Electric Utility				-	
Hospital				-	
School Buildings	5,965,000		1,450,000	4,515,000.00	206,050
Sewer				-	
Solid Waste				-	
Water	9,309,304	143,000	1,306,588	8,145,715.81	168,578
Other Outside	12,042		4,014		

SUB - TOTAL Outside	15,286,346	143,000	2,760,602	12,668,743.81	374,628
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TOTAL Long Term Debt	43,202,346	12,615,000	9,906,602	45,910,743.81	1,459,881
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TAX COLLECTOR-TREASURER – CONTINUED

Short Term Debt	Outstanding July 1, 2017	+ Issued	- Retired	=Outstanding June 30, 2018	Interest Paid in FY2018
RANs-Revenue Anticipation				-	
BANs-Bond Anticipation:					
Buildings	0	6,000,000	0	6,000,000.00	
School Buildings	1,200,000	2,000,000	10,000	3,190,000.00	9,363
Sewer	0	500,000	0	500,000.00	
Water	0	2,000,000	0	2,000,000.00	
Other BANs	2,650,725	1,165,000	128,000	3,687,725.00	16,353
SANs-State Grant Anticipation				-	
FANs-Federal Gr. Anticipation				-	
Other Short Term Debt				-	
TOTAL Short Term Debt	3,850,725	11,665,000	138,000	15,377,725.00	25,716
GRAND TOTAL All Debt	47,053,071	24,280,000	10,044,602	61,288,468.81	1,485,597

Authorized and Unissued Debt					
Purpose	Date of Vote	Article Number	Amount Authorized	- Issued - Retired - Rescined	= Unissued 6/30/2018
Highway Design & Engineer-	March 23, 2013	16	600,000	600,000.00	0
School Remodeling	March 22, 2014	11	4,101,750	3,200,000.00	901,750
Dispatch Center	March 28, 2015	7	1,029,000	1,029,000.00	0
Center Fire Station	March 28, 2015	8	11,772,200	10,000,000.00	1,772,200
Plain Road Sidewalk	April 2, 2016	7	510,725	510,725.00	0
Reconstruct Main Street	April 2, 2016	7	1,895,000	1,895,000.00	0
Prospect Hill Water Tank	March 24, 2017	7	3,200,000	1,000,000.00	2,200,000
Engine 4 Fire Truck	March 24, 2017	7	615,000	615,000.00	0
Waste Water Treatment Plant	March 24, 2017	7	500,000	500,000.00	0
Roudenbush Rehab	March 24, 2017	9	7,012,612	6,000,000.00	1,012,612
Abbot School Roof	March 24, 2018	10	3,016,442	2,000,000.00	1,016,442
Vine Brook Water System	March 24, 2018	12	1,820,000	1,000,000.00	820,000
Street Lights	March 24, 2018	8	500,000	500,000.00	0
Road Bonds	March 24, 2018	8	845,000	-	845,000
Groton & Dunstable Rd Water	March 24, 2018	8	500,000	-	500,000
Land Acquisition (Lowell Rd.)	March 24, 2018	13	4,293,000	-	4,293,000
					13,361,004
SUB - TOTAL from additional sheet(s)					0
TOTAL Authorized and Unissued Debt					13,361,004

TAX COLLECTOR-TREASURER – CONTINUED

Long Term Debt Inside the Debt Limit Report by Issuance	Outstanding +New Debt			= Outstanding	Interest
	July 1, 2017	Issued	-Retirements	June 30, 2018	Paid in FY2018
Abbot Boiler #1	50,000	0	10,000	40,000.00	1,000
Abbot Elevator	270,000	0	45,000	225,000.00	5,400
Elementary School Construction	8,385,000	0	1,250,000	7,135,000.00	389,638
Middle School Construction	7,985,000	0	1,190,000	6,795,000.00	371,108
Highway Garage Construction	3,060,000	0	525,000	2,535,000.00	61,200
Senior Center	2,600,000	0	2,600,000		80,422
Town Hall CPC Share	640,700	0	53,400	587,300.00	24,774
Town Hall Gen Fund Share	859,300	0	71,600	787,700.00	33,226
School Boilers	40,000	0	20,000	20,000.00	800
Sewer Center Ext Refunding	185,000	0	95,000	90,000.00	3,700
East Boston Camps	1,460,000	0	730,000	730,000.00	58,400
Highway Garage A&E	50,000	0	50,000	-	2,000
Stepinski Land	217,000	0	217,000	-	7,364
Dump Truck	135,000	0	20,000	115,000.00	2,700
Fire Truck	380,000	0	55,000	325,000.00	7,600
Police Base Radio	100,000	0	20,000	80,000.00	2,000
Street Sweeper	40,000	0	40,000	-	800
Ambulance 2013	45,000	0	45,000	-	900
WA Bleachers	385,000	0	55,000	330,000.00	7,700
Dispatch Center	1,029,000	0	54,000	975,000.00	24,523
Fletcher Fire Station #1	0	10,000,000	0	10,000,000.00	0
Senior Center Refunding	0	2,305,000	0	2,305,000.00	0
Stepinski Land Refunding	0	167,000	0	167,000.00	0
TOTAL	27,916,000	12,472,000	7,146,000	33,242,000.00	1,085,253

TAX COLLECTOR-TREASURER – CONTINUED

Long Term Debt Outside the Debt Limit Report by Issuance	Outstanding July 1, 2017	New Debt Issued	- Retire- ments	= Outstanding June 30, 2018	Interest Paid in FY2018
Academy Refunding 1	3,965,000	0	1,350,000	2,615,000.00	158,600
Byrne Ave Water	183,000	0	183,000	-	6,223
Contract 1 Water Share	54,319	0	3,397	50,922.25	1,052
Contract 1 Gen Fund Share	568,702	0	35,562	533,140.31	11,018
Contract 2 Water	769,934	0	48,145	721,789.19	14,917
Country Rd Well	100,000	0	100,000	-	4,000
Filtration Plant 2	4,275,000	0			57,848
Filtration Plant 1	590,000	0			7,021
Rte 40 Water Main Revised	167,349	0	10,485	156,864.06	3,242
Water Sys Imprv Art 21 3/12	455,000	0	25,000	430,000.00	11,225
Water Sys Imprv Art 7 10/11	1,250,000	0	65,000	1,185,000.00	30,838
Title Five	12,042	0	4,014	8,028.00	0
Day & Robinson School Windows	2,000,000	0	100,000	1,900,000.00	47,450
Graniteville Rd. Water	398,000	0	18,000	380,000.00	9,410
Pleasant St. Water	498,000	0	23,000	475,000.00	11,783
Byrne Ave Refunding	0	143,000	0	143,000.00	0
Total	15,286,346	143,000	2,760,602	12,668,743.81	374,628

TAX COLLECTOR-TREASURER – CONTINUED

Short Term Debt Report by Issuance	Outstanding July 1, 2017	+ Issued	- Retired	=Outstanding June 30, 2018	Interest Paid in FY2018
School Windows	1,200,000	0	10,000	1,190,000.00	9,363
Abbot School Roof		2,000,000	0	2,000,000.00	0
Storm Water Master Plan	90,000	50,000	64,000	76,000.00	736
Intersection Design	155,000	0	64,000	91,000.00	1,267
Plain Rd. Sidewalks	510,725	0	0	510,725.00	3,090
Main St. Reconstruction	1,895,000	0	0	1,895,000.00	11,259
Roudenbush Bldg Remodel	0	6,000,000	0	6,000,000.00	
Waste Water Upgrade	0	500,000	0	500,000.00	
Prospect Hill Water Tank	0	1,000,000	0	1,000,000.00	
Vine Brook Water System	0	1,000,000	0	1,000,000.00	
Street Lights		500,000	0	500,000.00	
Fire Truck		615,000		615,000.00	
TOTAL	3,850,725	11,665,000	138,000	15,377,725.00	25,716

TAX POSSESSION SALES COMMITTEE

The role of the Tax Possession Sales Committee (TPSC) is to provide care, custody, and control of all land acquired by the Town of Westford under the provisions of Massachusetts General Laws chapter 60 (Collection of Taxes). The land in the custody of the TPSC is normally acquired by foreclosure in Land Court for nonpayment of taxes. The TPSC may sell and convey such land at public or private sale on terms and conditions as said Committee shall determine. The TPSC is committed to conduct business in an open and transparent manner with the best interest of the Town and its residents as its highest priority.

**Ryan Donovan
David Earl
Joe Foti
William Harman
Paul Morris
Rose O'Donnell**

No changes were made to the committee membership during FY 2018.

Agendas and meeting locations are available in the Agenda Center on the Town's website.

The TPSC has suspended regularly scheduled meetings as of January 30, 2018 until such time as such meetings are required.

The TPSC Rules and Procedures can be found at:
www.westfordma.gov/372/Tax-Possession-Sale-Committee

At the start of FY 2018, the TPSC had four parcels in its care and custody. The TPSC ended FY 2018 with one parcel in its care and custody. A listing of inventory in the custody of the TPSC is available on the Town website. The direct address is:
www.westfordma.gov/812/Unofficial-Tax-Possession-List

At the Special Town Meeting on October 16, 2017 the care and custody of parcel 013 0038 0000 on Acton Road was transferred to the care and custody of the Conservation Commission.

At the TPSC meeting on December 21, 2017 the committee voted to accept an offer to purchase parcel 054 0010 0000 on Crescent Street.

At the same TPSC meeting on December 21, 2017 the committee also voted to accept an offer to purchase parcel 074 0153 0000 on Knoll Road.

TAX RELIEF FOR THE ELDERLY AND DISABLED COMMITTEE – TREAD PROGRAM

On November 16, 1998, the Town of Westford voted to accept the provisions of Chapter 60, Section 3D that establishes an elderly and disabled taxation fund. Taxpayers can make tax deductible donations to the TREAD fund at the Tax Collector's office. Now we are able to take electronic donations via our online bill-pay service. Contact the Tax Collector's office for more information about how to give at 978-692-5506.

**Nancy Cook
Christine Collins
Sandy Collins
Diane Holmes
Patricia Reppucci**

The purpose of the fund is to assist in defraying the real estate taxes of elderly and disabled persons of low income. In Westford, the program is administered through the Council on Aging.

Applications are reviewed by a committee appointed by the Town Manager. State law determines the make-up of the committee: the Tax Collector/Treasurer, a representative from the Board of Assessors plus three members-at-large. Donated funds are in the custody of the town and held in an interest-bearing account specifically designated for TREAD.

TREAD awards vary year to year as the funds are dependent upon the generosity of private individuals and businesses. Donations received in FY 2018 totaled \$12,450 and expenditures totaled \$11,200. We helped residents in varying amounts based upon their need.

Qualifications:

- Must own and occupy the property for which taxes are assessed
- Must be 65 years old or older or have a state-recognized disability
- Must file completed application disclosing exemptions and household income and expenses for all members of the household age 18 or older

This is a wonderful program and helps some of Westford's most vulnerable residents. Thank you to those who contributed to TREAD regularly last year. Your generosity makes a difference.

For more information about giving, contact the Tax Collector's office at 978-692-5506.

For more information about applying to receive a TREAD award, contact the Council on Aging at 978-692-5523.

TECHNOLOGY DEPARTMENT

During fiscal 2018 the department was able to recruit two new technical staff members on the school side, allowing us to have two people at the high school and one at each middle school. This will enable us to take full control of the equipment inventory management, particularly at the high school where the “one to world” initiative means that a ready supply of loan devices is critical. Also, the availability of support for student devices is a key factor for being able to return students to the classroom as quickly as possible when they experience problems.

Mike Wells
Director

Steve Wirch
Applications Manager

Infrastructure and Hardware

Top SSIDs by Client Count Over Time			
SSID Name	Usage %	Usage	Max Concurrent Clients
WA-Ghost	50.71%	235.10 GB	1485
WA-Secure	36.82%	170.70 GB	540
WA-C	9.91%	45.95 GB	136
WA-A	1.96%	9.07%	32
WA-YM	.38%	1.78%	12
WA-T2.4	0.21%	1002.9 MB	10
WA-ELL	0.0%	12.6 MB	3

Provision of high-quality Wi-Fi service to all schools continues to be a priority for us. On a typical day our network of some 350 access points is supporting around 4,000 at any point in time. Where needed, we segregate traffic to ensure security and to manage performance for critical users. Mobile devices are a key part of the plan for a

modern teaching environment; providing this service to the schools has been major area of attention for us.

The public Wi-Fi service at the Fletcher Library was upgraded, the work being funded by the library itself.

