

# Town of Westford Annual Report

For the Fiscal Year Ending June 30  
**2014**



GRANITEVILLE FIRE STATION  
COMPLETED FEBRUARY 1914

On the cover; on the right, Fire House on Cross Street with Abbot Hall, now the American Legion, on the left

Special Town Meeting, November 24, 1913.

Voted unanimously that the Town take in fee certain premises containing thirty-five hundred eighty-three square feet situated on the southerly side of Cross Street in that part of Westford known as Graniteville, ... for the purpose of erecting thereon a building to be used for an engine house...

-1914 Annual Town Report ~ page 21

Report of the Engineers of the Fire Department Feb. 18, 1914

During the year at a special town meeting the Town voted to buy land and build a building suitable to house the Choate Hose Co. of Graniteville. This building has just been completed and makes a very satisfactory fire house centrally located.

-1914 Annual Town Report ~ page 80

#### FIRE HOUSE AT GRANITEVILLE

P. Henry Harrington, labor and stock . . . .	\$ 1,515.67
J. A. Peek & Co., wiring . . . . .	15.00
Westford Water Co., piping . . . . .	5.60
John A. Healy, stock and labor . . . . .	10.25
C. G. Sargent Sons Corp., land . . . . .	143.32

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1,689.84

Appropriation, \$1,700.00

- Annual Town Report for the Year Ending  
December 31, 1914 ~ page 89

*Research by the Westford Historical Society*

# **TOWN OF WESTFORD MASSACHUSETTS**

## **Annual Report**

For the fiscal year ending June 30, 2014

Annual Town Meeting  
Saturday, March 28, 2015

Annual Town Election  
Tuesday, May 5, 2015

# CITIZEN ACTIVITY APPLICATION FORM

## CITIZEN ACTIVITY APPLICATION FORM Town of Westford

### *GOOD GOVERNMENT STARTS WITH YOU*

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

Date \_\_\_\_\_

Name \_\_\_\_\_

Address \_\_\_\_\_

Home Telephone \_\_\_\_\_ Email \_\_\_\_\_

Amount of Time Available \_\_\_\_\_

Interest in What Town Committee \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Present Occupation \_\_\_\_\_

Education Background \_\_\_\_\_

\_\_\_\_\_

Town Offices Held \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Other Volunteer Positions \_\_\_\_\_

\_\_\_\_\_

Remarks \_\_\_\_\_

\_\_\_\_\_

## IN MEMORIAM

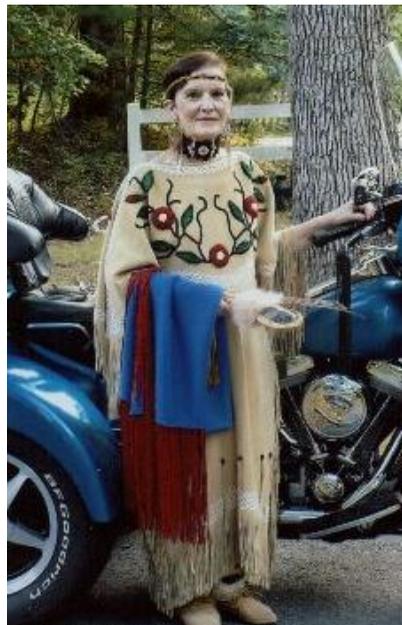


Mary (Lord) Cote  
1924-2014

Born in Forge Village and a life-long resident of the village, Mary was a 1942 graduate of Westford Academy. Voters well remember her as a teller at town meetings and a poll worker for 46 years, the final two decades as Precinct Warden.

Rita Shipley  
1942-2014

As a member of the Westford Community Action Committee in the 1970s, Rita helped create the town's first food bank and was involved with establishing the Roudenbush Community Center. She later worked as a teacher's aide at the Cameron and Frost elementary schools, and retired three years ago as senior assistant in the Town Clerk's office. Last year, she served on the East Boston Camps & Stepinski Naming Committee representing her Native American heritage.





# TABLE OF CONTENTS

## Town Officers and Committees

Elected Officials.....	1
Appointed Officials.....	3
General Meeting Times for Boards and Committees .....	14

## Elections

Annual Town Election: May 06, 2014 .....	15
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## Town Meetings

Special Town Meeting: October 21, 2013.....	17
Annual Town Meeting: March 22, 2014 .....	49

## Boards, Committees and Departments

Board of Selectmen .....	95
Town Manager .....	98
Affordable Housing Committee .....	104
Affordable Housing Trust Fund .....	107
Animal Control Department.....	109
Assessors, Board of.....	110
Bruce Freeman Rail Trail.....	112
Building Department.....	115
Bylaw Review Committee .....	117
Capital Planning Committee .....	118
Cemetery Commission, Board of.....	122
Communications Advisory Committee .....	124
Community Preservation Committee .....	126
Conservation Commission .....	129
Council on Aging .....	133
Cultural Council.....	135
Economic Development Committee .....	137
Emergency Management Agency .....	139
Energy Committee .....	141
Engineering Department .....	143
Finance Committee .....	145
Fire Department .....	146
Health, Board of.....	151
Highway Department .....	158
Historical Commission.....	160
Housing Authority .....	162
Human Resources .....	164
Library, J.V. Fletcher .....	167
Museum & Historical Society .....	178

## TABLE OF CONTENTS—CONTINUED

Nashoba Valley Technical High School .....	180
Northern Middlesex Council of Governments.....	183
Parkerville Schoolhouse Committee.....	185
Parks and Recreation .....	187
Pedestrian Safety Committee.....	191
Permanent Town Building Committee .....	193
Planning Board .....	195
Police Department .....	198
Public Works Initiative Committee .....	202
Records and Archives Management Committee.....	204
Recycling Commission.....	206
Sealer of Weights and Measures.....	210
Selectmen, Board of .....	95
Schools	
Nashoba Valley Technical High School .....	180
Westford Public Schools .....	211
Tax Collector/Treasurer.....	262
Tax Possession Sale Committee .....	268
T.R.E.A.D.....	270
Technology.....	271
Town Accountant .....	274
Town Clerk.....	291
Town Manager .....	98
Tree Warden .....	295
Veterans Services .....	296
Water Department .....	299
Zoning Board of Appeals .....	303
Directory of Town Departments.....	305
Index.....	307
Westford at a Glance .....	309

# ELECTED OFFICIALS AS OF JUNE 30, 2014

## **BOARD OF HEALTH**

### ***3 – year term***

		Term Expires
Zac A Cataldo	121 Depot St	5/2017
Susan M Hanley	26 Kirsi Cir	5/2016
Jillian L Lokere	103 Russells Way	5/2016
Joanne Martel	6 Marie Anne Dr	5/2015
Michele		
Pitoniak-Crawford	15 Shelly Ln	5/2017

## **BOARD OF SELECTMEN**

### ***3 – year term***

Scott Hazelton	76 Nutting Rd	5/2016
Andrea Peraner-Sweet	21 Kirsi Cir	5/2016
Kelly J Ross	7 Carriage Way	5/2017
Donald Siriani	59 Graniteville Rd	5/2017
Jim Sullivan	45 Cold Spring Rd	5/2015

## **HOUSING AUTHORITY**

### ***3 – year term***

Nancy J Wimberg	8 Keyes Rd	TBD (Governor’s Appt)
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### ***5 – year term***

Muriel T Drake	8 Lasalette Rd	5/2019
Carol S Engel	26 Lowell Rd	5/2016
Diane Holmes	4 Pleasant St. Unit 1	5/2019

## **JV FLETCHER LIBRARY TRUSTEES**

### ***3 – year term***

Hajo W Koester	65 Providence Rd	5/2017
Robert D Price	18 Stratton Hill Rd	5/2017
Susan M Flint	7 Swanson Ln	5/2015
Marianne C Fleckner	23R Almeria Cir	5/2015
Elizabeth S Diercks	56 Depot St	5/2016
Kathleen A Canavan	3 Misty Ln	5/2016

## ELECTED OFFICIALS AS OF JUNE 30, 2014—CONTINUED

### **MODERATOR**

#### *3 – year term*

		Term Expires
Ellen S Harde	39 Main St	5/2017

### **PLANNING BOARD**

#### *5 – year term*

Michael J Green	20 Russells Way	5/2019
Dennis J Galvin	90 Concord Rd	5/2015
Kate Hollister	25 Vine Brook Rd	5/2016
Matthew Lewin	4 Misty Ln	5/2017
Darrin H Wizst	1 Noonan Way	5/2018

### **SCHOOL COMMITTEE**

#### *3 – year term*

Arthur F Benoit	26 Country Rd	5/2016
George T Clay	7 Ward Hill Rd	5/2016
Angela Harkness	15 Castle Rd	5/2015
David A Keele	10 Boston Rd	5/2017
Birgit E Kohl	4 Frances Hill Rd	5/2017
Margaret A Murray	11 Sassafras Rd	5/2015
Terence J Ryan	7 Castle Rd	5/2015

# APPOINTED OFFICIALS AS OF JUNE 30, 2014

## AFFORDABLE HOUSING COMMITTEE

*Appointed by Town Manager*

		Term Expires
<b>1 – year term</b>		
Christine G Pude	7 Bayberry Rd	6/30/2014
<b>2 – year term</b>		
Joan C Croteau	10 Groton Rd	6/30/2015
Karen Hudson	35 Carlisle Rd	6/30/2015
Jim Silva	98 Chamberlain Rd	6/30/2014
Drew Vernalia	10 Boutwell Hill Rd	6/30/2015
<b>3 – year term</b>		
Robert Downing	40 Nutting Rd	6/30/2016

## AFFORDABLE HOUSING TRUST COMMITTEE

*Appointed by Board of Selectmen*

<b>1 – year term</b>		
John Parker	3 Cobbler Rd	6/30/2014
<b>2 – year term</b>		
Robert F Downing	40 Nutting Rd	6/30/2016
Jim Sullivan	45 Cold Spring Rd	6/30/2016
Robert J Waskiewicz	120 Groton Rd	6/30/2016

## AGRICULTURAL COMMISSION

*Appointed by Board of Selectmen*

<b>3 – year term</b>		
Elizabeth M Almeida	41 West St	6/30/2017
Danielle E Battle	80 Providence Rd	6/30/2017
Christine Berthold	3 Hyacinth Dr	6/30/2017
Sharon Chew	12 Robinwood Cir	6/30/2017
Matthew R Foti	76 Carlisle Rd	6/30/2015
Marciana B Gamester	22 Griffin Rd	6/30/2016
Jessamyn Gutbrod	74 Depot St	6/30/2017
Robert A Haigh	6 Durkee Ln	6/30/2015
Ellen Joseph	40 Flagg Rd	6/30/2017
Zoe Stapp	9 Connell Dr	6/30/2017
Robert L Webb	52 Pine Ridge Rd	6/30/2015

## BOARD OF ASSESSORS

*Appointed by Town Manager*

Diane Holmes	4 Pleasant St	6/30/2016
Titus A Palmer	15 Vose Rd	6/30/2015
Christopher Romeo	1 Betty Ln	6/30/2014

## APPOINTED OFFICIALS—CONTINUED

### **BOARD OF CEMETERY COMMISSIONERS**

*Appointed by Town Manager*

Term Expires

#### **3 – year term**

R Bradley Potts	19R Main St	6/30/2014
Daniel Provost	27 Orchard St	6/30/2016
Jonathan P Ash	13 Depot St	6/30/2015
George P Rogers	60 Pleasant St	6/30/2016

### **BOARD OF WATER COMMISSIONERS**

*Appointed by Town Manager*

#### **3 – year term**

Elizabeth A Denly	458 Groton Rd	6/30/2017
Hugh C Maguire	127 Cold Spring Rd	6/30/2015
Titus A Palmer	15 Vose Rd	6/30/2014
Chauncey Chu, Jr., (Alt.)	1 Green Needles Road	6/30/2017

### **BUDGET SOLUTION TASK FORCE**

*Appointed by Board of Selectmen and School Committee*

#### **No Expiration Date**

John Cunningham	4 Butternut Rd
David Keele	10 Boston Rd
Mark Kost	7 Grassy Ln
Margaret A Murray	11 Sassafras Rd
Andrea Peraner-Sweet	21 Kirsi Cir
Michael A Princi	111 Depot St
Jodi Ross	55 Main St
Jim Sullivan	45 Cold Spring Rd

### **BYLAW REVIEW COMMITTEE**

*Appointed by Board of Selectmen*

#### **3 – year term**

David B Chandler	26 Hillside Ave	6/30/2015
Peter D Dervan	1 Pleasant St	6/30/2014

#### **No Expiration Date**

Kaari Mai Tari	55 Main St
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## APPOINTED OFFICIALS – CONTINUED

### CAPITAL PLANNING COMMITTEE

*Appointed by Town Manager*

#### **3 – year term**

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

#### **No Expiration Date**

Arthur Benoit	26 Country Rd
John H Cunningham	4 Butternut Rd
Mark D Kost	7 Grassy Ln
Thomas J Mahanna	4 Butterfield Ln
Dan O'Donnell	55 Main St
Bill Olsen	23 Depot St
Jodi Ross	55 Main St
Jim Sullivan	45 Cold Spring Rd
Kirk Ware	5 Granada Dr

### COMMUNICATIONS ADVISORY COMMITTEE

*Appointed by Board of Selectmen*

#### **1 – year term**

Robert Fesmire	149 Main St	6/30/2015
Jim Silva	98 Chamberlain Rd	6/30/2015
Thomas Spuhler	232 Concord Rd	6/30/2015

### COMMUNITY PRESERVATION COMMITTEE

*Appointed by Board of Selectmen*

#### **3 year – term**

John P Cunniffe	8 Patten Rd	6/30/2015
Marilyn Frank	6 Chamberlain Rd	6/30/2016
Ken Hanly	26 Kirsi Cir	6/30/2015
Kathleen A Healy	95 Main St	6/30/2015
Kate Hollister	25 Vine Brook Rd	6/30/2017
Christine M Macmillan	12 Maple St	6/30/2015

## APPOINTED OFFICIALS—CONTINUED

### CONSERVATION COMMISSION

*Appointed by Board of Selectmen*

Term Expires

Robert Boonstra	13 Alcorn Crossing	6/30/2017
John Cunningham	4 Butternut Rd	6/30/2015
Eric Fahle	9 Long Sought For Pond Rd	6/30/2017
Marilyn Frank	6 Chamberlain Rd	6/30/2016
James Gozzo	6 Carolina Ln	6/30/2017
Ann Jefferies	11 Boston Rd	6/30/2015
Peter Mahler	25 Vinebrook Rd	6/30/2016

### CONSTABLE

*Appointed by Board of Selectmen*

**3 – year term**

Patricia L Dubey	30 Pleasant St	6/30/2015
John R Sullivan	145 Plain Rd	6/30/2015
Kaari Mai Tai	55 Main St	6/30/2015

### COUNCIL ON AGING

*Appointed by Town Manager*

**3 – year term**

Nancy Cook	25 North Main St	6/30/2016
Helena Crocker	34 West St	6/30/2016
Dorothy Hall	10 Highland Rd	6/30/2016
Robert Tierney	10 Tallard Rd	6/30/2015
George Rogers	60 Pleasant St	6/30/2015
Kathryn S Wilson	7 Palermo St	6/30/2016

### CULTURAL COUNCIL

*Appointed by Board of Selectmen*

Norman Bristol	1 Elderberry Way	6/30/2015
Denali Delmar	8 Dunstable Rd	6/30/2017
Celeste Falcon	9 Stratton Hill Rd	6/30/2015
Yen Yen Lim	Zero Shannon Cir	6/30/2015
Angela W McAlister	49 Flagg Rd	6/30/2015
Brian A Pitts	2 Mulberry Ln	6/30/2015
Lynda B Vernalia	10 Groton Rd	6/30/2015

## APPOINTED OFFICIALS—CONTINUED

### DROP BOX ADHOC COMMITTEE

*Appointed by Board of Selectmen*

<b>3 – year term</b>		Term Expires
Denise Courchaine	22 Orchard St	6/30/2014
Lisa Courchaine	22 Orchard St	6/30/2014
Beverly Johansen	9 Story St	6/30/2014

### EAST BOSTON CAMPS & STEPINSKI PARCELS' NAMING STUDY COMMITTEE

*Appointed by Board of Selectmen*

<b>1 – year term</b>		
Robert Creegan	16 Macquarrie Ln	6/30/2014
David Earl	8 Old Colony Dr	6/30/2014
Marilyn Frank	6 Chamberlain Rd	6/30/2014
Scott Hazelton	76 Nutting Rd	6/30/2014
Dini Healy-Coffin	19 Frances Hill Rd	6/30/2014
Cathy Lane	22A Pilgrim Dr	6/30/2014
Rita Shipley	6 Bayberry Rd	6/30/2014

### ECONOMIC DEVELOPMENT COMMITTEE

*Appointed by Board of Selectmen*

<b>3 – year term</b>		
Thomas P Barry	27 Stone Ridge Rd	6/30/2015
Ronald Caterino	45 Stone Ridge Rd	6/30/2015
Stephen Canellos	5 Swanson Ln	6/30/2015
Elia P Demetri	31 Stone Ridge Rd	6/30/2015
Peter D Dervan	1 Pleasant St	6/30/2015
Chris Kluchman	55 Main St	6/30/2015
William R Nussbum	29 Stone Ridge Rd	6/30/2015
Andrea Peraner-Sweet	21 Kirsi Cir	6/30/2015
Jodi Ross	55 Main St	6/30/2015
Andrew M Stern	89 Main St	6/30/2015
Perti J Vulli	13 Landmark Rd	6/30/2015
Thomas West	1 Highland Rd	6/30/2015

### EMERGENCY MANAGEMENT

*Appointed by Town Manager*

<b>1 – year term</b>		
Joe Targ	55 Main St	6/30/2015
Tim Whitcomb	55 Main St	6/30/2015