During the year we have been involved in planning and designing the IT infrastructure for two buildings, the new fire station on Boston Road and the renovated Roudenbush Community Center. As the Recreation Department will be moving into the top floor of Roudenbush, we have drawn up plans to move as much as possible of their IT infrastructure (including security systems) from the current building into the new one.

With the opening of the new Dispatch Center, we spent a great deal of time helping with last-minute design and planning, and then actual implementation. The new facility has many bespoke systems that required significant effort to deliver as required. The dispatcher workstations combine multiple monitors and systems to give individuals access to many sources of information at the same time.



TECHNOLOGY DEPARTMENT – CONTINUED

The combination of the new Dispatch Center and the new fire station has allowed us to overhaul much of the technology infrastructure on the town center campus. This will greatly simplify the task of demolishing the old fire station building without disrupting the other buildings.

We continued to maintain and update our virtual server environment. We replaced host and storage devices at one of our datacenters, and in the process were able to confirm our ability to run all our systems on a single node if needed. This is an important part of our disaster recover strategy.

We also completed the upgrade or replacement of many of the key virtual servers which control the “domains” which all our end user devices rely on for security and authentication.

Software

Several application upgrades have been performed, but some significant changes were:

- New websites were introduced for the School District covering both the central administration functions and the individual schools. Much of the work for this was done by the administration staff at the district working directly with the vendor, but the Technology Department played a role in guiding the process and validating the technical solutions provided.
- Preparatory work was undertaken for the switch of messaging and collaboration platform for town employees planned for FY 2019. By the end of FY 2018, all emails were passing through the new infrastructure before being relayed to the old service, and a handful of test users were using the systems. Testing of this system is continuing, to ensure its stability once we begin the transition.
- A new system was introduced to manage the data modems in the emergency vehicles used by the Town. Their increasing reliance on data connectivity from those vehicles, as well as the emergence of malicious exploits designed specifically for this niche use case, meant that we had to improve our management and oversight capabilities.

Other Projects

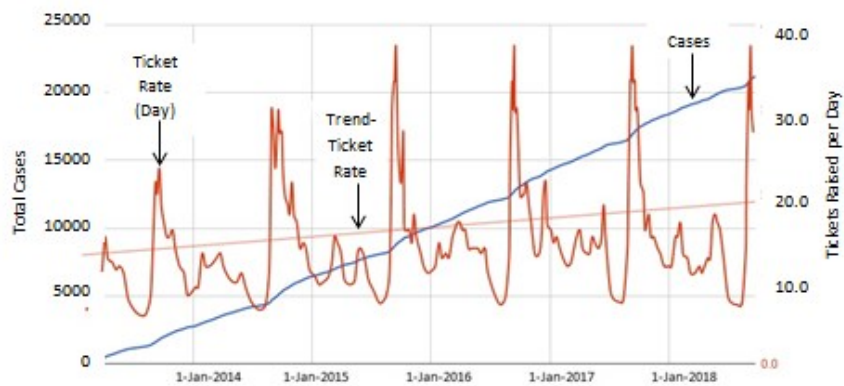
The school district completed its first multi-grade, multi-school online MCAS testing season during the spring. Our careful development of the systems in previous years paid off in that the testing process was almost entirely free of technical issues.

Meanwhile we continue to develop our measures for security and resilience in the challenging area of cyber security. In addition to systems-based solutions, we rolled out an online training program covering Internet security (spam, phishing, passwords management, etc.) for all town staff and key school staff.

Mostly due to continuing high demand from the schools, we saw another busy year on the Helpdesk (see graph on next page). The peak rate of tickets at the beginning of the school year was about the same as last year, but given that we have more devices than ever in use and the same number of staff this suggests a reduction in the rate of problems per device. As we enter 2018 we now have one technician for every 1,500 devices on average. In my opinion this is still a large number given the level of service expected by faculty staff.

TECHNOLOGY DEPARTMENT – CONTINUED

Helpdesk Ticket Count



TOWN ACCOUNTANT

The Financial Statements for the Fiscal Year ended June 30, 2018 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, Certified Public Accountants, has been completed and the results of that audit are available for public inspection in the office of the Town Accountant.

I would like to congratulate Alice Ferro on her retirement after 17 years as Westford's Town Accountant. I would also like to thank Elizabeth Turgeon (Payroll) and Pam Florek (Accounts Payable) for their dedicated service to the department. Finally, thank you to all the boards, commissions, committees, and departments for their cooperation during the year.

Jesse Beyer
Town Accountant

Elizabeth Turgeon
Payroll Administrator

Pamela Florek
Administrative Analyst

TOWN ACCOUNTANT – CONTINUED

TOWN OF WESTFORD, MASSACHUSETTS Combined Balance Sheet - (Unaudited) as of June 30, 2018

ASSETS

Cash and cash equivalents										65,421,771.66
Receivables:										
Personal property taxes	37,061.47	-	-	-	-	-	-	-	37,061.47	
Real estate taxes	444,955.08	-	-	-	-	-	-	-	444,955.08	
Deferred taxes	311,245.96	210.78	-	-	-	-	-	-	311,456.74	
Allowance for abatements and exemptions	(1,050,807.92)	-	-	-	-	-	-	-	(1,050,807.92)	
Special assessments	52,202.51	-	-	-	-	-	-	-	52,202.51	
Tax liens	709,011.29	13,054.14	-	263.18	-	-	-	-	722,328.61	
Tax foreclosures	17,319.61	-	-	914.97	-	-	-	-	18,234.58	
Motor vehicle excise	279,583.73	-	-	-	-	-	-	-	279,583.73	
Utility Charges	-	-	-	592,916.17	-	-	-	-	592,916.17	
Other receivables	-	13,166.76	-	634,008.69	-	-	-	-	647,175.45	
Amounts to be provided - payment of bonds	-	-	-	-	-	-	-	-	-	
Total Assets	20,316,946.31	12,115,416.43	12,858,415.15	7,409,504.27	-	14,776,595.92	45,910,743.46	-	113,387,621.54	

TOWN ACCOUNTANT – CONTINUED

	Governmental Fund Types			Proprietary Fund Types		Fiduciary Fund Types	Account Groups	Totals (Memorandum Only)
	General	Special Revenue	Capital Projects	Enterprise	Internal Services	Trust and Agency	Long-term Debt	
LIABILITIES AND FUND EQUITY								
Liabilities:								
Deferred revenue	(568,791.37)	-	-	-	-	-	-	(568,791.37)
Real and personal property taxes	311,245.96	210.78	-	-	-	-	-	311,456.74
Deferred taxes	52,202.51	-	-	-	-	-	-	52,202.51
Special assessments	709,011.29	13,054.14	-	263.18	-	-	-	722,328.61
Tax liens	17,319.61	-	-	914.97	-	-	-	18,234.58
Tax foreclosures	279,583.73	-	-	-	-	-	-	279,583.73
Motor vehicle excise	-	-	-	-	-	-	-	-
Utility Charges	-	-	-	592,916.17	-	-	-	592,916.17
Deposits receivable	-	-	-	634,008.69	-	-	-	634,008.69
Other receivables	13,166.76	-	-	-	-	-	-	13,166.76
Warrants payable	1,785,738.24	160,468.53	652,194.73	145,582.21	-	21,785.00	-	2,765,768.71
Accrued payroll and withholdings	885,718.01	-	-	-	-	-	-	885,718.01
Other liabilities	131,662.91	-	-	-	-	-	-	131,662.91
Bonds payable	-	-	-	-	-	-	45,910,743.46	45,910,743.46
Notes payable	-	-	15,377,725.00	-	-	-	-	15,377,725.00
Total Liabilities	3,603,690.89	186,900.21	16,029,919.73	1,373,685.22	-	21,785.00	45,910,743.46	67,136,724.51
Fund Equity:								
Reserved for encumbrances	1,042,426.52	-	-	27,485.01	-	-	-	1,069,911.53
Reserved for expenditures	2,042,202.12	3,806,266.07	-	1,627,924.53	-	-	-	7,476,392.72
Reserved for petty cash	5,500.00	-	-	100.00	-	-	-	5,600.00
Reserved for debt Service	7,629,544.53	-	-	-	-	-	-	7,629,544.53
Reserved for Endowment	-	-	-	-	-	703,411.69	-	703,411.69
Undesignated fund balance	5,993,582.25	8,122,250.15	(3,171,504.58)	4,380,309.51	-	14,051,999.23	-	29,376,036.56
Total Fund Equity	16,713,255.42	11,928,516.22	(3,171,504.58)	6,035,819.05	-	14,754,810.92	-	46,260,897.03
Total Liabilities and Fund Equity	20,316,946.31	12,115,416.43	12,858,415.15	7,409,504.27	-	14,776,595.92	45,910,743.46	113,387,621.54

TOWN ACCOUNTANT – CONTINUED

Page 1 of 8

FY 2018 Budget Basis - General Fund

DEPARTMENT/Purpose	FY2017 Encumbered & Carried Fwd	A.T.M. 3/17 Budget	A.T.M. 3/17 Ant/Transf	S.T.M. 7/17		S.T.M. 3/18 Ant/Transf	Comp Reserve	Reserve Fd Transfers	Expended	FY2018 Encumbered & Carried Fwd	Closed to Fund Balance
				S.T.M. 7/17	S.T.M. 10/17						
122 SELECTMEN Expenses Capital	3,184.00 26,838.30	21,270.00 -	- -	- -	2,000.00 -	- -	- -	- -	22,582.43 2,191.90	- -	3,871.57 24,646.40
123 TOWN MANAGER Personal Services Expenses Perchlorate Capital	- 116.00 156,762.84 8,896.54	386,387.00 20,805.00 - -	- - - -	- - 39,537.00 -	- - -	8,800.00 - -	- - -	- -	393,836.35 20,523.70 103,131.18 8,896.54	- - 153,168.66 -	1,350.65 397.30 - -
131 FINANCE COMMITTEE Expenses Reserve Fund	- -	9,088.00 150,000.00	- -	- -	- -	- -	- -	- (112,305.33)	8,605.95 -	- -	482.05 37,694.67
132 FINANCE DIRECTOR Personal Services Expenses	- -	126,053.00 860.00	- -	- -	- -	2,814.00 -	- -	- -	128,865.80 515.11	- 142.17	120 202.72
133 TOWN ACCOUNTANT Personal Services Expenses	- -	269,742.00 40,860.00	- -	- -	- -	8,594.00 -	- -	- -	277,662.95 39,222.04	- 742.68	673.05 895.28
141 ASSESSORS Personal Services Expenses	- 11,880.00	249,262.00 23,900.00	- -	- -	- -	4,457.00 -	- -	- -	246,823.13 10,522.78	- 11,925.00	6,895.87 13,332.22
145 TREASURER/COLLECTOR Personal Services Expenses	- -	255,468.00 46,105.00	- -	- -	- -	2,671.00 -	- -	- -	257,406.99 41,107.36	- -	732.01 4,997.64
151 LEGAL SERVICES Expenses	35,777.07	265,000.00	-	-	-	-	-	-	138,805.54	4,000.00	157,371.53
152 HUMAN RESOURCES Personal Services Expenses Comp Reserve	- 500.00 74,245.62	206,636.00 29,900.00 672,451.00	- - -	- - -	- - -	4,771.00 -	- -	- -	211,406.80 21,620.23 82,426.63	- 7,688.90 -	0.20 1,090.87 261,392.99