## **APPOINTED OFFICIALS—CONTINUED**

### **ENERGY COMMITTEE**

*Appointed by Board of Selectmen*

		Term Expires
<b>3 – year term</b>		
Noel Almeida	41 West St	6/30/2017
Gregory Bacon	68 Concord Rd	6/30/2015
Kathleen A Canavan	3 Misty Ln	6/30/2014
Jeffrey Geller	68 Nutting Rd	6/30/2016
Jim Jarvie	8 Cranberry Dr	6/30/2015
Stephen D Laroche	18 North St	6/30/2016
Juliette Mount	51 Boston Rd	6/30/2017
Paul L Mucci	11 Graniteville Rd	6/30/2015
Robert W Willis	7B Pilgrim Dr	6/30/2017
Zhaohui Zhang	2 Tyler Rd	6/30/2017

### **FINANCE COMMITTEE**

*Appointed by Moderator*

<b>3 – year term</b>		
James M Conry	25 Pine St	6/30/2015
Ellen Doucette	3 Brookview Dr	6/30/2016
Jeanne Drula	14 Hopkins Pl	6/30/2016
Gerald J Koehr	10 Deer Run	6/30/2015
Mark D Kost	7 Grassy Ln	6/30/2017
Michael A Princi	111 Depot St	6/30/2014
Ingrid Nilsson	6 Depot St	6/30/2016
William C Taffel	90 Cold Spring Rd	6/30/2015
Dennis Wrona	5 Sassafras Rd	6/30/2017

### **HISTORICAL COMMISSION**

*Appointed by Board of Selectmen*

<b>3 – year term</b>		
Brian G Alcorn	18 Boston Rd	6/30/2017
John P Cunniffe	8 Patten Rd	6/30/2017
Phil Gilbert	16 Frances Hill Rd	6/30/2017
Brenda Grant	10 Wilson Ln	6/30/2016
David Gutbrod	74 Depot St	6/30/2016
Brian Langenfeld	2 MacQuarrie Lane	6/30/2017
Robert E Stafford	22 Leland Rd	6/30/2014

## **APPOINTED OFFICIALS—CONTINUED**

### **INSURANCE ADVISORY COMMITTEE**

*Appointed by Administrative Appointment*

#### **No Expiration Date**

John Emanouil	Non-resident
Marilyn Frank	6 Chamberlain Rd
Donald Greenwood	Non-resident
Greg Marchand	53 Main St
Jason Humphrey	13 Endmoor Rd
Thomas McEnaney	53 Main St
Joan Mitchell	Non-resident
Sarah Regan	Non-resident
Glen Robinson	Non-resident

### **LOWELL REGIONAL TRANSIT AUTHORITY**

*Appointed by Board of Selectmen*

#### **No Expiration Date**

Bernadette Ann Dureault	81 North Main St
Laura Mathis	1 Sherburne Ln
Jim Sullivan	45 Cold Spring Rd

### **NASHOBA VALLEY TECHNICAL HIGH SCHOOL DISTRICT**

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

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

		Term Expires
Ronald E Deschenes	86 Tadmuck Rd	6/30/2016
Mark Desrochers	3 Lynwood Ln	6/30/2016
Raymond Riddick	22 Blake's Hill Rd	6/30/2017

### **NORTHERN MIDDLESEX COUNCIL OF GOVERNMENT**

*Appointed by Board of Selectmen*

#### **1 - year term**

Jim Silva	98 Chamberlain Rd	6/30/2015
Don Siriani	59 Graniteville Rd	6/30/2015
Darrin Wizst	1 Noonan Way	6/30/2014

## **APPOINTED OFFICIALS** – CONTINUED

### **NORTHERN MIDDLESEX STORMWATER COLLABORATIVE (NMSC)**

*Appointed by Board of Selectmen*

<b>3 – year term</b>		Term Expires
Richard J Barrett	47 Tadmuck Rd	6/30/2016
Paul Starratt	28 North St	6/30/2016

### **PARKERVILLE SCHOOLHOUSE COMMITTEE**

*Appointed by Town Manager*

<b>3 – year term</b>		
Heidi C Hatke	78R Carlisle Rd	6/30/2015
Charles Kennedy	31 Old Lowell Rd	6/30/2016
June W Kennedy	31 Old Lowell Rd	6/30/2015
Florence Michaelides	Non-resident	6/30/2015
Bonnie Oliphant	3 Robinson Rd	6/30/2017
Roger Plaisted	175 Carlisle Rd	6/30/2015
John Wilder	61 Carlisle Rd	6/30/2015

### **PARKS & RECREATION COMMISSION**

*Appointed by Town Manager*

<b>1 – year term</b>		
Cindy Freud	2 Jennifer Dr	6/30/2014
<b>3 – year term</b>		
Chris Barrett	13 Vose Hill Rd	6/30/2016
Augustus Bickford	95 North Main St	6/30/2017
Kevin A Caviston	14 Morning Glory Cir	6/30/2016
John M Clancy	61 Village View Rd	6/30/2015
Ken Hanly	26 Kirsi Cir	6/30/2015
Richard McCusker	13 Chippewa Rd	6/30/2016
John W Mcnamara	11 Hillside Ave	6/30/2015
Carolyn K Metcalf	46 Lake Shore Dr N	6/30/2015

### **PEDESTRIAN SAFETY COMMITTEE**

*Appointed by Board of Selectmen*

#### **NO EXPIRATION DATE**

Michael Croteau	Non-resident
Peter N Ewing	21 Old Homestead Rd
Kate Hollister	25 Vine Brook Road
Karen Hudson	35 Carlisle Rd
Tom O'Donnell	6 Overlook Cir
Robert E Stafford	22 Leland Rd
Gunars V Zagars	26 North Hill Rd

## APPOINTED OFFICIALS—CONTINUED

### PERMANENT TOWN BUILDING COMMITTEE

*Appointed by Board of Selectmen*

		Term Expires
<b>2 – year term</b>		
Morgan D Fannon	19 Moore Ave	6/30/2016
Gary Lavelle	2 Meadow View Ln	6/30/2016
Kirk Ware	5 Granada Dr	6/30/2016
<b>3 – year term</b>		
Karen A Cavanagh	8 Dempsey Way	6/30/2017
Nancy J Cook	25 N Main St	6/30/2015
Paul Davis	6 Crest Dr	6/30/2017
Thomas E Ellis	5 Chicory Rd	6/30/2015
Thomas J Mahanna	4 Butterfield Ln	6/30/2017
Jeanne K Roberts	1 Hildreth St	6/30/2015

### PERSONNEL ADVISORY COMMITTEE

*Appointed by Board of Selectmen*

<b>3 – year term</b>		
Joan E Bennett	74 Parkhurst Dr	6/30/2015
Susan M Flint	7 Swanson Ln	6/30/2015
Judith E Ramirez	14 Beaver Dam Dr	6/30/2015

### PUBLIC WORKS INITIATIVE COMMITTEE

*Appointed by Board of Selectmen*

<b>3 – year term</b>		
Augustus Bickford	95 North Main St	6/30/2016
John Cunningham	4 Butternut Rd	6/30/2016
Mark Kost	7 Grassy Ln	6/30/2016
Hugh Maguire	127 Cold Spring Rd	6/30/2016
John Mangiaratti	55 Main St	6/30/2016
Robert D Price	18 Stratton Hill Rd	6/30/2014
Andrea Peraner-Sweet	21 Kirsi Cir	6/30/2016
George Rogers	60 Pleasant St	6/30/2016
Terrance Ryan	7 Castle Rd	6/30/2016

## APPOINTED OFFICIALS—CONTINUED

### RECORDS AND ARCHIVES COMMITTEE

*Appointed by Town Manager*

		Term Expires
<b>3 – year term</b>		
Ellen Harde	39 Main St	6/30/2016
Pat Louch	82 Main St	6/30/2017
Sandy Martinez	95 Main St	6/30/2016
Virginia Moore	36 Boston Rd	6/30/2017
Bob Oliphant	3 Robinson Rd	6/30/2016
Kaari Mai Tari	55 Main St	6/30/2016

### RECYCLING COMMISSION

*Appointed by Town Manager*

<b>3 – year term</b>		
Alan Bugos	3 Jocelyn Dr	6/30/2016
Kris Erickson	41 Keyes Rd	6/30/2016
Ellen S Harde	39 Main St	6/30/2015
Cynthia Diane Peraner	6 Churchill Ct	6/30/2016
Charles Stark	14 Christopher Rd	6/30/2016
Barbara D Theriault	8 Tadmuck Ln	6/30/2017
Susan Lavigne Thomas	7 Old Homestead Rd	6/30/2015

### REGISTRARS OF VOTERS

*Appointed by Board of Selectmen*

<b>3 – year term</b>		
Philip R McGee	2 Beaver Brook Rd	6/30/2017
Alisa Nakashian-Holsberg	6 Betty Ln	6/30/2015
Sheila Tucke	100 Chamberlain Rd	6/30/2016
<b>No Expiration Date</b>		
Kaari Mai Tari	55 Main St	

## APPOINTED OFFICIALS—CONTINUED

### TAX POSSESION SALE COMMITTEE

*Appointed by Board of Selectmen*

<b>3 – year term</b>		Term Expires
Donald Costley	3 Phillips Dr	6/30/2016
Paul Cully	4 Patriot Ln	6/30/2017
Denali Delmar	8 Dunstable Rd	6/30/2017
David Earl	8B Old Colony Dr	6/30/2015
William Harman	10 Chamberlain Rd	6/30/2016
Ernest H Hyde	59 Depot St	6/30/2016
Steve Sadowski	10 Evergreen Cir	6/30/2015

### TREAD COMMITTEE

*Appointed by Town Manger*

<b>3 – year term</b>		
Nancy J Cook	25 North Main St	6/30/2015
Christine Collins	55 Main St	6/30/2015
Timothy J Donovan	21 Flagg Rd	6/30/2015
Dorothy H Hall	10 Highland Rd	6/30/2015
Diane L Holmes	4 Pleasant St	6/30/2015

### TOWN FOREST COMMITTEE

*Appointed by Town Manager*

<b>3 – year term</b>		
Richard J Barrett	47 Tadmuck Rd	6/30/2016
Jim Gozzo	6 Carolina Ln	6/30/2016
Hugh C Maguire	127 Cold Spring Rd	6/30/2016

### ZONING BOARD OF APPEALS

*Appointed by Board of Selectmen*

<b>5 – year term</b>		
Mark T Conlon	20 Sherwood Dr	6/30/2016
David R Earl	8 Old Colony Dr	6/30/2015
Jay Enis	13 Pine Tree Trail	6/30/2014
Robert C Herrmann	101 Concord Rd	6/30/2014
James Kazeniak	4 Robbins Rd	6/30/2016
Scott D Mackay	7 Crown Rd	6/30/2016
Paul Macmillan	12 Maple St	6/30/2016

## GENERAL MEETING TIMES FOR BOARDS & COMMITTEES

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

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

# ANNUAL TOWN ELECTION -MAY 6, 2014

May 6, 2014  
Official Results

	PREC 1	PREC 2	PREC 3	PREC 4	PREC 5	PREC 6	TOTAL
<b>Board of Selectmen (3 Year Term) - Vote for 2</b>							
Blanks	71	90	114	65	86	60	486
Kelly J. ROSS	206	211	233	205	235	123	1,213
James S. JARVIE IV	164	234	211	156	153	110	1,028
Donald Louis SIRIANI	205	295	245	207	229	135	1,316
Misc. Write Ins	4	0	3	0	0	0	7
Val WORMELL	4		4	5	7	2	22
TOTALS	654	830	810	638	710	430	4,072
<b>Board of Health (3 Year Term)-Vote for 2</b>							
Blanks	231	221	232	163	217	141	1,205
Zac A. CATALDO	214	312	295	241	255	147	1,464
Michele PITONIAK-CRAWFORD	209	295	283	233	238	142	1,400
Misc. Write Ins	0	2	0	1	0	0	3
TOTALS	654	830	810	638	710	430	4,072
<b>Housing Authority (5 Year Term) - Vote for 1</b>							
Blanks	84	81	77	68	82	57	449
Muriel DRAKE	166	207	223	170	183	104	1,053
Bernard MEYLER, JR	77	126	105	81	88	54	531
Misc. Write Ins	0	1	0	0	2	0	3
TOTALS	327	415	405	319	355	215	2,036
<b>Housing Authority (4 Year Term) - Vote for 1</b>							
Blanks	105	103	102	76	91	66	543
Corinne RYAN	222	312	303	243	262	149	1,491
Misc. Write Ins	0	0	0	0	2	0	2
TOTALS	327	415	405	319	355	215	2,036
<b>Housing Authority (3 Year Term) - Vote for 1</b>							
Blanks	107	97	97	72	83	68	524
Diane L. HOLMES	220	318	308	247	272	147	1,512
Misc. Write Ins	0	0	0	0	0	0	0
TOTALS	327	415	405	319	355	215	2,036
<b>Library Trustees (3 Year Term) - Vote for 2</b>							
Blanks	202	210	219	143	184	148	1,106
Hajo W. KOESTER	226	307	297	252	263	140	1,485
Robert D. PRICE	226	313	294	243	263	142	1,481
Misc. Write Ins	0	0	0	0	0	0	0
TOTALS	654	830	810	638	710	430	4,072

## ANNUAL TOWN ELECTION -MAY 6, 2014- CONTINUED

	PREC 1	PREC 2	PREC 3	PREC 4	PREC 5	PREC 6	TOTAL
<b><i>Moderator (3 Year Term) - Vote for 1</i></b>							
Blanks	68	79	88	59	66	47	407
Ellen S. HARDE	255	334	311	260	288	163	1,611
Misc. Write Ins	3	2	3	0	1	3	12
Valerie WORMELL	1		3			2	6
<b>TOTALS</b>	<b>327</b>	<b>415</b>	<b>405</b>	<b>319</b>	<b>355</b>	<b>215</b>	<b>2,036</b>
<b><i>Planning Board (5 Year Term) - Vote for 1</i></b>							
Blanks	100	99	106	79	94	57	535
Michael GREEN	227	315	298	239	261	158	1,498
Misc. Write Ins	0	1	1	1	0	0	3
<b>TOTALS</b>	<b>327</b>	<b>415</b>	<b>405</b>	<b>319</b>	<b>355</b>	<b>215</b>	<b>2,036</b>
<b><i>School Committee (3 Year Term) - Vote for 2</i></b>							
Blanks	99	97	107	98	89	68	558
David A. KEELE	165	218	197	167	248	109	1,104
Birgit Erika KOHL	216	266	285	209	233	141	1,350
Avery Rockwell ADAM	173	246	220	164	140	112	1,055
Misc. Write Ins	1	3	1	0	0	0	5
<b>TOTALS</b>	<b>654</b>	<b>830</b>	<b>810</b>	<b>638</b>	<b>710</b>	<b>430</b>	<b>4,072</b>
Total Registered Voters	2,771	2,714	2,739	2,645	2,645	2,454	15,968
<b><i>Precinct Totals:</i></b>	<b>327</b>	<b>415</b>	<b>405</b>	<b>319</b>	<b>355</b>	<b>215</b>	<b>2,036</b>
Total Voter Turnout	11.8%	15.3%	14.8%	12.1%	13.4%	8.8%	12.8%

# SPECIAL TOWN MEETING MINUTES - OCTOBER 21, 2013

At a legal meeting of the inhabitants of the Town of Westford, qualified by law to vote in Town affairs, held at the Abbot School on Monday, October 21, 2013, called to commence at 7:30 pm, the following business was transacted:

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

Ellen Harde, Town Moderator, called the meeting to order at 7:30 pm with at least 200 voters present at the meeting. A total of 448 voters attended Town Meeting. It was announced that the meeting would adjourn to the Abbot School gymnasium at 7:00pm on October 22, 2013 if needed.

It was voted unanimously to allow department heads, staff and consultants who are nonvoters to address the meeting.

It was voted unanimously to waive the reading of the motions and accept those printed in the pumpkin-colored document entitled October 21, 2013 Special Town Meeting Motions and on file at the Town Clerk's Office as official.

## Financial - fiscal year 2014

### ARTICLE 1: Fiscal Year 2014 Budget Adjustments

It was voted unanimously that the Town transfer from Free Cash the sum of \$222,900 (TWO HUNDRED TWENTY TWO THOUSAND NINE HUNDRED DOLLARS) in order to supplement the following Fiscal Year 2014 Operating Budgets:

151	Legal Services: expenses related to Newport Materials litigation	
		\$200,000
432	Recycling: expenses related to hazardous materials collection	\$2,900
543	Veterans Services: expenses related to Veterans benefits	\$20,000

*and further;*

That the Town transfer from Water Enterprise Retained Earnings the sum of \$13,187 (THIRTEEN THOUSAND ONE HUNDRED EIGHTY SEVEN DOLLARS) in order to supplement the following Fiscal Year 2014 Operating Budget:

600	Water Department Enterprise Debt Service	\$13,187
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*Selectmen recommend (4-0) and Finance Committee recommends (5-0)*

### ARTICLE 2: Unpaid Bills Prior Fiscal Years

It was voted unanimously that the Town appropriate from Free Cash the sum of \$264.03 (TWO HUNDRED SIXTY FOUR DOLLARS AND THREE CENTS) to pay for unpaid bills of prior fiscal years from WB Mason for office supplies for the Permitting department in accordance with the provisions of Massachusetts General Laws Chapter 44, Section 64.

*Selectmen recommend (4-0) and Finance Committee recommends (5-0)*

# SPECIAL TOWN MEETING MINUTES - OCTOBER 21, 2013

— CONTINUED

## ARTICLE 3: Perchlorate Stabilization Fund Transfer

It was voted unanimously that the Town transfer the remaining sum of \$85,312.06 (EIGHTY FIVE THOUSAND THREE HUNDRED TWELVE DOLLARS AND SIX CENTS) from the perchlorate stabilization fund to the town manager perchlorate remediation account for the purpose of providing funds to address associated issues regarding perchlorate contamination.