TOWN ACCOUNTANT – CONTINUED

DEPARTMENT/Purpose	FY2017 Encumbered & Carried Fwd	A. T. M. 3/17 Budget	A. T. M. 3/17 Amt/Transf	S. I. M. 7/17		Comp Reserve	Reserve Fd Transfers	Expendd	FY2018 Encumbered & Carried Fwd	Page 2 of 8 Closed to Fund Balance
				S. I. M. 10/17 Amt/Transf	S. I. M. 10/17					
155 TECHNOLOGY										
Personal Services	-	417,051.00	-	-	-	3,881.00	-	420,930.83	-	1.17
Expenses	12,044.50	540,140.00	-	3,819.03	-	-	-	524,364.08	11,613.13	20,026.32
Capital	272,795.14	-	-	423,682.00	-	-	-	556,149.84	146,327.30	-
161 TOWN CLERK										
Personal Services	-	251,501.00	-	(2,000.00)	-	-	-	224,447.08	-	25,053.92
Expenses	1,500.00	21,145.00	-	-	-	-	-	19,112.30	-	3,532.70
Capital	-	-	-	-	-	-	-	-	-	-
170 PERMITTING										
Personal Services	-	218,818.00	-	-	-	2,156.00	-	217,897.25	-	3,076.75
Expenses	350.00	42,190.00	-	10,608.00	-	-	-	48,929.52	209.99	4,008.49
171 CONSERVATION COMMISSION										
Personal Services	-	86,331.00	-	-	-	-	-	86,330.92	-	0.08
Expenses	-	2,250.00	-	-	-	-	-	2,216.04	-	33.96
Capital	1,126.09	-	-	-	-	-	-	711.70	414.39	-
175 PLANNING BOARD										
Personal Services	-	86,931.00	-	(5,300.00)	-	-	-	32,144.00	-	49,487.00
Expenses	12,850.00	12,705.00	-	-	-	-	-	9,064.90	185.00	16,305.10
Capital	-	-	-	-	-	-	-	-	-	-
176 ZONING BD OF APPEALS										
Expenses	175.00	2,395.00	-	370.00	-	-	-	2,580.00	185.00	175.00
Capital	-	-	-	-	-	-	-	-	-	-
192 TOWN HALL										
Personal Services	-	43,416.00	-	-	-	1,303.00	-	41,798.70	-	2,920.30
Expenses	9,772.00	79,529.00	-	-	-	-	-	77,706.78	662.00	10,932.22
Capital	-	-	-	-	-	-	-	-	-	-
199 PUBLIC BUILDINGS										
Personal Services	-	52,328.00	-	-	-	380.00	-	49,031.39	-	3,676.61
Expenses	500.00	18,100.00	-	-	-	-	-	16,347.00	1,400.00	853.00
Capital	355,749.42	-	-	320,000.00	-	-	-	125,608.11	550,141.31	-
GENERAL GOVERNMENT	985,062.52	4,648,617.00	-	858,716.03	(363,050.00)	(112,305.33)		4,471,523.85	888,805.53	656,710.84

TOWN ACCOUNTANT – CONTINUED

DEPARTMENT/Purpose	FY2017 Encumbered & Carried Fwd	S.T.M. 7/17			Reserve Fd Transfers	Expended	FY2018 Encumbered & Carried Fwd	Page 3 of 8 Closed to Fund Balance
		A.T.M. 3/17 Budget	A.T.M. 3/17 Ant/Transf	S.T.M. 10/17 S.T.M. 3/18 Ant/Transf				
210 POLICE								
Personal Services	-	4,411,323.00	-	-	-	4,528,835.56	529.80	43,506.64
Expenses	16,389.43	516,703.00	-	414.77	20,000.00	529,853.19	7,124.90	16,529.11
Capital	-	-	-	-	-	-	-	-
215 PUBLIC SAFETY COMM								
Personal Services	-	774,808.00	-	20,000.00	15,000.00	795,460.70	-	29,155.30
Expenses	14,645.64	42,521.00	-	-	-	54,526.34	-	2,640.30
Capital	96,000.00	-	-	325,000.00	-	416,611.61	4,388.39	0.00
220 FIRE								
Personal Services	-	2,888,099.00	-	-	8,094.00	2,966,148.75	-	10,896.25
Expenses	17,223.62	276,200.00	-	-	7,000.00	299,410.81	-	1,012.81
Capital	13,880.00	-	-	112,080.00	-	44,540.00	81,420.00	-
241 BUILDING DEPARTMENT								
Personal Services	-	319,047.00	-	21,413.00	4,164.00	304,574.11	-	40,049.89
Expenses	-	16,855.00	-	-	-	10,671.45	4,042.50	2,141.05
Capital	-	-	-	-	-	-	-	-
244 SEALER WEIGHTS & MEASURES								
Expenses	-	3,000.00	-	-	-	3,000.00	-	-
291 EMERGENCY MGMT								
Personal Services	-	8,656.00	-	-	-	8,656.00	-	-
Expenses	-	4,400.00	-	-	-	4,391.22	-	8.78
Capital	-	-	-	11,950.00	-	11,949.10	-	0.90
292 ANIMAL CONTROL								
Personal Services	-	62,781.00	-	-	2,129.00	58,039.61	-	6,870.39
Expenses	1,948.31	3,300.00	-	-	-	3,785.13	225.00	1,238.18
294 TREE WARDEN								
Personal Services	-	2,144.00	-	-	-	2,144.00	-	-
Expenses	-	35,000.00	-	-	-	34,995.38	-	4.62
PUBLIC SAFETY								
	160,087.00	9,365,443.00	-	490,857.77	262,862.00	10,077,598.96	97,730.69	163,994.22
305 WESTFORD PUBLIC SCHOOLS								
Capital	1,005,494.49	56,010,110.00	1,600,000.00	(1,060,000.00)	-	56,575,881.26	740,640.44	239,282.79
Bill of Prior Year	107,001.86	-	-	119,948.00	-	177,016.97	37,000.00	12,932.89
	-	-	-	5,407.82	-	5,407.82	-	-
310 NASHOBA VALLEY TECH								
EDUCATION								
	1,112,496.35	56,716,582.00	1,600,000.00	(934,644.18)	-	57,464,578.05	777,640.44	252,215.68

TOWN ACCOUNTANT – CONTINUED

DEPARTMENT/Purpose	FY2017 Encumbered & Carried Fwd	A.T.M. 3/17 Budget	A.T.M. 3/17 Act/Transf	S.T.M. 7/17 S.T.M. 10/17 S.T.M. 3/17 Act/Transf	Comp Reserve	Reserve Fd Transfers	Expended	FY2018 Encumbered & Carried Fwd	Page 4 of 8 Closed to Fund Balance
410 ENGINEERING									
Personal Services	-	230,229.00	-	-	3,975.00	-	234,004.08	-	199.92
Expenses	115.86	8,910.00	-	-	-	-	3,743.47	3,975.00	1,307.39
Capital	393,513.03	-	-	740,000.00	-	-	187,766.39	942,773.64	2,973.00
421 HIGHWAY									
Personal Services	-	1,547,646.00	-	-	4,157.00	-	1,468,225.71	-	83,577.29
Expenses	28,564.99	1,116,760.00	-	350,000.00	-	35,000.00	1,490,929.24	37,190.90	2,204.85
Capital	736,357.15	-	-	22,000.00	-	-	641,582.25	101,743.37	15,031.53
427 STORMWATER MGMT									
Personal Services	-	-	-	-	-	-	-	-	-
Expenses	-	48,000.00	-	-	-	-	39,145.63	4,019.96	4,834.41
432 RECYCLING									
Recycling Expenses	-	499,630.00	-	40,000.00	-	-	527,064.47	-	12,565.53
433 SOLID WASTE									
Solid Waste Expenses	-	1,169,512.00	-	20,000.00	-	-	1,165,267.25	953.80	23,290.95
Capital	-	-	-	-	-	-	-	-	-
442 WASTEWATER TREATMENT									
Expenses	3,870.00	228,535.00	-	-	-	-	212,360.62	-	20,044.38
Capital	42,953.90	-	-	-	-	-	27,726.59	15,227.31	-
491 CEMETERY									
Personal Services	-	83,648.00	-	-	-	-	67,799.57	-	15,848.43
Expenses	23,059.00	23,059.00	-	-	-	2,086.00	23,763.91	1,289.00	92.09
Capital	43,455.09	-	-	-	-	-	3,074.24	40,381.85	-
PUBLIC WORKS	1,248,831.02	4,955,929.00	-	1,172,000.00	8,132.00	37,086.00	6,092,453.42	1,147,554.83	181,969.77
510 BOH/ENVIRONMENTAL									
Personal Services	-	423,998.00	-	-	3,805.00	-	427,376.53	-	426.47
Expenses	-	31,750.00	-	-	-	5,000.00	28,149.66	-	8,600.34
Capital	30,000.00	-	-	-	-	-	28,539.00	-	1,451.00
540 SENIOR CENTER									
Personal Services	-	140,642.00	-	-	9,656.00	-	150,270.91	-	27.09
Expenses	-	58,050.00	-	-	-	20,135.33	77,933.94	-	251.39
Capital	-	-	-	-	-	-	-	-	-
541 COUNCIL ON AGING									
Personal Services	-	243,978.00	-	-	6,064.00	-	247,369.43	-	2,652.57
Expenses	784.99	28,100.00	-	-	-	-	28,666.52	-	218.47
Capital	-	-	-	-	-	-	-	-	-
543 VETERANS SERVICES									
Personal Services	-	62,798.00	-	2,960.00	1,144.00	-	64,940.50	-	1,961.50
Expenses	141.50	70,000.00	-	-	-	-	59,127.90	-	12,013.60
HUMAN SERVICES	30,926.49	1,059,316.00	-	2,960.00	20,669.00	25,135.33	1,111,394.39	-	27,612.43

TOWN ACCOUNTANT – CONTINUED

DEPARTMENT/PURPOSE	FY 2017		S.T.M. 7/17		S.T.M. 10/17		FY 2018		Page 5 of 8	
	Encumbered & Carried Fwd	A.T.M. 3/17 Budget	A.T.M. 3/17	Art/Transf	S.T.M. 3/18	Art/Transf	Comp Reserve	Reserve Fd Transfers	Encumbered & Carried Fwd	Closed to Fund Balance
610 LIBRARY										
Personal Services	-	1,231,417.00	-	-	-	-	71,397.00	-	1,248,509.02	54,304.98
Expenses	450.00	352,596.00	-	-	-	-	-	-	351,379.78	1,666.22
Capital	-	-	-	-	-	-	-	-	-	-
630 RECREATION										
Personal Services	-	243,298.00	-	-	-	-	-	-	212,004.69	31,293.31
Expenses	-	49,195.00	-	-	-	-	-	-	49,141.15	53.85
Offset	-	(292,493.00)	-	-	-	-	-	-	(292,493.00)	-
Capital	138,386.88	-	-	-	-	-	-	-	16,002.32	-
650 PARKS-GROUNDS BLDG MAINT										
Personal Services	-	325,212.00	-	-	-	-	-	-	324,712.19	499.81
Expenses	-	52,064.00	-	-	-	-	-	-	52,039.85	24.15
Capital	-	-	-	-	-	-	-	-	-	-
660 LAND MANAGEMENT										
Expenses	1,859.72	38,700.00	-	-	-	-	-	-	40,320.81	238.91
Capital	-	-	-	-	-	-	-	-	-	-
670 HISTORICAL COMMISSION										
Expenses	2,384.28	17,800.00	-	-	-	-	-	-	11,093.84	512.69
Capital	-	-	-	-	-	-	-	-	-	-
CULTURE & RECREATION										
710 DEBT SERVICE										
Expenses	143,080.88	2,017,789.00	-	-	-	-	71,397.00	-	2,012,710.65	122,837.25
DEBT SERVICE										
940 UNCLASSIFIED										
Direct/Indirect offsets	-	6,787,368.00	-	-	-	-	-	-	6,593,250.45	194,117.55
945 UNCLASSIFIED										
Risk Management	50,000.00	17,632,190.00	-	-	-	-	-	-	16,143,882.36	696,029.64
NON-DEPARTMENTAL										
	50,000.00	16,561,968.00	-	-	-	-	-	-	15,013,660.36	696,029.64
OPERATING BUDGETS										
	3,730,484.26	102,113,012.00	1,600,000.00	737,611.62	-	-	-	-	102,837,170.13	2,259,309.11

TOWN ACCOUNTANT – CONTINUED

FY 2018 Budget Basis - Water Enterprise Fund

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DEPARTMENT/Purpose	FY2017		S.T.M. 7/17		S.T.M. 10/17		S.T.M. 3/18		S.T.M. 7/18		FY2018		Closed to
	Encumbered & Carried Fwd	A.T.M. 3/17 Budget	A.T.M. 3/17 Ant/Transf	-	S.T.M. 10/17 Ant/Transf	-	S.T.M. 3/18 Ant/Transf	-	S.T.M. 7/18 Ant/Transf	-	Encumbered & Carried Fwd	Expended	
OPERATING:													
Personal Services	-	1,189,700.00	-	-	-	-	925.23	-	-	-	1,132,735.66	-	56,964.34
Expenses	34,475.23	1,671,294.00	(30,000.00)	-	-	-	-	-	40,000.00	-	1,420,067.83	26,877.01	269,759.62
Reserve Fund		250,000.00	-	-	-	-	-	-	(40,000.00)	-	-	-	210,000.00
	34,475.23	3,110,994.00	(30,000.00)	-	925.23	-	-	-	-	-	2,552,793.49	26,877.01	536,723.96
CAPITAL:													
	1,861,030.87	1,144,515.00	-	-	760,000.00	-	-	-	-	-	2,534,505.15	1,109,534.91	121,505.81
	1,861,030.87	1,144,515.00	-	-	760,000.00	-	-	-	-	-	2,534,505.15	1,109,534.91	121,505.81
WATER ENTERPRISE TOTAL	1,895,506.10	4,255,509.00	(30,000.00)	-	760,925.23	-	-	-	-	-	5,087,298.64	1,136,411.92	658,229.77

TOWN ACCOUNTANT – CONTINUED

FY 2018 Budget Basis - Recreation Enterprise Fund

DEPARTMENT/Purpose	FY2017 Encumbered & Carried Fwd	S.T.M. 7/17			Comp Reserve	Reserve Fd Transfers	Expended	FY2018 Encumbered & Carried Fwd	Closed to Fund Balance
		A.T.M. 3/17 Budget	A.T.M. 3/17 Art/Transf	S.T.M. 10/17 S.T.M. 3/18 Art/Transf					
OPERATING:	-	1,019,368.00	-	-	-	-	934,783.42	-	84,584.58
Personal Services	-	407,507.00	-	-	-	-	407,501.82	-	5.18
Expenses	-	1,426,875.00	-	-	-	-	1,342,285.24	-	84,589.76
CAPITAL:	-	-	-	-	-	-	-	-	-
RECREATION ENTERPRISE TOTAL	-	1,426,875.00	-	-	-	-	1,342,285.24	-	84,589.76

TOWN ACCOUNTANT – CONTINUED

FY 2018 Budget Basis - Ambulance Enterprise Fund

DEPARTMENT/Purpose	FY2017		A.T.M. 3H17		A.T.M. 3H17		S.T.M. 3H18		S.T.M. 10H17		S.T.M. 7H17		FY2018		Page 8 of 8	
	Encumbered & Carried Fwd		Budget		Ant/Transf		Ant/Transf		Ant/Transf		Ant/Transf		Encumbered & Carried Fwd		Closed to Fund Balance	
													Expended			
OPERATING: Personal Services Expenses	-	-	771,803.00	-	-	-	25,000.00	-	-	-	-	-	788,722.88	-	8,080.12	-
	-	-	579,600.00	-	-	-	-	-	-	-	-	-	577,857.64	608.00	1,134.36	-
	-	-	1,351,403.00	-	-	-	25,000.00	-	-	-	-	-	1,366,580.52	608.00	9,214.48	-
CAPITAL:	-	-	21,000.00	-	-	-	321,902.00	-	-	-	-	-	18,442.38	324,459.62	-	-
	-	-	21,000.00	-	-	-	321,902.00	-	-	-	-	-	18,442.38	324,459.62	-	-
	-	-	1,372,403.00	-	-	-	346,902.00	-	-	-	-	-	1,385,022.90	325,067.62	9,214.48	-
AMBULANCE ENTERPRISE TOTAL	-	-	1,372,403.00	-	-	-	346,902.00	-	-	-	-	-	1,385,022.90	325,067.62	9,214.48	-
GRAND TOTAL ALL FUNDS	5,625,990.36	109,167,799.00	1,570,000.00	1,570,000.00	1,845,438.85	-	-	-	-	-	-	-	110,651,776.91	4,546,108.18	3,011,343.12	-

TOWN ACCOUNTANT – CONTINUED

Special Revenue Funds - FY 2018

Page 1 of 3

		Balance July 1, 2017	Receipts	Expenditures	Transfers In/(Out)	Balance June 30, 2018
Fund 250 Federal Grants						
25210215	Bullet Proof Vests OJ-Fed Reim	18,873.95	7,620.05	3,975.00	-	22,519.00
25210227	Police-Underage Alcohol FY17	-	2,493.92	2,493.92	-	-
25210247	Police-Traffic Grant FY17	(825.15)	1,312.49	487.34	-	-
25210248	Police-Traffic Grant FY18	-	2,036.85	2,939.25	-	(902.40)
25410416	Eng-HMGP Rt 40 Culvert Imprv	-	63,797.00	63,797.00	-	-
25510511	BOH-Medical Reserve	16,147.40	15,563.06	11,790.58	-	19,919.88
25510512	BOH- Emerg Prep Coalition	30,178.81	35,605.00	41,975.31	-	23,808.50
25510514	BOH- NAACHO	34,722.79	7,500.00	12,177.65	-	30,045.14
25510522	BOH- FDA Standards	(810.30)	5,384.42	5,655.91	-	(1,081.79)
		98,287.50	141,312.79	145,291.96	-	94,308.33
Fund 255 School Federal Grants						
25235317	Sped 94-142 DESE 240 FY17	14,861.92	-	12,470.00	-	2,391.92
25235318	Sped 94-142 DESE 240 FY18	-	894,557.00	884,391.42	-	10,165.58
25239903	Title I DESE 305 FY17	440.00	-	440.00	-	-
25239904	Title I DESE 305 FY18	-	78,151.00	78,151.00	-	-
25235505	Sped Prog Impr 274 FY17	16,739.50	-	16,739.50	-	-
25239308	Title II Teacher Quality 140 F18	-	56,161.00	56,161.00	-	-
25239318	Early Childhood 262 FY18	-	18,451.00	18,451.00	-	-
25239345	Title IVa DOE 309 FY18	-	2,332.00	2,332.00	-	-
		32,041.42	1,049,652.00	1,069,135.92	-	12,557.50
Fund 260 State Grants						
26123127	Green Communities Grant FY17	227.80	-	227.80	-	-
26123128	Green Communities Grant FY18	-	250,000.00	250,000.00	-	-
26175632	Reg Recreation Trail	1,573.23	-	-	-	1,573.23
26179179	NMCOG-MassGIS	1,777.45	-	-	-	1,777.45
26210266	Police 911 Support-FY15	(5,928.29)	-	-	-	(5,928.29)
26215267	Police 911 Support-FY17	(23,868.21)	23,868.21	-	-	0.00
26215268	Police 911 Support-FY18	-	22,515.45	40,872.00	-	(18,356.55)
26210296	Police 911 Training FY16	(10,073.61)	-	-	-	(10,073.61)
26215297	Police 911 Training FY17	(3,345.40)	1,491.79	-	-	(1,853.61)
26215298	Police 911 Training FY18	-	-	9,965.26	-	(9,965.26)
26220216	S.A.F.E. -Fire FY16 Grant	651.14	-	651.14	-	-
26220217	S.A.F.E. -Fire FY17 Grant	4,540.00	-	1,157.98	-	3,382.02
26220218	S.A.F.E. -Fire FY18 Grant	-	4,308.00	-	-	4,308.00
26291240	Emerg Mgmt Performance	(4,950.36)	9,910.36	4,960.00	-	0.00
26410418	Eng-DOT Complete Streets	(366.56)	399,860.00	399,493.44	-	-
26450453	Water-Stony Brook Flow Grant	-	-	101,610.36	-	(101,610.36)
26510515	Tobacco Control Grant	1,943.46	-	132.50	-	1,810.96
26510523	BOH-Local Health Mini	724.74	-	492.67	-	232.07
26510526	BOH-Greater Lowell	265.95	-	-	-	265.95
26541541	Elders Affairs-COA Formula	-	32,534.00	32,320.10	-	213.90
26541542	Lowell Reg Trans Auth-Van	7,521.66	115,631.49	113,027.72	-	10,125.43
26610610	Library Lig-Meg	27,459.53	27,493.94	25,844.00	-	29,109.47
26610615	LSTA Grant	-	10,000.00	7,812.11	-	2,187.89
26695695	Cultural Council Grant	5,979.81	4,970.81	4,165.98	-	6,784.64
		4,132.34	902,584.05	992,733.06	-	(86,016.67)

TOWN ACCOUNTANT – CONTINUED

Special Revenue Funds - FY 2018

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		Balance July 1, 2017	Receipts	Expenditures	Transfers In/(Out)	Balance June 30, 2018
Fund 265 School State Grants						
26221346	Technology Upgrade Grant	-	100,000.00	100,000.00	-	-
		-	100,000.00	100,000.00	-	-
Fund 270 Receipts Reserved						
27145145	Reserved Excess Premiums	-	379,535.56	113,632.81	-	265,902.75
27145545	Water 20 Year Excess Premiums	-	11,438.28	7,971.20	-	3,467.08
27171171	Conservation-Wetlands	27,639.12	10,587.50	5,612.00	-	32,614.62
27199901	Town Wide-Insurance >\$20K	35,541.90	-	-	-	35,541.90
27491491	Cemetery-Sale of Lots	138,939.30	25,331.32	-	-	164,270.62
		202,120.32	426,892.66	127,216.01	-	501,796.97
Fund 280 Town Revolving Funds						
28122110	Scholarship Fund-Twn Tax	14,058.70	705.85	-	-	14,764.55
28122111	Arts & Technology-Twn Tax	1,517.62	367.94	1,356.00	-	529.56
28122122	Town Building Leases 53E1/2	135,198.79	13,152.35	28,720.65	-	119,630.49
28171172	East Boston Camp 53E1/2	122,016.96	30,726.50	30,529.46	-	122,214.00
28179177	Community Gardens 53E1/2	7,280.74	6,145.00	1,448.81	-	11,976.93
28192920	Insurance Recovery-Town	3,730.23	-	227.19	-	3,503.04
28210920	Insurance Recovery-Police	9,187.59	52,402.47	61,511.27	-	78.79
28300920	Insurance Recovery-School	-	3,358.31	3,358.31	-	-
28294494	Town Forestry Revol 53E1/2	915.20	-	-	-	915.20
28432432	Recycling Revolving 53E1/2	6,630.24	9,705.00	7,066.00	-	9,269.24
28510524	BOH-Immuniz/Clinical 53E1/2	83,785.62	54,515.06	39,760.75	-	98,539.93
28540546	Senior Ctr Programs 53E1/2	16,611.84	44,949.40	33,018.70	-	28,542.54
28541543	Elder & Disabled Tax-TREAD	28,174.70	13,995.78	12,250.00	-	29,920.48
28541545	Senior Ctr Fitness Rm 53E1/2	52,571.10	10,621.15	17,493.79	(3,414.00)	42,284.46
28630634	Recreation Revolving 53 D	36.27	213,746.45	204,282.72	-	9,500.00
28630636	Rec-Field Maint Revol 53E1/2	29,044.81	75,815.48	49,062.12	-	55,798.17
		510,760.41	530,206.74	490,085.77	(3,414.00)	547,467.38
Fund 285 School Revolving Funds						
28303381	School Activity Fees	195,334.10	673,728.25	692,939.31	-	176,123.04
28303385	Sch Bus Transportation 53E1/2	41,654.01	492,262.00	501,350.00	-	32,566.01
28304375	School Building Usage	18,393.05	25,182.41	29,494.25	-	14,081.21
28304376	School Outside Details	7,268.35	40,327.65	46,569.40	-	1,026.60
28304386	School Parking WA 53E1/2	7,146.54	14,800.00	16,202.05	-	5,744.49
28311387	Kindergarten -Sped (Integrated)	31,911.29	51,240.00	83,151.29	-	0.00
28311389	Full Day Kindergarten	107,320.03	503,910.00	429,527.73	-	181,702.30
28310380	Preschool-Sped (Integrated)	45,738.88	257,127.51	246,487.70	-	56,378.69
28311378	Sch Extended Day-Elem	99,261.63	182,000.00	207,850.65	-	73,410.98
28331382	School Lost Books	2,157.06	2,802.26	1,515.80	-	3,443.52
28331393	School-Tech Fee	12,151.23	26,964.00	20,309.08	-	18,806.15
28332384	School Athletic Revolving	58,228.75	549,849.08	523,495.80	-	84,582.03
		626,564.92	2,820,193.16	2,798,893.06	-	647,865.02