*Selectmen recommend (4-0) and Finance Committee recommends (5-0)*

## ARTICLE 4: Appropriate Funds from Early Retiree Reinsurance Program Federal Grant

It was voted unanimously that the Town appropriate from the Early Retiree Reinsurance Program Federal grant the sum of \$161,739.35 (ONE HUNDRED SIXTY ONE THOUSAND SEVEN HUNDRED THIRTY NINE DOLLARS AND THIRTY FIVE CENTS) for health care related expenses.

*Selectmen recommend (4-0) and Finance Committee recommends (5-0)*

## ARTICLE 5: Rescind Authorized and Unissued Debt

It was voted unanimously that the Town rescind the following amounts that have been authorized to be borrowed for the stated purposes, pursuant to the votes and articles as

Unissued Amount	Date of Warrant Approval	Art.#	Purpose
\$305	5/6/2000	13	Elementary School Construction
\$567,764	5/6/2000	17	Water Filtration Plants
\$6,615,321	11/13/2000	20	Middle School Construction
\$100,000	11/13/2001	5	Abbot Septic/Town Center Sewer Extension
\$50,000	5/13/2002	13	Brookside Mill Dam Repair
\$2,650,000	2/7/2005	1	Purchase Land – East Boston Camps
\$265,000	10/20/2008	6	Country Road Well

*Selectmen recommend (4-0) and Finance Committee recommends (5-0)*

listed below, which amounts have not been issued and are no longer needed:

## ARTICLE 6: Capital Appropriations for Fiscal Year 2014

It was voted unanimously that the Town appropriate from Free Cash the sum of \$75,000 (SEVENTY-FIVE THOUSAND DOLLARS) to provide for the following

Department	Amount	Purpose
Engineering Department	\$75,000	Student Drop-off Safety Improvements and Drainage Improvements at the Abbot/Millennium Schools and related costs

*Selectmen recommend (4-0) and Finance Committee recommends (7-0)*

# SPECIAL TOWN MEETING MINUTES - OCTOBER 21, 2013

— CONTINUED

## **ARTICLE 7: Authorize Appropriation for Design Phase and Bidding Phase Services Related to Window Replacement at the Day and Robinson Schools as Required by the Massachusetts School Building Authority Accelerated Repair Program**

It was voted unanimously that the Town appropriate from Free Cash \$350,000 (THREE HUNDRED FIFTY THOUSAND DOLLARS) to be expended under the direction of the School Committee for additional funds for completing the design and bidding of two window replacement projects at the Colonel John Robinson School located at 60 Concord Road and the Norman E. Day School located at 75 Prescott Street, and any related costs, which proposed repair projects 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 has applied for a school construction grant from the Massachusetts School Building Authority (“MSBA”). The Town acknowledges that the MSBA’s grant program is a non-entitlement, discretionary program based on need, as determined by the MSBA, any project costs the Town incurs in excess of any grant that may be approved by and received from the MSBA shall be the sole responsibility of the Town.

*Selectmen recommend (4-0) and Finance Committee recommends (7-0)*

## **ARTICLE 8: Authorize the Transfer of a Parcel Located on Boston Road and the Appropriation of Funds for Feasibility Study and Schematic Design Phase Services Related to Constructing a New Center Fire Station on Boston Road**

*A Motion was made and seconded that that the Town authorize the transfer land from the Board of Selectmen currently held for the purposes of recreation and conveyance to the Board of Selectmen to be held for general municipal purposes, said land identified as Parcel A in a deed recorded with the Middlesex North Registry of Deeds in Book 7366, Page 211, and shown on a plan entitled “Definitive Subdivision Plan of Land Boston Road Westford, MA,” dated August 27, 1993, recorded with the Middlesex North Registry of Deeds in Plan Book 187, Plan 86, on file with the Town Clerk; and further to appropriate from free cash the sum of \$350,000 (THREE HUNDRED FIFTY THOUSAND DOLLARS) for the purpose of paying the costs of architectural and engineering design services, including, without limitation, the hiring of an Owner’s Project Manager related to constructing a new Center Fire Station on the aforementioned site on Boston Road and examining and recommending the reuse of the existing Center Fire Station.*

The motion failed for a lack of majority by a counted vote. Yes: 140 / No: 159

*Selectmen recommend (4-0) and Finance Committee recommends (5-1-1)*

## **ARTICLE 9: Reduce Amount Raised by Taxes in Fiscal Year 2014**

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 2014

\$ 32,793.59	From Fund Balance Designated for Debt Exclusion Reduction
\$1,995,414.45	From Free Cash

*Selectmen recommend (5-0) and Finance Committee recommends (8-0)*

# SPECIAL TOWN MEETING MINUTES - OCTOBER 21, 2013

— CONTINUED

## **East Boston Camps Naming Committee Update**

Selectman Scott Hazelton provided an update on the activities of the East Boston Camps Naming Committee. An online survey is being developed that will ask residents whether or not they want the name to change and provide five choices for names or the opportunity to suggest one. The Committee hopes to have a recommendation for Annual Town Meeting in March 2014.

## **COMMUNITY PRESERVATION FUNDS**

### **ARTICLE 10: Community Preservation Committee Recommendations**

It was voted that the Town, pursuant to Massachusetts General Laws, Chapter 44B, or any other enabling authority, in accordance with the recommendations of the Westford Community Preservation Committee, appropriate from Community Preservation Funds the sum of \$151,134 (ONE HUNDRED FIFTY ONE

\$136,000	From Undesignated Fund Balance  For the structural repairs and/or other rehabilitation at the Westford Historical Museum located at 2 Boston Road and any other related costs	Westford Historical Commission
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\$15,134	From Undesignated Fund Balance  For the purpose of providing support to the Historical Commission in applying for the Massachusetts Preservation Proposal Fund (MPPF) grant for additional funding at the Westford Historical Museum located at 2 Boston Road and fulfilling all related requirements associated with the process and any other related costs.	Westford Historical Commission
<i>Selectmen recommend (4-0) and Finance Committee recommends (5-2)</i>		

THOUSAND ONE HUNDRED THIRTY FOUR DOLLARS) as follows:

### **ADMINISTRATIVE**

### **ARTICLE 11: Authorize Solid Waste Disposal Contract Amendment**

It was voted unanimously that the Town authorize the Board of Selectmen to enter an Amendment to the Service Agreement between the Town of Westford and Covanta Haverhill Associates with an effective date of July 1, 2010, for the disposal of solid waste, said amendment extends the term of the Service Agreement from five years to eight years so that the Service Agreement will expire on June 30, 2018, on such terms and conditions as the Board of Selectmen determine to be in the best interests of the Town.

# SPECIAL TOWN MEETING MINUTES - OCTOBER 21, 2013

— CONTINUED

## GENERAL BYLAW AMENDMENTS

### **ARTICLE 12: Amend Chapter 114: Junk Dealers**

It was voted that the Town amend General Bylaw Chapter 114: Junk Dealers; to regulate the use of drop boxes (also known as unattended donation receptacles); as set forth below, with proposed changes shown in underline for additions and strikethrough for deletions.

#### **Chapter 114: Junk Dealers**

[Adopted 2-11-24 ATM. Replaced 2-17-47 ATM Art. 35. Amendments noted where applicable.]

#### **§ 114.1. License required.** [Amended 3-9-57 ATM Art. 32]

The Selectmen may license suitable persons to engage regularly in the business of being a dealer in and keeper of shops or unattended donation receptacles for the purchase, sale, collection, or barter of junk, old metals, or secondhand articles. Unattended donation receptacle means any unattended container, receptacle, or similar device that is located on any lot within the Town and that is used for soliciting and collecting donations of clothing or other salvageable personal property.

The Selectmen may also license suitable persons to engage regularly in the business of acting as junk collectors, to collect by purchase, or otherwise, junk, old metals and secondhand articles from place to place in said Town; and they may provide that such collectors shall display badges upon their persons, upon their vehicles, or both when engaged in collecting, transporting or dealing in junk, old metals or secondhand articles and may prescribe the design thereof. The annual fee for such license shall be \$50.

B. No Person shall cause to be erected, placed, maintained or operated in the Town of Westford any unattended donation receptacle, without first having obtained a permit from the Building Commissioner, or his or her designee, in accordance with this Bylaw and such further regulations as may be adopted or amended by the Board of Selectmen from time to time. Permits shall be issued to duly licensed Junk Collectors and Junk Dealers. The fee for such permit shall be \$50.

#### **§ 114.2. Record of purchases required.** [Amended 5-11-2002 ATM Art. 30]

Every such shopkeeper shall keep a book, in which shall be written at the time of every purchase of any such article a description thereof and the name, age and residence of the person from whom and the day and hour, when such purchase was made and such book shall at any time be open to the inspection of the Selectmen and by their designee to make such an inspection.

## SPECIAL TOWN MEETING MINUTES - OCTOBER 21, 2013

— CONTINUED

### § 114.3. Examination of premises. [Amended 5-11-2002 ATM Art. 30]

Every such shopkeeper shall allow his/her shop and all articles of merchandise therein to be at any time examined by the Selectmen and by their designee, and every collector shall allow any place, vehicles or receptacle used for the collection or keeping of such articles of merchandise to be at any time examined by the Selectmen and by their designee.

### § 114.4. Storage; fence requirements. [Added 3-9-57 ATM Art. 32; amended Amended 5-11-2002 ATM Art. 30]

Every such shopkeeper shall store all such merchandise in a building or behind a solid fence of sufficient height to screen such merchandise from any public way. The fence shall be set back not less than 35 feet from a public way.

Unattended donation receptacles shall be permitted only in the commercial, business and industrial districts, and upon any property used in conjunction with an educational, religious or child care facility with a zoning exemption in accordance with Massachusetts General Law chapter 40A, section 3 and the Town's Zoning Bylaws and shall meet the minimum set-back requirements of the applicable zoning district. No unattended donation receptacle shall be placed within the layout of any sidewalk or public or private way. No unattended donation receptacle shall be erected, placed, maintained or operated on the property of another unless the owner of the property has provided their express written consent.

### § 114.5. Violations and penalties. [Amended 5-11-2002 ATM Art. 30]

Any person or entity who violates this chapter shall be liable to the following fines for each day the violation continues: For the first offense and each subsequent offense:  
\$50

A. The Building Commissioner may suspend or revoke any license or permit issued pursuant to this Bylaw for any violation of this Bylaw, or any other applicable federal, state or local law or regulation. Any person aggrieved by a decision of the Building Commissioner may appeal to the Board of Selectmen. Any such appeal shall be in writing and must be received by the Board within seven (7) days of the date of the order. Upon receipt of a timely appeal, the Board shall hold a public hearing and shall make such order, as it deems necessary to promote the purposes of this Bylaw.

B. This Bylaw may be enforced by the Building Commissioner and/or any Town of Westford Police Officer. Any person found violating any provision of this Bylaw may be penalized by a noncriminal disposition process as provided in the Town's non-criminal disposition bylaw, Chapter 1: Penalties for Violating Bylaws and Regulations. The Town may enforce this Bylaw or enjoin violations thereof through any lawful process, and the election of one remedy shall not preclude enforcement through any other lawful means.

*Selectmen recommend (5-0)*

# SPECIAL TOWN MEETING MINUTES - OCTOBER 21, 2013

— CONTINUED

## **ARTICLE 13: Amend Chapter 80: Demolition Delay Bylaw**

A Motion was made and seconded that the Town amend General Bylaw Chapter 80: Demolition Delay; as set forth below, with proposed changes shown in underline for additions and strikethrough for deletions.

*Selectmen recommend (5-0)*

## **ARTICLE 14: Amend Chapter 61: Hazardous Material Storage Bylaw**

A motion was made and seconded that the Town delete and replace the General Bylaw Chapter 61: Hazardous Materials Storage, as set forth in the motions document. The motion was dismissed by majority.

*Selectmen do not recommend for Special Town Meeting and request Board of Health to defer until Annual Town Meeting (5-0)*

At 10:07 pm it was voted by majority to adjourn the meeting to 7:00pm on October 22<sup>nd</sup>.

### SPECIAL TOWN MEETING

Adjourned Session  
October 22, 2013

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

Ellen Harde, Town Moderator, called the meeting to order at 7:15 pm.

## **ARTICLE 15: Adopt Chapter 150: Stretch Energy Code Bylaw as Required by Green Communities**

It was voted that the Town adopt the “Stretch Energy Code” set forth in the State Building Code at 780 CMR 120.AA (i.e., Appendix 120.AA), as may be amended from time to time, a copy of which is on file with the Town Clerk, and to amend the Town’s General Bylaws by inserting a new Chapter, entitled “Stretch Energy Code”, as set forth below:

### **Chapter 150: Stretch Energy Code**

#### **§150.1. Adoption.**

The Town of Westford has adopted the provisions of 780 CMR 120.AA (i.e., Appendix 120.AA of the State Building Code or the “Stretch Energy Code”), as may be amended from time to time, in place of the provisions set forth under 780 CMR 13.00, 34.00, 61.00 and 93.00. Buildings not included within the scope of the Stretch Energy Code shall comply with the applicable provisions of the State Building Code.

#### **§150.2. Purpose.**

The purpose of the Stretch Energy Code shall be to provide the Town with a more energy efficient alternative to the base energy code, otherwise set forth under the State Building Code.

*Selectmen recommend (4-0) and Finance Committee recommends (3-0-4)*

# SPECIAL TOWN MEETING MINUTES - OCTOBER 22, 2013

Adjourned Session: CONTINUED

## **ARTICLE 16: Amend General Bylaws to add New Chapter 172: Wildlife Feeding (Bear & Waterfowl)**

A motion was made and seconded That the Town amend the General Bylaws of the Town to add a new Chapter titled Wildlife Feeding (Bear and Waterfowl), as set forth in the motion document. The Motion failed for lack of majority.

*Selectmen recommend (4-1)*

A vote to reconsider the vote under Article 8 relative to the Design of a New Center Fire Station on Boston Road failed for lack of a majority (2/3 majority vote required according to bylaw).

## **ARTICLE 17: Amend Westford Zoning Bylaw Section 5.3 to Replace the Sign Bylaw in its Entirety Including Sign Related Definitions in Section 10.2**

It was voted by a two-thirds majority that the Town delete the existing Section 5.3 of the Westford Zoning Bylaw in its entirety and replace it with the new Section 5.3 SIGNS as it appears below, and replace the existing sign related definitions in Section 10.2 of the Zoning Bylaw with the new Section 10.2 Definitions as Related to Signs as set forth below.

### **5.3 SIGNS**

#### **5.3.1 Purpose.**

Signs are a highly visible and necessary means of communicating information. Signs play an important role for businesses to advertise their goods and services. Signs may be one of the most visible and apparent aspects of a Town's character. Signs may create an impression on residents and visitors and they provide an indication of the commercial health of business areas and the Town as a whole. The purposes of this section are:

- To promote the safety and welfare of residents, businesses and visitors;
- To encourage the effective use of signs as a means of communicating information and advertising products and services;
- To promote economic health of the Town and its businesses, organizations and institutions so they can successfully identify themselves;
- To enhance the safety of all traffic participants by preventing sign overload and clutter;
- To implement the direction in the Town's Master Plan and Route 110 Master Plan;
- To foster free and effective expression and advertising through creative design; and
- To maintain and enhance the built environment and the character of the Town.

# SPECIAL TOWN MEETING MINUTES - OCTOBER 22, 2013

Adjourned Session: CONTINUED

## **5.3.2 Applicability.**

1. The effective date of this section is one hundred twenty (120) days following passage by Town Meeting, February 19, 2014.
2. Unless expressly exempt pursuant to this bylaw, no sign shall hereafter be erected or maintained except as provided by this Section and provided any required permit has first been issued by the designated permit granting authority. All signs erected hereunder shall be erected in the exact location and manner described in the permit.

## **5.3.3 Definitions.**

See § 10.2 of this Bylaw.

## **5.3.4 General Sign Regulations**

Except where stated otherwise, the following provisions shall apply to signs in all Zoning Districts:

1. **Permits, Construction and Maintenance**
  - a. A sign permit from the Building Department is required for all signs not exempted pursuant to §5.3.5.
  - b. Signs shall be constructed of durable and weatherproof materials. They shall be maintained in safe structural condition and good visual appearance at all times and no sign shall be left in a dangerous or defective state.
  - c. All electrical equipment associated with a sign shall be installed and maintained in accordance with the National Electrical Code.
  - d. The Building Commissioner shall have the authority to inspect any sign and order the owner to paint, repair or remove a sign which constitutes a hazard, or a nuisance due to improper or illegal installation, dilapidation, obsolescence or inadequate maintenance.
  - e. The Building Commissioner may require removal of signs if the use has been abandoned or if the sign is in disrepair or in a dangerous condition.
2. **Buildable lot.** For purposes of regulating signs, any adjoining parcels of land under common ownership and control with the subject property, shall equal one buildable lot.
3. **Measurement of Display Area.** See definition of Display Area in § 10.2 of this bylaw and the accompanying illustrations.
4. **Sign Height.** Height is measured from average grade at the location of the sign.

# SPECIAL TOWN MEETING MINUTES - OCTOBER 22, 2013

Adjourned Session: CONTINUED

## 5. Illumination

- a. No sign shall incorporate or be lit by flashing or blinking lights, or by lights changing in intensity except as permitted herein.
- b. The display area of an illuminated sign shall not exceed an average luminance of fifty (50) foot-candles measured directly on the surface of the sign.
- c. Light fixtures including bulb or tubes used for sign illumination shall be selected and positioned to achieve the desired brightness of the sign with the minimum possible wattage, while ensuring compliance with all applicable requirements of this Bylaw.
- d. Time limits on illumination. All illuminated signs must be on a timer or manually turned off 30 minutes after closing of the store or business, or 30 minutes after working hours, or before 11:00 PM, whichever is earlier, unless a special exception has been granted by the Building Commissioner for public safety or convenience. Examples of special exceptions include but are not limited to: late night food service, hospitals or other 24-hour medical facilities, gas stations, public buildings, and 24 hour operations such as a hotel.
- e. Signs may be lit by an external source of illumination. When a sign is lit by an external source, the illumination of a sign shall not interfere with visibility by pedestrians or operators of motor vehicles in the vicinity, and shall be directed down whenever it would not present such interference.
- f. The following types of signs with internal illumination shall be permitted, provided that they comply with all applicable standards
  - (1) Neon and LED Window Signs, subject to § 5.3.5(10).
  - (2) Halo Individual Letter Signs or symbols, back-lit with a concealed light source, which create a halo effect in which the letters or symbols are silhouetted against a solid background, illuminated by the light source, as shown in Figure 5.3.1
  - (3) Internally illuminated signs with Channel letter faces as shown in Figure 5.3.2.
  - (4) Other types of internally illuminated signs may be authorized by a Special Permit in accordance with § 5.3.11.