TOWN ACCOUNTANT – CONTINUED

TOWN OF WESTFORD Special Revenue Funds - FY 2018

Page 3 of 3

		Balance		Transfers		Balance
		July 1, 2017	Receipts	Expenditures	In/(Out)	June 30, 2018
Fund 290 Town Other Spec Rev Funds						
29122717	Town Wide Sidewalk Gift	80,067.83	4,000.00	2,763.63	-	81,304.20
29122719	Disability/Handicap Parking	-	100.02	-	-	100.02
29122913	Newport Improvements	50,000.00	100,000.00	-	-	150,000.00
29122964	Coalition Non-Violence Gift	5,479.29	5,300.00	5,429.25	-	5,350.04
29122967	Business Guide Gift	2,000.00	-	-	-	2,000.00
29123127	MIA Flex	1,846.85	-	-	-	1,846.85
29152152	HR- BC/BS Innovation Award	5,000.00	-	-	-	5,000.00
29161161	Extended Polling Hours	5,855.97	-	-	-	5,855.97
29170971	PWAH Gift	377,223.20	-	99,038.37	-	278,184.83
29170972	Tadmuck/Rte 110 Gift	16,360.21	-	-	-	16,360.21
29170975	RT 110 Corridor Gift	7,961.63	-	7,961.63	-	-
29171945	Cons Com Stream Team Equip	1,451.70	-	361.35	-	1,090.35
29171950	Cons Comm-Gift	317.50	1,600.00	60.29	-	1,857.21
29171953	Cons Comm-Mass Elec Gift	4,311.92	-	-	-	4,311.92
29175962	Plan Bd Summer Village Insp Gift	11,711.94	-	476.42	-	11,235.52
29175965	Plan Bd Summer Village Gift	287,800.00	-	-	(180,000.00)	107,800.00
29179178	Community Gardens Gift	224.79	-	172.15	-	52.64
29210990	Drug Investigation	5,059.15	12,950.13	7,079.11	-	10,930.17
29210911	Police K-9 Gift	181.53	1,874.64	413.74	-	1,642.43
29300936	Norman Day Playground	-	-	-	30,000.00	30,000.00
29300937	Westford Academy Track	-	-	2,940.00	50,000.00	47,060.00
29410938	Groton/Dunstable Intersection	-	-	-	100,000.00	100,000.00
29421422	Bruce Freeman Trail Gift	-	16,270.00	16,270.00	-	-
29421426	National Grid Paving Gift	-	181,270.00	66,564.35	-	114,705.65
29510973	BOH-Circle Health Gift	14,151.20	-	5,068.58	-	9,082.62
29510949	BOH-Lowell Comm Fdn Gift	-	5,387.00	2,899.00	-	2,488.00
29510955	BOH-Health Gift	17,935.41	7,007.06	4,224.89	-	20,717.58
29510956	BOH-AED Defibrillator Gift	3,222.89	-	140.00	-	3,082.89
29510958	BOH-Dental Gift	2,486.11	3,000.00	4,131.00	-	1,355.11
29540540	COA Friends Gift	12,120.38	24,000.00	31,221.65	-	4,898.73
29541544	COA Gift	-	5,811.68	2,266.67	-	3,545.01
29543950	Veteran's Gift	3,085.00	500.00	-	-	3,585.00
29610928	Library Job Seekers Network	3,947.85	-	-	-	3,947.85
29610925	Library Restitution	4,994.81	2,235.44	4,765.80	-	2,464.45
29610950	Library Memorial Gift	21,189.78	23,445.24	27,041.01	-	17,594.01
29630947	Rec-KDKelly Mem Fdn Gift	-	1,500.00	-	-	1,500.00
29630965	Recreation Forge/Edward Beach	48,474.34	-	9,600.00	-	38,874.34
29691950	Historic Comm Gift	752.00	-	-	-	752.00
		995,213.28	396,251.21	300,888.89	-	1,090,575.60
Fund 295 School Other SRF						
29231357	Verizon App Grant	12,345.03	-	12,345.03	-	-
29231359	WA Trustees Donations	-	43,750.00	-	-	43,750.00
29239350	Sch Reed Living Lab Donation	4,226.98	-	684.94	-	3,542.04
29239354	Misc School Donations	54,195.56	19,983.79	41,009.06	-	33,170.29
29239355	WEF Mini Grants	0.83	22,574.13	12,274.13	-	10,300.83
29239356	School Inventors Fair	152.00	-	-	-	152.00
29239361	School Scholarship Donations	-	3,500.00	3,500.00	-	-
29239362	School Innovation Gift	100.00	-	100.00	-	-
29241663	Day Playground Donations	-	66,553.12	666.30	-	65,886.82
29243164	WA Track Donations	-	2,290.00	-	-	2,290.00
29302390	School Choice	663,308.48	484,290.00	535,818.32	-	611,780.16
29302391	Foundation Reserve-Displaced Students	-	2,320.00	-	-	2,320.00
29302392	Circuit Breaker Sped DOE#520	1,809,923.00	1,010,616.00	1,809,923.00	-	1,010,616.00
29302394	Special Educ Reserve Fund	-	75,000.00	-	-	75,000.00
		2,544,251.88	1,730,877.04	2,416,320.78	-	1,858,808.14
220	School Lunch	356,802.57	1,805,727.37	1,694,676.75	-	467,853.19
230	Highway Chapter 90	(235,099.33)	732,077.58	786,845.89	-	(289,867.64)
240	Community Preservation	5,904,241.45	2,230,665.79	1,087,989.91	-	7,046,917.33
299	Title V	36,250.61	-	-	-	36,250.61
		6,062,195.30	4,768,470.74	3,569,512.55	-	7,261,153.49
TOTALS		11,075,567.37	12,866,440.39	12,010,078.00	(3,414.00)	11,928,515.76

TOWN ACCOUNTANT – CONTINUED

Capital Projects Funds - FY 2018

Fund 310 - Town		FY 2017	Revenue	BAN			Continued	Close to
Org/Obj	Description	Balance Fwd	Perm Bonds	Paydowns	Expended	Transfers	Appropriation	General Fund
31199199	Roundenbush Rehab 3/17 #9	-	-	-	2,178,477.31	-	(2,178,477.31)	-
31199777	Nat'l Grid Lights 3/17 #8	-	-	-	37,129.20	-	(37,129.20)	-
31210727	Police/Fire Dispatch 3/15 #7	609,041.05	-	-	609,041.05	-	-	-
31220726	Boston Rd Fire Sta 3/15 #8	239,536.62	10,000,000.00	-	7,288,330.94	-	2,951,205.68	-
31220747	Fire Truck 3/13 Art#16 \$544K	4.04	-	-	-	-	4.04	-
31220757	Fire Truck 3/17 Art# 7 \$615K	-	-	-	5,200.00	-	(5,200.00)	-
31410739	Eng- Main St Recons 4/16 #7	(20,423.93)	-	-	1,677,651.86	-	(1,698,075.79)	-
31410746	Eng Master Design 3/13 #16	(186,402.04)	-	128,000.00	23,500.10	-	(81,902.14)	-
31410748	Eng-Plain Rd Sidewalk 4/16 #7	(19,698.60)	-	-	478,670.40	-	(498,369.00)	-
31410758	Eng Keyes Recons 3/15 #6	543,981.01	-	-	(59,697.00)	(482,000.00)	121,678.01	-
31421773	Hwy-Heavy Dump Truck3/18 #8	-	-	-	-	222,000.00	222,000.00	-
31421774	Hwy-Front End Loader 3/18#8	-	-	-	-	260,000.00	260,000.00	-
Total Town Capital		1,166,038.15	10,000,000.00	128,000.00	12,238,303.86	-	(944,265.71)	-

Fund 320 - School		FY 2017	Revenue	BAN			Continued	Close to
Org/Obj	Description	Balance Fwd	Perm Bonds	Paydowns	Expended	Transfers	Appropriation	General Fund
32314770	Robinson/Day Windows 3/14 #11	(1,199,613.15)	-	10,000.00	-	-	(1,189,613.15)	-
32300775	MSBA Abbot Roof \$3,016,442	-	-	-	63,712.61	-	(63,712.61)	-
Total School Capital		(1,199,613.15)	-	10,000.00	63,712.61	-	(1,253,325.76)	-

Fund 360 - Water Enterprise		FY 2017	Revenue				Continued	Close to
Org/Obj	Description	Balance Fwd	Perm Bonds		Expended	Transfers	Appropriation	General Fund
36450771	Water Tank \$3.2M 3/17 Art#7	-	-	-	896,028.13	-	(896,028.13)	-
36450779	Vine Brook Betterment \$1.82M	-	-	-	38,880.00	-	(38,880.00)	-
36450787	Main/Patriot 3/14 Art#9 \$400K	1,806.42	-	-	-	-	1,806.42	-
36450789	Rt 110 St Mary 3/12 Art#21 \$750K	55,576.24	-	-	-	-	55,576.24	-
36450797	System Imprv 10/11 Art#7 \$1.5M	163,145.56	-	-	-	-	163,145.56	-
36450799	Abbot to Pine 3/14 Art#9 \$860K	552.86	-	-	-	-	552.86	-
Total Water Enterprise Capital		221,081.08	-	-	934,908.13	-	(713,827.05)	-

Fund 370 - Town Water Related Projects		FY 2017	Revenue				Continued	Close to
Org/Obj	Description	Balance Fwd	Perm Bonds		Expended	Transfers	Appropriation	General Fund
37442772	WA WWTF \$500K 3/17 Art#7	-	-	-	260,086.73	-	(260,086.73)	-
Total Water Enterprise Capital		-	-	-	260,086.73	-	(260,086.73)	-

**Negative Balances ** are supported by BANS (temporary borrowing) at year end

TOWN ACCOUNTANT – CONTINUED

Trust Fund Activity - Fiscal Year 2018

	Fund	Receipts	Investment Income	Expenditures	Transfers In	Transfers Out	Market Value Adj	Balance June 30, 2018
	Balance July 1, 2017							
Non-Expendable Trusts:								
810 Cemetery Perpetual Cai	448,264.50	19,230.00	-	-	-	-	-	467,494.50
Charles Colburn Cem	1,500.00	-	-	-	-	-	-	1,500.00
William Wright Cem	5,000.00	-	-	-	-	-	-	5,000.00
Lyman Wilkins Cem	1,413.11	-	-	-	-	-	-	1,413.11
J.H. Fletcher Cem	1,500.00	-	-	-	-	-	-	1,500.00
Alonzo Reed Cem	1,500.00	-	-	-	-	-	-	1,500.00
Metcalf & Soldiers	1,300.00	-	-	-	-	-	-	1,300.00
Library Book Fund	13,000.00	-	-	-	-	-	-	13,000.00
Library Lecture Fund	30,000.00	-	-	-	-	-	-	30,000.00
Library All Purpose	17,347.58	-	-	-	-	-	-	17,347.58
Library Trustee	61,137.50	-	-	-	-	-	-	61,137.50
Ellen Rainville Educ	83,855.00	500.00	-	-	-	-	-	84,355.00
Library Benefactors Trus	5,364.00	-	-	-	-	-	-	5,364.00
Whitney Shade Tree	2,500.00	-	-	-	-	-	-	2,500.00
Whitney Education	10,000.00	-	-	-	-	-	-	10,000.00
Total Non Spendable	683,681.69	19,730.00	-	-	-	-	-	703,411.69
Expendable Trusts:								
820 Conservation Fund	796,459.99	-	17,006.82	18,635.00	-	-	-	794,831.81
Conservation-Salaman	38,724.44	-	830.80	-	-	-	-	39,555.24
Cemetery Perpetual Cai	10,250.44	-	10,015.10	4,281.24	-	-	-	15,984.30
Charles Colburn Cem	3,504.28	-	107.36	-	-	-	-	3,611.64
William Wright Cem	4,843.03	-	211.16	-	-	-	-	5,054.19
Lyman Wilkins Cem	4,206.43	-	120.52	-	-	-	-	4,326.95
J.H. Fletcher Cem	2,887.10	-	94.14	-	-	-	-	2,981.24
Alonzo Reed Cem	2,975.61	-	96.03	-	-	-	-	3,071.64
Metcalf & Soldiers	3,354.18	-	99.86	-	-	-	-	3,454.04
Library Book Fund	1,266.75	-	306.06	-	-	-	-	1,572.81
Library Lecture Fund	1,508.40	-	676.00	-	-	-	-	2,184.40
Library All Purpose	123.50	-	374.94	130.00	-	-	-	368.44
Library Trustee	3,342.53	-	1,356.52	2,170.45	-	-	-	2,528.60
J.V. Fletcher Library	26,948.41	-	578.01	357.86	-	-	-	27,168.56
Ellen Rainville Educ	3,449.56	-	1,871.77	1,844.82	-	-	-	3,476.51
Library Benefactors Trus	75,516.69	-	1,735.21	-	-	-	-	77,251.90
Whitney Shade Tree	17,907.37	-	437.81	-	-	-	-	18,345.18
Whitney Playground	30,363.90	-	866.01	-	-	-	-	31,229.91
Affordable Housing Trus	667,110.24	-	14,312.27	-	-	-	-	681,422.51
Capital Stabilization Fur	1,179,412.62	-	20,390.18	-	40,000.00	(375,000.00)	-	864,802.80
Health Stabilization Fun	527,928.46	-	11,698.42	-	100,000.00	-	-	639,626.88
Stabilization Fund	5,178,274.38	-	111,095.27	-	-	-	-	5,289,369.65
OPEB Stabilization Func	2,742,909.12	-	114,925.27	-	987,750.00	-	(115,157.65)	3,730,426.74
Water OPEB Stabilizatio	816,118.21	-	25,282.59	-	30,000.00	(17,265.00)	(30,010.16)	824,125.64
Total Expendable	12,139,385.64	-	334,488.12	27,419.37	1,157,750.00	(392,265.00)	(145,167.81)	13,066,771.58
TOTALS	12,823,067.33	19,730.00	334,488.12	27,419.37	1,157,750.00	(392,265.00)	(145,167.81)	13,770,183.27

TOWN ACCOUNTANT – CONTINUED

Agency Fund Activity - FY 2018

	Balance July 1, 2017	Additions	Deductions	Balance June 30, 2018
Performance Bonds	674,684.30	5,665.67	1,000.00	679,349.97
Developer Escrow	147,664.91	163,097.28	131,394.21	179,367.98
Water Developer Escrow	-	1,000.00	1,000.00	-
Rail Tree Hill	5,271.82	-	-	5,271.82
Villanova Drive Deposit	9,294.01	-	-	9,294.01
Cumberland Farm Deposit	3,300.00	-	-	3,300.00
Vose Hill Road	959.39	-	-	959.39
Timberstone Deposit	10,000.00	-	-	10,000.00
Police-Outside Details	(208,245.39)	994,365.50	996,187.05	(210,066.94)
License to Carry	7,067.50	17,537.50	17,787.50	6,817.50
Police-Holding Account	695.00	9,830.96	-	10,525.96
Fire-Outside Details	(3,196.00)	41,972.14	40,130.70	(1,354.56)
Student Activity	291,656.80	1,442,077.01	1,442,571.30	291,162.51
TOTALS	939,152.34	2,675,546.06	2,630,070.76	984,627.64

TOWN CLERK

This year we said farewell to Kaari Mai Tari, who returned to Concord to serve as their Town Clerk. She had been Westford's Town Clerk from October 2001 to May 2017, the second longest tenure of a town clerk in the town's history. (Charles Hildreth's 50-year record will be hard to beat.) We wish her well in her new duties, and her knowledge and steady guidance will be missed by all.

Registrars: Census and Elections

There were no elections in fall of 2017.

Patricia Dubey
Town Clerk

Andrew Sherman
Assistant Town Clerk

Tina Landry
Records Supervisor

Marilyn Frank
Administrative Assistant

The Annual Town Election had a small turnout with only 8.1% attending. Those results are reported elsewhere in this report.

The chart below shows how those voters registered along with the total voters currently registered for each party and political designation.

Party/ Political Designation	Party Code	New Registrations During FY 2018	Total Voters Registered as of 6/30/2018
American Independent	Q	2	5
American Term Limits	BB	0	1
Conservative	A	0	2
Constitution Party	K	0	1
Democrat*	D	216	3,358
Green Party USA	G	1	2
Green-Rainbow	J	0	9
Interdependent 3 rd Party	T	0	6
Libertarian*	L	6	41
Mass Independent Party	O	0	5
Pizza Party	AA	0	2
Republican*	R	91	2,036
Socialist	S	0	2
Unenrolled**	U	617	10,692
United Independent	CC	3	93
We the People	H	0	3
Total		936	16,261

* **Political Party.** Political parties hold primaries. All those enrolled in a political designation are now allowed to participate in the primary of their choosing, like Unenrolled voters. Members enrolled in a political party may only vote in their party's primary.

** **Unenrolled Voters.** Registered voters who have not selected a political party or designation are called unenrolled voters. This is often referred to as an "Independent" or "Unaffiliated" voter.

TOWN CLERK—CONTINUED

Extended voter registration sessions are held 20 days before elections and the Annual Town Meeting and 10 days before a Special Town Meeting, usually at the Town Clerk's office. On these days the Town Clerk's office is open until 8:00pm.

Polling places remain as follows:

Precinct 1	Abbot School, 25 Depot Street
Precinct 2	Blanchard Middle School, 14 West Street
Precinct 3	Abbot School, 25 Depot Street
Precinct 4	Robinson School, 60 Concord Road
Precinct 5	Stony Brook School, 9 Farmer's Way
Precinct 6	Rita Edwards Miller School, 1 Mitchell Way – off Russell's Way

Many thanks go out to school personnel, especially custodians for their hard work in setting up and taking down the polling places and being available while polls are open. We are grateful for Police Officers who maintain a presence at the polls, to protect the integrity of the election process, a role that is so often taken for granted, because they do it so effortlessly. Election Officers work long hours to bring election day to the voters at the polls. Regardless of turnout, they spend the better part of 7.5 hours (working in two shifts) ready to assist voters at all six precincts.

Civic Engagement

Many thanks to the League of Women Voters in town. They have taken on the task of banner lettering and hanging before every Town Meeting and election and provided us with "I voted" stickers that voters wear proudly on election days. Many League members have helped us recruit election workers and some work at the polls. Along with the League's Town Meeting Forums and Candidates Nights, few communities are as lucky as Westford to have such positive energy focused on civic engagement.

Students in Heather Carney's Political Science class held voter registration sessions at Westford Academy to promote civic engagement among the youth of Westford.

Vital Statistics

Vital statistics are reported on a calendar year basis. The table that follows shows figures over the last several years. The Town Clerk's office has custody of vital records dating back to the time of incorporation. Early records are available on microfilm at the J. V. Fletcher Library.

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Births	170	158	144	156	153	124	142	175	134	147	162
Marriages	65	65	53	69	54	68	63	59	81	61	66
Deaths	137	145	153	145	166	162	139	148	166	183	167

At the Counter

In addition to issuing certified copies of vital records and dog licenses, the Town Clerk's office is responsible for filing applications and decisions made by the Planning Board and Board of Appeals. The Town Clerk's office works closely with the Permitting office to ensure that information is properly filed and available to the public as soon as possible.

TOWN CLERK—CONTINUED

The Town Clerk's office issues several types of licenses that are reported on a fiscal year basis unless otherwise noted to better reflect revenues. Statistics over the last several years are listed below.

Item	FY13	FY14	FY15	FY16	FY17	FY18	Notes
Bulk Stickers	1,954	2,070	2,478	3,193	3127	4071	
Business Certificate	121	148	138	121	100	149	
Dogs	2,452	2,513	2538	2,626	2615	2633	Calendar year
Flammable Storage Registration	41	41	41	41	36	35	Calendar year
Notarizations	578	502	469	743	714	745	
Raffle Permits	10	8	7	8	8	6	
Certified Copies of Vital Records	1,180	1,088	1,117	1,276	1398	1264	

Selectmen's Annual Licensing

Alongside his duties as Assistant Town Clerk, Andy Sherman provides administrative support to the Selectmen for their annual licensing. The tables below show annual licensing payments that were received for the processing of applications and/or renewals.

	2010	2011	2012	2013	2014	2015	2016	2017	2018
All Alcohol Club	7	7	7	7	7	7	7	7	7
All Alcohol Package Store	7	7	7	7	7	7	7	7	7
All Alcohol Innholder	2	2	2	2	2	2	2	2	2
All Alcohol Restaurant	15	16	17	21	21	21	21	21	21
Beer & Wine Package Store	3	3	4	5	5	5	5	5	5
Beer & Wine Restaurant	1	2	1	1	3	3	3	4	5
Common Victualler	40	44	44	57	57	58	54	56	57
Automatic Amusement	198	102	97	90	90	90	90	126	126
Class I New Car				1	1	1	1	1	1
Class II Used Car	7	9	9	9	9	10	9	9	9
Class III Junk Car	1	0	1	1	1	1	1	1	1

Meetings

Meetings of governmental bodies are open to the public and are handicap accessible. Executive sessions are allowed under the Open Meeting Law for reasons that must be stated in the agenda. Meeting agendas are posted on our website and at Town Hall in the back vestibule that is always open and accessible to the public. Agendas are posted at

TOWN CLERK—CONTINUED

least 48 hours in advance of the meeting and may be emailed to townclerk@westfordma.gov. Minutes are available online through the Town's Document Management system, www.westfordma.gov/dms, and the Town Archives at the Town Clerk's office as soon as they are approved by the board/committee.

Boards and Committees

Civic involvement in Westford is still going strong thanks to the hundreds of residents who volunteer time from their busy lives to help continually improve our wonderful community. Committee membership is printed in the front of this book and is also available online at <https://data.westfordma.gov/bc/>. Boards and committees are subject to the Open Meeting and Conflict of Interest laws.

Appointment letters, oaths of office, open meeting and conflict of interest law acknowledgments are all preserved in the Town Clerk's office and are carefully tracked by Marilyn Frank. Elected officials have the additional requirement of filing campaign finance forms.

Volunteers

We are greatly indebted to our volunteers who take on time consuming tasks in order to help us keep up with the work flow. Without them, we would be working nights and weekends to meet our census, dog license processing, election management and records preservation goals. Special thanks this year to Barbara Murch and Inge Berry for their dedication and effort.

TOWN FOREST COMMITTEE

The Town Forest Committee is the Town body responsible for managing town forest properties under the care and custody of the Board of Selectmen. The Committee also looks toward acquiring forest lands on behalf of the Town. The Town Forest Committee is comprised of three members, each serving three-year terms, appointed by the Town Manager. The current members are Richard “Chip” Barrett, Hugh Maguire and James Gozzo. The Town Forest Committee is currently responsible for managing approximately 270 acres of forest lands scattered throughout Westford. The Committee’s management goals are long-term: to actively maintain and enhance forest health, improve wildlife habitat, provide recreational opportunities and protect both soil and water quality.

Hugh Maguire
Chairman

Richard “Chip” Barrett
Tree Warden

James Gozzo
Quill-Driver

Martina Gage Forest Active Management

Last year the Committee selected the Martina Gage Town Forest parcel along Gage Road as our next active management forestry project. This parcel consists of about 75 acres of mixed hardwoods and softwoods and was donated to the Town in 1936 in accordance with the terms of Ms. Gage’s will. In September 2017, the Committee selected John Robbins, Consulting Forester, Massachusetts License #210, to prepare a forest stewardship plan. This was the first step in actively managing the Martina Gage Forest for long-term forest health. To prepare the stewardship plan, Mr. Robbins walked the



(L to R) James Gozzo, Town Forest Committee, John Robbins, Consulting Forester, Hugh Maguire and Chip Barrett of the Town Forest Committee, at a Gage Forest site visit

property and mapped the various tree stands, measured the species density and assessed the overall health of the forest. The stewardship plan was completed in November 2017 and approved by the Massachusetts Department of Conservation and Recreation’s State Forester. The plan mapped/identified four distinct stands within the forest and recommends a thinning operation be conducted on one of the four stands located in the center of the forest that is predominantly white pine. The pines constitute about 90% of this stand and are quite mature, being 2-3 feet in diameter and 100 feet in height. There is a small understory of other species in this stand but they

are being stunted by the dense shade of the larger mature pines. The stewardship plan recommends leaving the other three stands in their natural condition as they provide good wildlife habitat, and some wetlands protection and there is a mix of hardwood species along with other pines and berry-producing shrubs. In the early part of 2018 our forester marked the specific trees recommended for thinning and prepared a Cutting Plan. In June 2018 the Board of Selectmen approved the Cutting Plan and in July 2018 the Cutting Plan received final approval from the Department of Conservation and Recreation’s State Forester. About the same time as the Cutting Plan was being approved, a relatively

TOWN FOREST COMMITTEE – CONTINUED

line fire and trees were downed all over town and into Chelmsford. Several portions of the Gage Forest sustained severe damage and many pines were downed. We amended the approved Cutting Plan to include the removal of some of the downed trees to reduce risk of fire. Over the next several months we will be soliciting bids from a tree company to remove the trees marked by our forester. The thinning operation should take place in late 2018.