**Figure 5.3.1 Halo Lettering**



**Figure 5.3.2 Internal Illumination with Channel Letters**



# SPECIAL TOWN MEETING MINUTES - OCTOBER 22, 2013

Adjourned Session: CONTINUED

6. **Signs Painted on an Exterior Wall.** No sign shall be painted or drawn directly upon any building. Any signs to be painted or attached to a building must be securely affixed to a substantial intermediate removable surface, and such surface shall be securely affixed to the wall of the building. This shall not prevent painting or drawing murals or other public art directly on an exterior wall of a building.

## 5.3.5 Signs Which Do Not Require a Sign Permit

The following signs do not require a sign permit provided such signs comply with §§ 5.3.8 and 5.3.9 unless specifically provided otherwise in this section. These regulations shall not apply to any sign that expresses religious, political, or other opinions or are otherwise considered to be non-commercial “speech” under the First Amendment of the United States Constitution. For the types of signs included in this section that exceed the standards below, review shall be in accordance with §9.4, Site Plan Review.

1. **Agricultural Sign.** In any zoning district, one sign indicating on-premise agricultural uses as referenced in § 3 of G.L. Chapter 40A, offering for sale produce and other farm products. Such sign may be a portable sign.
2. **Construction Sign.** In any zoning district, one sign is allowed for a buildable lot during active construction identifying the proposed building, the owner or intended occupant and the contractor, architect and engineers. Its display area shall not exceed six (6) square feet in Residence A and B Districts, or thirty-two (32) square feet in any other district. Such signs shall not be illuminated, shall not be erected prior to the issuance of a building permit (or other permit approving site work), and shall be removed upon completion of the construction or seven days following the issuance of the occupancy permit, whichever occurs sooner.
3. **Small Wall Sign.** In non-residential zoning districts, in addition to otherwise permitted signs, one small wall sign may be erected on the exterior wall of a building at each entrance or at one other appropriate location on the wall of a building, provided that the display area shall not exceed six (6) square feet; such sign shall not be illuminated.
4. **Fuel Pump Sign.** Fuel pump signs located on service station fuel pumps identifying the name or type of fuel and price thereof.
5. **Government Sign.** Signs, including portable signs, erected and maintained by the Town, the Commonwealth of Massachusetts, or the Federal Government on any land, building or structure in use by such governmental entity do not require a sign permit.

# SPECIAL TOWN MEETING MINUTES - OCTOBER 22, 2013

Adjourned Session: CONTINUED

6. **Small Ground Signs.** In non-residential zoning districts, unless otherwise specified herein, and in addition to otherwise permitted signs, small ground signs may be erected consistent with the following standards:

a. Small ground signs shall not be internally illuminated, nor advertise, identify or promote any business, business service, product, commodity, entertainment or commercial activity. Generally, they are signs that meet the following purposes:

Necessary for the safety and direction of vehicular and pedestrian traffic;

To identify handicapped parking and access;

To display a Street name or number or a house, block, unit or building number;

To give direction to a public service facility or accommodation; an official inspection station

If required for occupational safety and health reasons;

To prohibit trespassing, hunting, or specified activities on private property.

b. The maximum height of a small ground sign is six (6) feet as measured from average grade;

c. The display area of a small ground sign shall not exceed six (6) square feet.

d. No more than three (3) small ground signs are allowed for each lot.

7. **Display of Restaurant Menu.**

An eating or drinking establishment may display a copy of its menu affixed to an exterior wall or placed inside a window of the restaurant. The maximum Display Area of the menu shall be two (2) square feet.

8. **Sign indicating property for Sale, Rent or Lease.**

a. A property where there is a building, structure or facility for Sale, Rent or Lease may have a sign so indicating, provided that the display area does not exceed sixteen (16) square feet for property located in a Business, Commercial or Industrial District and six (6) square feet for property located in any other district.

b. Number of signs: One (1) For Sale, Rent or Lease Sign is permitted in Residential Districts and one (1) such sign is permitted for each building in any other Zoning District.

c. Such a sign shall not be illuminated.

d. Such sign may be a Portable Sign and it shall be removed not later than seven days following the closing of a sale, lease or rental agreement.

9. **Non-illuminated Window Sign.** In the Business, Commercial and Industrial Districts, such signs are allowed, provided that their aggregate display area covers no more than twenty-five percent (25%) of the window in which they are erected. Window signs promoting a public service or charitable event shall not be calculated in the allowable 25%. Window signs in the above Zoning Districts that occupy more than 25% of the window area may be authorized by a Special Permit in accordance with 5.3.11.

# SPECIAL TOWN MEETING MINUTES - OCTOBER 22, 2013

Adjourned Session: CONTINUED

10. **Neon and LED Window Sign.** In the Business, Commercial and Industrial Districts, such signs are allowed, provided that the display area does not exceed ten (10) square feet or cover more than twenty-five percent (25%) of the window in which they are erected, whichever is less.

11. **Replacement of sign with new sign (Swap) and Substitution of Non-commercial Sign Copy.** In any zoning district, a wall sign or portion of a ground sign may be replaced with a new sign providing that it is exactly the same dimensions and the replacement is the same type of sign except where governed by §5.3.10. For example, an unlit sign shall be replaced by an unlit sign with no other changes to the size or type of sign. Notwithstanding anything herein to the contrary, non-commercial copy may be substituted for commercial copy on any lawful sign.

12. **Temporary Sign.**

a. Temporary Portable Sign without wheels in Commercial and Industrial Districts Once per quarter of a calendar year, one temporary sign no larger than six (6) square feet may be erected per buildable lot for up to 14 days. Such quarter is defined as the periods from January 1 to March 31, from April 1 to June 30, from July 1 to September 30, and from October 1 to December 31. The sign shall be placed on private property set back at least 5 feet from the property line in a location that does not obstruct the sight lines of motor vehicle operators, bicycles and pedestrians. See §5.3.9.5 for rules related to Portable Signs allowed longer than 14 days.

b. Special Event Sign in Residential and Business Districts.

i. One portable sign, without wheels, which is no larger than six (6) square feet may be erected for up to 14 days to announce the date and sponsor of a bazaar, fair, circus, festival or similar special event. Only one such sign is allowed per buildable lot, and the sign shall be placed on private property at least five (5) feet back from the property line in a location that does not obstruct the sight lines of motor vehicle operators, bicycles and pedestrians.

ii. Such sign that will be in place more than 14 days related to a recurring special event must be registered with the Building Commissioner in the Portable Sign Registry as described in §5.3.9.5.

c. Banners.

i. One banner no larger than 48 square feet may be hung on a building for up to 14 days to announce a bazaar, fair, circus, festival, business or shop opening. The banner shall be on the property where the event occurs, and only one banner is allowed at a time on a buildable lot. Banners shall not obstruct or impede pedestrians or passage on a sidewalk or walkway.

ii. Banners hung across a Town Way require permission from the Board of Selectmen.

# SPECIAL TOWN MEETING MINUTES - OCTOBER 22, 2013

Adjourned Session: CONTINUED

## 5.3.6 Signs Prohibited in All Districts

These regulations shall not apply to any sign that expresses religious, political, or other opinions or are otherwise considered to be non-commercial "speech" under the First Amendment of the United States Constitution. The following signs are prohibited in all Districts.

1. **Signs on Certain Structures and Vegetation in the Right-of-Way, including:**
  - a. Signs erected on utility poles, traffic signs, wireless telecommunication facilities, fences, trees, shrubs or other natural features, except for signs erected by the governmental entity or utility company which owns such structures.
  - b. Signs erected within or above a street right-of-way or affixed to public property, unless prior written approval has been issued by the Board of Selectmen or its designee.
2. **Portable Sign with wheels.**
  - a. Signs designed to be transported by means of wheels, and signs attached to or painted on vehicles parked and visible from a street or a right of way customarily used by the general public, unless said vehicle is registered and used, as a vehicle, in the normal day-to-day operations of the business, in accordance with the Municipal Bylaws.
  - b. Portable Signs with wheels which are kept in the same location for more for than 72 hours in front of a business and are not moved in that time period.
3. **Signs which project above a building or structure.** Signs shall not project more than twelve inches (12") above the highest line of the building's roof peak or roof line.
4. **Changing Image, Moving or Pennant Sign.** Any sign consisting of or containing swinging parts, flashing, revolving, changing images, scrolling images or parts, or which create the illusion of movement; pennants; ribbons; streamers; spinners; or balloons; strings of lights not associated with a holiday or seasonal celebration, flags other than those located on a government property which do not identify a nation, state or town. Signs known as "feather" signs are prohibited.
5. **Signs that Resemble Official Traffic Controls.**
  - a. Any sign or advertising device which due to its shape or combination and arrangement of colors and/or words resemble traffic signs and traffic control devices.
  - b. Any sign which in any way creates a hazard to traffic obscures or confuses traffic controls or blocks safe sight distance. Any sign which in any way obstructs free entrance or egress from a door, window or fire

# SPECIAL TOWN MEETING MINUTES - OCTOBER 22, 2013

Adjourned Session: CONTINUED

6. **Sexually Explicit Sign.** Any sign that depicts describes or relates to nudity or sexual conduct as defined in G.L Ch. 272, §31, and that is visible from the exterior of a building.