Spalding Forest Improvements

Our previous thinning operation at the Spalding Forest (at the intersection of Cold Spring and Forge Village Roads) was successfully completed back in August 2016. According to our management plan, we should be revisiting that parcel in 2022 to determine if further thinning is needed. We invite the public to walk the trails of the Spalding Forest to see how quickly the understory develops after even minor thinning operations such as we conducted in 2016. The left photo, below, was taken prior to the 2016 thinning operation and shows very little species diversity and little ground cover. Every tree is a mature white pine - this forest was susceptible to disease or insects that might focus on white pines. The lack of ground cover also increases the likelihood of erosion during heavy rain events. The right photo was taken in June 2018 about two years after the thinning operation. While there are still many mature white pines, the forest floor is now covered in new growth with some younger non-pine species taking advantage of the increased sunlight reaching the forest floor. This new growth provides some species diversity, provides forest creatures with increased habitat and food, and helps with filtration and retention of rainwater.



*Spalding Forest prior to the 2016 thinning (l),
and today, just two years after thinning (r).*

Dog Park Task Force Support

In November 2017 the Dog Park Task Force and the Town Manager approached the Town Forest Committee about the possibility of using a small portion of the Martina Gage Forest as a location for a dog park. A small gravel pit on 1-2 acres in the southwest portion of the Martina Gage Forest was identified as a potential site. This area has rather poor soil quality that has produced stunted trees and a significant amount of invasives. In January 2018 the Dog Park Task Force decided against using the Gage Forest parcel, and subsequently, the Board of Selectmen shifted the future of any dog park to the Recreation Department Master Plan.

TOWN FOREST COMMITTEE – CONTINUED

Thanks

The Committee would like to thank the residents living in the vicinity of both the Spalding and Gage Forests for their cooperation and understanding as we conduct silviculture operations on these sites. While we try to schedule the most intrusive work for the briefest periods of times and in locations that will have the least impacts to abutters, we understand that these operations can involve relatively loud equipment. We thank you for your understanding and assure you that the forestry activities will result in healthier forests and a better environment for the long term.

Other Activities

The Town Forest Committee members are also active participants on other town committees. Hugh Maguire is a Water Commissioner and served on the Public Works Initiative Committee, Chip Barrett is the Town Tree Warden and Highway Superintendent and is our representative on the Northern Middlesex Stormwater Collaborative, James Gozzo serves as a Conservation Commissioner and Election Officer (Precinct Warden).

If you are interested in more information about the Town Forest Committee and our ongoing activities, you are always welcome to contact us and to attend our meetings which are posted in the Agenda Center on the Town's website and on the Town Hall bulletin board. We generally meet on a weekday mid-afternoon at the Highway Department conference room.

TREE WARDEN

The Tree Warden for the Town of Westford is also the Superintendent of Streets and reports to the Town Manager who reports to the Board of Selectmen. Responsibilities include:

Richard (Chip) Barrett
Tree Warden

- The care and maintenance of shade and ornamental trees within the Town right-of-ways
- The removal of dead or hazardous trees within the Town right-of-ways
- Emergency removal of storm-damaged trees
- The determination, with the assistance of the Engineering Department, of ownership of trees needing to be removed or trimmed (based on GIS measurements)
- The determination of the condition of trees, particularly with respect to public safety
- Care and control of parts of trees and shrubs that extend or overhang the limits of any public roads or grounds
- Removal, or cause to be removed, of all illegally erected signs or advertisements placed on trees within any public road or place under the Warden's jurisdiction

The Tree Warden maintains public shade trees predominantly in response to requests from citizens for service. Storm-damaged trees also were routinely repaired to insure the long-term health of the affected trees.

Through the Tree Warden's office, along with the Town Forrest Committee we are implementing a silviculture project which included the thinning of the mature growth of standing trees on the Town Forrest parcel located at Gage Road and Old Lowell Road. This project will help ensure the long-term health of this very important resource that we assist in managing.

As Tree Warden, I express my appreciation and thanks to the Board of Selectmen, Town Manager and the employees of the Town for their support, cooperation and assistance during the past year.

12 NORTH MAIN STREET TASK FORCE

The 12 North Main Street Task Force continues to meet to help determine the future of the iconic landmark located in the heart of Graniteville. It continues to be a complicated journey for the team.

A Request For Proposal was issued in early 2017 for which, after many postponements, the Town received one response. Negotiations continued into 2018. At the close of the fiscal year, June 30, 2018, a purchase and sale had not yet been agreed to between the parties.

The Task Force remains hopeful that the structure and land will be transferred to a private party for development within fiscal year 2019. We remain focused and committed to this end and have recommended this pathway to the Board of Selectmen.

Jane Hughes
Chair

Nancy Cook
Vice Chair

Eric Heideman
Clerk
Assistant Town Manager

Jane Calvin
Nancy Bissell
James Vanbever
Robert Waskiewicz
Dennis Wrona

John Mangiaratti
Alternate

Robert Downing
Affordable Housing Committee

Andrea Peraner-Sweet
Board of Selectmen

Thomas Barry
Economic Development Committee

William Nussbum
Economic Development Committee
alternate

William Kenison
Engineering Staff liaison

Jeff Stephens
Health Department

David Gutbrod
Historical Commission

VETERAN SERVICES DEPARTMENT

This office is not affiliated with the US Department of Veterans Affairs or the Massachusetts Department of Veterans' Service.

Ryan Cobleigh
**Veterans Service Officer/
Veterans Agent**

Programs and Services

The Veterans Services office is located in the Millennium Building located behind Abbot School at 23 Depot Street.



The Town of Westford's Veterans Services Department serves as an advocate for all veterans and their dependents. The department advises residents as to the availability of federal and state services and benefits to which they are entitled and provides financial assistance to qualifying veterans, surviving spouses and their dependents. The department also administers services and financial assistance under the provisions of MGL Chapter 115 and CMR 108. Many times, we are able to assist with locating jobs with our state partners at the Career Centers.

This office is usually able to assist veterans who are unable to locate their discharge papers. We also will work with the National Archives to obtain discharge papers that are not found in the Massachusetts collection. Expedited service is available for any immediate needs.

This office works extensively with our elected officials and members of both the US Congress and Senate offices. Westford's VSO is a member of Congresswoman Tsongas's Veterans Advisory Council which meets regularly to discuss veteran- and military-related concerns and issues at the national and local level.

Summary

According to the 2018 Street Listing, Westford has over 785 veterans who may be eligible for benefits along with surviving spouses of veterans. The largest group of veterans is Vietnam-era veterans with World War II and Korean era veterans right behind them in numbers. With the military drawdown in Iraq, many of our area service men and women are returning to our community. The area VA medical facilities have been ramped up to support them with special programs that address physical and psychological concerns encountered during their time in the service. We have some of the best VA medical centers in Boston, Bedford and Manchester that also host the community-based clinics scattered throughout New England. Our veterans are reporting excellent care from the VA.

Close to 200 Westford veterans are using the area VA healthcare facilities. During the last reporting period, the VA was paying over \$15,000 every month in disability/compensation benefits to Westford residents. *Every* veteran is encouraged to get enrolled and introduced to the medical services available to them via the VA healthcare system.

VETERANS SERVICES—CONTINUED

While VA healthcare does not replace a veteran's "civilian" healthcare services it will supplement their existing coverage. In many cases, the veteran may have zero co-pay for medications. Some may get their hearing aids or eyeglasses for free if eligible.

In FY 2018, 107 residents/veterans received an MGL Chapter 59, §5 Clause 22(a-f) exemption resulting in over \$159,000 reduction of their property taxes.

In this reporting period, we handled several hundred inquiries from our veterans and their families. We currently have several active Chapter 115 recipients who receive monthly financial assistance. In FY 2018, over \$53,000 in Chapter 115 funds went to local residents who qualified. 75% of this amount is reimbursed by the Commonwealth.

Thanks to our community volunteers and Tax Relief for the Elderly and Disabled (TREAD) workers, we have photographically documented hundreds of deceased Westford veterans' grave markers/headstones in an online database (data.westfordma.gov/vets). We continue to update this information as well at the Find A Grave website. Many gravesites are geo-marked so that those with smartphones can almost walk right to the veteran's gravesite. This is an ongoing project.

This past Christmas holiday season, a local resident organized a Wreaths Across America fund raising effort to place holiday wreaths on the graves of veterans at Fairview, Russian Brotherhood, and Pine Grove cemeteries. A group of volunteers placed 500 wreaths on the graves. The largest contribution was from the F.S. Healy American Legion Post 159 with over 300 wreaths donated. To learn more about this program and donate to this effort, go to www.wreathscrossamerica.org/pages/22016/Overview/.

Half-staff notifications are posted electronically on the town's calendar as well as to Westford-related websites. A notice posted at the base of the Town Common flagpole will indicate the reason for the flag at half-staff. We thank the volunteers who have offered to provide this service as well as lowering some of the flags throughout the town.

The American flags on veterans' gravesites are put in place before Memorial Day and removed after Veterans Day each year by the members of Frederick S. Healy American Legion Post 159. This schedule was put in place so that the flags are not buried in the snow during the harsh winter months. Every attempt is made to honor a veteran in this way but occasionally we miss a veteran grave, or the flag is missing. Please do not hesitate to contact the Veterans' Service department to address this issue.

This department cannot speak highly enough of the many residents who have volunteered to support us this year with their time and effort towards our veterans' holiday programs. Thanks to our other town departments in coordinating services to the veteran community, making sure they can tap into any of the resources available to them.

Please check our internet presence at the following links:

Westford Veterans Services homepage: www.westfordma.gov/veterans

Westford Military Burial Index: data.westfordma.gov/vets

Westford Honor Roll: data.westfordma.gov/honorroll/

Facebook: www.facebook.com/WestfordDVS

Twitter: @WestfordMAVets

WATER DEPARTMENT

The Westford Water Department employs a staff of 15 to manage and maintain the water system and its resources. The full-time superintendent and a three-member Commission with one alternate are responsible for the Department which is charged by the town to provide safe, high-quality, uninterrupted water at a reasonable pressure. The Water Department must also adhere to water quality requirements established by the U.S. Environmental Protection Agency (EPA) and the Massachusetts Department of Environmental Protection (MassDEP). The Board of Water Commissioners typically meets once a month. To have a topic added to the agenda notify the Business Manager no later than 48 hours prior to the meeting date. You can visit the Water Department's website at westfordma.gov/507/Board-of-Water-Commissioners for more information.

Board of Water Commissioners

Elizabeth Denly
Chair

Hugh C. Maguire
Vice-Chair

Titus Palmer
Secretary

Chauncey Chu
Alternate

Stephen Cronin
Superintendent



Water Department Staff

Stephen Cronin, *Superintendent*

Dave Crocker, *Operations Manager*

Mark Warren, *Environmental
Compliance Manager*

Larry Panaro, *Business Manager*

Wayne Beauregard, Paul (Pip) Ricard,
Foremen

Rob Daley, Joe Emerson, Scott
Harkins, Chris Macpherson, Keith
McLaughlin, Justin VanCott,
Licensed Well Specialists

Sandra Kane, *Records Supervisor II*
Dianne Tyman, *Administrative Assistant*
Susan Silvia, *Department Assistant*

Prospect Hill

The original 172,000 gallon storage tank at Prospect Hill is being replaced with a 600,000 gallon composite welded steel tank beginning in the spring of 2018. The new tank will provide the Town Center with improved fire protection and water quality. In addition, the added volume will provide the area with increased emergency storage. The foundation and the pedestal construction was started in spring of 2018, and project completion – including demolition of the original tank – is anticipated for the spring of 2019.

Main Street Water Main Replacement Project

Approximately 3,800 feet of cement mortar-lined 12-inch ductile iron pipe was installed on Main Street during spring and summer of 2017. The new main, which replaces the original 4-inch cast iron and 8-inch asbestos cement pipe, will improve water quality and fire protection to Town Center service. Additionally, the project resulted in the replacement of 34 customer service lines, five fire hydrants, 19 isolation valves, and the

WATER DEPARTMENT – CONTINUED

installation of a pressure zone separation valve. Customer service connections to the new main were completed by August 23, 2017.

Vine Brook Estates Connection to Town Water

Deteriorating water quality prompted the Vine Brook Estates neighborhood association to request connection to Westford town water. Articles 11 and 12 authorizing the project passed at the March 24, 2018 Town Meeting, and construction is anticipated to begin summer 2018. Connection to town water will benefit the many residents of this neighborhood by improved water quality and fire protection. This project is being funded using the betterment process.

Water Management Act Grant

Stonybrook Streamflow Restoration Project: The Water Department was the recipient of a Massachusetts Department of Environmental Protection (MassDEP) Water Management Act Grant in FY 2018. The grant funded a project to assess opportunities for improvement of streamflow in the Stony Brook watershed through development of a coordinated Streamflow Restoration Plan. The project included installation of two streamflow gauging stations, observation of readings, and streamflow modeling. A final report detailing the project activities and recommendations was prepared and provided to the Westford Water Department.

Rain Barrel Sale

The Water Department partnered with Great American Rain Barrel of Hyde Park, Massachusetts for a rain barrel sale in the spring of 2018. Rain barrels can be connected to a home's downspout to collect rainwater for lawn and garden irrigation. These devices serve as an effective means to conserve water and to reduce storm runoff. A total of 35 rain barrels were sold in FY 2018 under the Westford community program.

Infrastructure Improvement

- Repainted 380 fire hydrants
- Replaced 5 fire hydrants
- Added 8 fire hydrants
- Added 0.4 miles of water main

Perchlorate Investigation and Treatment

The Water Department continued its active role in the ongoing perchlorate remediation and treatment project operation of the Highway Garage Perchlorate Treatment plant and additional monitoring functions.

Public Outreach

The Water Department continued its public outreach efforts in FY 2018 which included the biannual newsletter "Resource," and the annual Consumer Confidence Report (CCR) which informs the public about water quality issues, pollution prevention, water conservation tips, backflow prevention, and Water Department changes. Outreach efforts also included the 5th grade water pollution demonstrations and Pond Study during the June East Boston Camp program.

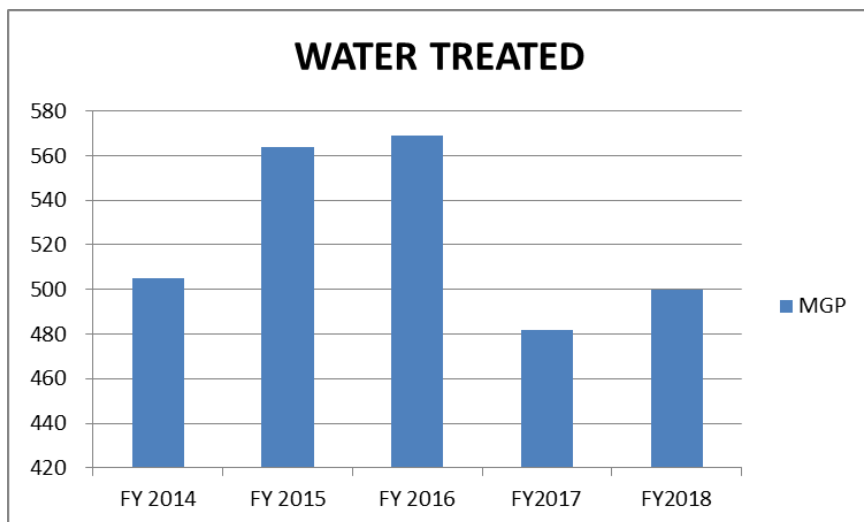
WATER DEPARTMENT – CONTINUED

Treated Water Usage at a Glance (MGP)

Month	FY14	FY15	FY16	FY17	FY18
July	62.822	71.985	70.373	70.080	56.513
August	61.668	65.421	73.594	46.569	58.527
September	53.259	57.752	73.257	39.776	49.294
October	41.826	37.514	42.269	34.144	41.560
November	29.726	29.830	33.141	30.237	31.541
December	32.192	31.994	32.951	32.377	31.555
January	30.235	32.455	30.303	32.532	31.901
February	26.857	31.565	28.519	28.741	28.015
March	29.524	36.303	30.354	34.221	31.327
April	32.398	36.678	32.469	32.625	31.347
May	41.390	67.810	47.805	44.056	44.219
June	63.380	64.625	74.311	56.326	64.088
Total	505.280	563.934	569.346	481.685	499.887

Note: The fiscal year (FY) runs from July 1 through June 31.

MGP = Million Gallons Pumped



WATER DEPARTMENT — CONTINUED

Water Department Statistics

Total system water storage capacity = 4.85 million gallons

FY 2018 number of:

Total Water Dept. fire hydrants	1,072	Total miles water main	136.4
Total active accounts	5,569	Water main breaks and repairs	12
New service connections	23	Total miles water main added	0.4
Total active service connections	5,392	Service leaks renewed or repaired	22

Note: calendar year statistics are reported in the annual Westford Water Department consumer confidence report.

A service renewal is replacement of the line from the main to the customer meter. A service leak is located within the line from the main to the customer meter.

ZONING BOARD OF APPEALS

Staff

Chris Kluchman, FAICP

Director of Land Use Management (thru 11/9/2017)

Jeffrey Morrisette

Director of Land Use Management (1/2018-present)

Jeffrey Morrisette

Town Planner, Zoning Board staff (thru 12/2017)

Danielle Evans, AICP

Assistant Planner (thru 10/20/2017)

Rebecca Cheney

Assistant Planner (02/05/2018-present)

Erin Toothaker

Permitting Program Assistant

Bob Herrmann
Chair

Scott MacKay
Vice-Chair

James Kazeniak
Clerk

Jay Enis
Paul MacMillan

David Earl
Scott Fitzgerald
Associate Members

The Zoning Board of Appeals (BOA) typically meets on the third Wednesday of each month in Meeting Room 201 at Town Hall. Meetings are open to the public.

There are three active lawsuits involving the BOA as of June 30, 2018, relating to the 11 and 73 Brookside Road applications for the construction of a Personal Wireless Service Facility (Cell Tower).

Throughout fiscal year 2018, the board held 14 regular meetings, two special meetings and four executive sessions. The board acted on 34 applications, with some of the applications consisting of multiple petitions. Some examples of requests included the following:

- Comprehensive Permits
- Variances for additions to homes that do not meet setback standards
- Variances to allow uses not otherwise permitted by the Zoning Bylaw
- Variance to alter a nonconforming structure
- Variances authorizing reductions to Accessory Dwelling Unit (ADU) standards
- Special Permits to allow Personal Wireless Service Facility
- Special Permit to allow Amateur Radio Antenna
- Special Permits to create ADU or Home Occupations
- Special Permits for the demolition and reconstruction of nonconforming structures
- Modifications and a time extension to prior approvals.

In addition, the board considered but had not yet taken final action on one Special Permit and two Variance applications, which remained open as of June 30, 2018.

ZONING BOARD OF APPEALS – CONTINUED

Board of Appeals decisions *issued* between July 1

Board of Appeals Petitions	Approved	Denied	Withdrawn	Total
Variances*	23	0	2	25
Special Permits**	13	1	1	15
Modifications	2	1	0	3
Comprehensive Permits (40B)	3	0	0	3
Administrative Appeals	0	2	0	2
Totals	41	4	3	48

*Summary of Variances granted:

2	Use
1	Reduction in Home Occupation standards (number of vehicles)
4	Reduction in ADU standards
13	Setbacks (7 Front Yard, 3 Side Yard, 2 Rear Yard, 1 Hammerhead lot)
5	Alteration of a Nonconforming Structure

**Summary of Special Permits granted:

3	Accessory Dwelling Unit
1	Home Occupation
7	Nonconforming Uses or Structures
1	Use
1	Cell Tower
1	Amateur Radio Antenna
1	Conversion of a Dwelling

The board approved three Comprehensive Permits in FY 2018.

- Residences at Westford West: 240 rental units (180 market-rate units, 60 affordable units at 80% “AMI” [Area Median Income]) (anticipated occupancy summer 2019)
- Two Robbins Apartment Homes: 180 rental units (144 market rate units, 36 affordable units at 50% AMI) (anticipated occupancy summer 2020)
- Sugar Maple Lane: 28 ownership units (21 market rate, 7 affordable at 80% AMI) (anticipated occupancy spring 2019)

Together these added 448 dwelling units of which 103 are affordable and are eligible for inclusion on the state’s Subsidized Housing Inventory (SHI). Westford’s inventory of affordable housing increased from 8.23% to 13.75% over the course of FY 2018. As a result, the town has surpassed the state’s requirement under MGL Chapter 40B that more than 10% of housing units in a municipality (including both rental and ownership

ZONING BOARD OF APPEALS—CONTINUED

be maintained as affordable through permanent deed restriction, and is now in “safe harbor.”

Who are the Board of Appeals?

The Zoning Board of Appeals is a quasi-judicial body chartered under the Massachusetts Zoning Act (Chapter 40A and 40B) and Westford’s Zoning Bylaw. Membership consists of five regular voting members and two alternate members appointed by the Board of Selectmen. The Board of Appeals plays a role in regulating land use and development in the Town by hearing applications for relief from the standards in the Town’s Zoning Bylaw through variances and special permits as well as review of certain uses or activities, appeals of decisions of the Building Commissioner and comprehensive permits for mixed-income developments in accordance with M.G.L. Chapter 40B.

Webpage: www.westfordma.gov/295/Zoning-Board-of-Appeals

DIRECTORY OF TOWN DEPARTMENTS

Department	Address	Office Hours	Main Phone
Assessor's Office	Town Hall 55 Main St.	M-F, 8am-4pm	978-692-5504
Animal Control	Town Hall 55 Main St.	Leave message or call Police Dispatch (emergency only)	978-692-4574 978-399-2345
Building Department	Town Hall 55 Main St.	M-F, 8am-4pm	978-692-5527
Bylaw Enforcement	Town Hall 55 Main St.	M-F, 8am-4pm	978-692-5527
Cameron Senior Center	20 Pleasant St. P.O. Box 2223	M-F, 8am-4pm	978-692-5523
Cemetery Department	Pine Grove Cemetery Office 68 Forge Village Rd.	M-F, 7am-3:30pm	978-692-5526
Conservation Commission	Town Hall 55 Main St.	M-F, 8am-4pm	978-692-5524
Emergency Management Agency	<i>Contact Public Safety Communications Department to be connected to an Emergency Management Director</i>		978-399-2345
Engineering Department	Town Highway Facility, 28 North St.	M-F, 7:30am-3:30pm	978-692-5520
Finance Department	Town Hall 55 Main St.	M-F, 8am-4pm	978-391-2573
Fire Department	65 Boston Rd. P.O. Box 296	M-F, 8am-4pm (dispatch 24hrs/day)	Business: 978-692-5542 Emergencies: 911
GIS Department	Town Highway Facility, 28 North St.	M-F, 7:30am-3:30pm	978-399-2533
Health Department	Town Hall 55 Main St.	M-F, 8am-4pm	978-692-5509
Highway Department	Town Highway Facility, 28 North St.	M-F, 7:30am-3:30pm	978-692-5520
Housing Authority	65 Tadmuck Rd.	M-F, 8:30am-1:30pm	978-692-6011
Human Resource Department	Town Hall 55 Main St.	M-F, 8am-4pm	978-399-2915
J.V. Fletcher Library	50 Main St.	M-Th 10am- 9pm Fri 1pm - 5pm Sat 10am - 5pm Sun 2pm-5pm (Jan-April)	978-692-5555
Land Use Management	Town Hall 55 Main St	M-F, 8am-4pm	978-692-5524
Museum	2-4 Boston Rd.	Sun 2pm-4pm Office hours: M,W,F 9am-1pm	978-692-5550
Parking Clerk	Town Hall 55 Main St.	M-F, 8am-4pm	978-692-5515
Parks & Recreation Department	Roudenbush Community Center 65 Main St.	M-F, 8am-4pm	978-692-5532

DIRECTORY OF TOWN DEPARTMENTS – CONTINUED

Police Department	53 Main St.	M-F, 8am-4pm (dispatch 24hrs/day)	Business: 978-399-2345 Emergencies: 911
School Department	Millennium School 23 Depot St.	M-F, 8am-4pm	978-692-5560
Tax Collector/Treasurer	Town Hall 55 Main St.	M-F, 8am-4pm	978-399-2526
Technology Department	1 East Prescott St.	M-F, 8am-4pm	978-399-2418
Town Accountant	Town Hall 55 Main St.	M-F, 8am-4pm	978-392-4450
Town Clerk	Town Hall 55 Main St.	M-F, 8am-4pm	978-692-5515
Town Manager	Town Hall 55 Main St.	M-F, 8am-4pm	978-692-5501 ext.1
Tree Warden	Town Highway Facility, 28 North St.	M-F, 7:30am-3:30pm	978-399-2731
Veterans Services Department	Millennium School 23 Depot St.	M-Th, 8am-4pm (Th, 8am-noon at Cameron Sr. Center) F, 8am-4pm by appoint- ment only	978-392-1170
Water Department	60 Forge Village Rd.	M-F, 7:30am-4pm	978-692-5529
Zoning Board of Appeals	Town Hall 55 Main St.	M-F, 8am-4pm	978-692-5524

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