7. **Direct LED Sign.** Any sign with Light Emitting Diodes (LEDs) that are used for direct illumination, except "Open" signs mounted behind windows. LEDs may be used as an indirect light source for internally and externally illuminated signs as long as they do not create glare visible by motor vehicle operators, bicyclists or pedestrians.

## 5.3.7. Administration

Signs which have been approved under a Site Plan and/or Special Permit Review shall be entitled to a Sign Permit from the Building Commissioner, provided that the sign complies with said approval.

1. **Permit Application.** All applications for signs requiring a sign permit shall be made to the Building Commissioner in such form as s/he may require. The Building Commissioner shall have the authority to reject any sign permit application which is not complete when submitted.

2. **Permit Granting Authority.** The Building Commissioner is the Permit Granting Authority for signs except for those permits for which the Planning Board is the Special Permit Granting Authority hereunder.

3. **Permit Processing Deadlines.** The Building Commissioner shall approve or disapprove any application for a sign permit within thirty (30) days of receipt of the application unless such signs require a Site Plan Review or Special Permit. If a Sign Permit requires a Site Plan Review or Special Permit, the permit processing deadlines and requirements are as provided in G.L.c.40A §9.

4. **Fees.** The Building Commissioner shall establish and from time to time review a sign permit fee which shall be published as part of a sign permit application.

5. **Portable Sign Registry.** The Building Commissioner shall establish and maintain a registry of those portable signs authorized to be displayed for longer than 14 days. The Portable Sign Registry shall provide for an annual registration of applicable signs and a mechanism by which the Building Commissioner can track which portable signs are allowed for greater than 14 days in accordance with §5.3.9.5.

## 5.3.8. Sign Design and Dimensions for Residential Districts

The signs described in this section are allowed subject to the issuance of sign permit by the Building Commissioner.

1. Residence A and Residence B Districts the following signs are permitted at any residential property:

# SPECIAL TOWN MEETING MINUTES - OCTOBER 22, 2013

Adjourned Session: CONTINUED

- a. **Professional and Home Occupation Sign.** One (1) non-illuminated sign is permitted indicating home occupation or professional use conducted within a residence or residential accessory building per residential lot with a maximum display area of two (2) square feet and a maximum height of six (6) feet. The sign shall be no closer to the front property line than 10 feet.
- b. **Bulletin Board Sign for certain principal uses.** One (1) non-illuminated bulletin board sign is allowed for each side of a lot fronting on a street in conjunction with uses that are exempt from Zoning regulations in accordance with G.L. c.40A, §3, churches, other places of worship, school buildings, public libraries and other public uses. The maximum display area shall be twelve (12) square feet and maximum height of six (6) feet.
- c. **Residential development identification sign.** One (1) on-site ground or wall sign is allowed to identify a residential development provided that the display area of such sign shall not exceed twelve (12) square feet.
- d. Certain signs are allowed in Residential Districts without a Sign Permit as described in §5.3.5.

## **5.3.9 Sign Designs and Dimensions for Non-Residential Districts (Business, Commercial and Industrial districts)**

1. **Wall Signs.** Each building permitted in Business, Limited Business, Commercial Highway, Industrial Highway, Industrial A, Industrial B, Industrial C and Industrial D may erect wall signs subject to the following and summarized in Table 5.3.1:
  - a. The maximum display area of wall signs for each building shall not exceed 1.0 square feet for each lineal foot of the building's front wall; however the maximum wall signage for each building cannot exceed 240 square feet.
  - b. Wall signs for tenant spaces are described below.
    - i. The building's front wall is measured by the portion of the lineal frontage of the building which is occupied by the tenant seeking the sign permit.
    - ii. For tenants not having building frontage, a section of the building's lineal frontage may be designated in order to calculate the sign's display area. Such designated frontage shall not be used to calculate more than one wall sign.
  - c. The maximum height of wall sign display area is six (6) feet.
  - d. Except for awning signs, a wall sign shall not obscure or cover architectural features such as but not limited to arches, sills, eaves moldings, cornices, transoms, lintels and windows.
  - e. Projecting signs and awning signs are counted towards the total wall sign display area.
  - f. A wall sign may be erected on a building, or on an arcade structure attached to the ground floor of a building, or on a permanent structure associated with a motor vehicle service station or a drive-up window.

# SPECIAL TOWN MEETING MINUTES - OCTOBER 22, 2013

Adjourned Session: CONTINUED

<b>Table 5.3. 1      Summary of Wall Sign Standards</b>				
	<b>Business and Limited Business</b>	<b>Commercial Highway</b>	<b>Industrial Highway</b>	<b>IA, IB, IC, ID</b>
<b>Maximum Display Area Size Limit per tenant and per building</b>	1 square foot per 1 lineal foot of building frontage up to 75 square feet whichever is smaller	1 square foot per 1 lineal foot of building frontage up to 240 square feet whichever is smaller	1 square foot per 1 lineal foot of building frontage up to 240 square feet whichever is smaller	1 square foot per 1 lineal foot of building frontage up to 120 square feet whichever is smaller
<b>Maximum Height of Display Area</b>	6 feet	6 feet	6 feet	6 feet

2. **Ground Sign.** Each buildable lot in Business, Limited Business, Commercial Highway, Industrial Highway, Industrial A, Industrial B, Industrial C and Industrial D may erect ground signs subject to the following:

- a. Applicants are required to include address numbers or other address information on Ground signs.
- b. Number and Size of Ground Signs

Table 5.3.2 gives the allowed number and dimensional standards for ground signs by district, followed by detailed design requirements for such signs.

- c. All sign panels shall use a consistent background color.

# SPECIAL TOWN MEETING MINUTES - OCTOBER 22, 2013

Adjourned Session: CONTINUED

<b>Table 5.3.2 Types of Ground Signs (See also §5.3.9.2.c. for Ground Signs for Shopping Centers and Office Parks)</b>			
	<b>Business and Limited Business</b>	<b>Commercial Highway</b>	<b>Industrial Highway</b>
<b>Pole Signs</b>			
<b>Maximum Display Area Size Limit (per face)</b>	0.75 square feet for every lineal foot of building frontage up to 100 square feet whichever is smaller	0.75 square feet for every lineal foot of building frontage up to 100 square feet whichever is smaller	0.75 square feet for every lineal foot of building frontage up to 100 square feet whichever is smaller
<b>Maximum Number</b>	1 per buildable lot	1 per buildable lot	1 per buildable lot
<b>Maximum Height</b>	10 feet	15 feet	10 feet
<b>Minimum Height from ground level of Display Area</b>	3 feet	3 feet	3 feet
<b>Setback from Front lot line</b>	20 feet	20 feet	20 feet
<b>Monument Signs</b>			
<b>Maximum Display Area Size Limit (per face)</b>	0.75 square feet for every lineal foot of building frontage up to 100 square feet whichever is smaller	0.75 square feet for every lineal foot of building frontage up to 100 square feet whichever is smaller	0.75 square feet for every lineal foot of building frontage up to 100 square feet whichever is smaller
<b>Maximum Number</b>	1 per buildable lot if the front yard setback is greater than 20 feet	1 per buildable lot	1 per buildable lot
<b>Maximum Height</b>	6 feet	15 feet	10 feet
<b>Setback from Front lot line</b>	20 feet	20 feet	20 feet

# SPECIAL TOWN MEETING MINUTES - OCTOBER 22, 2013

Adjourned Session: CONTINUED

## c. Additional Ground Sign Regulations

The following additional provisions may apply to certain Ground Signs in the Commercial Highway and Industrial Highway Districts:

(1) Where a Ground Sign identifies a principal use or uses, such sign shall be permitted in addition to a wall sign permitted on the same lot. The display area and height of the ground sign shall be in accordance with Table 5.3.2.

(2) “Entry Ground Signs” that are part of a Shopping Center or Office Park:

i. One (1) ground sign shall be permitted at each major public access to the property that makes up the Shopping Center or Office Park. The total display area of each entry ground signs shall not exceed one hundred (100) square feet if the site’s total building area is less than or equal to 100,000 square feet. If the site’s total building area exceeds 100,000 square feet, the total display area of each entry ground signs shall not exceed two hundred (200) square feet.

ii. If an applicant chooses to apply for “entry ground signs,” then no other ground signs are allowed other than those that do not require a sign permit as described in §5.3.5.

3. **Projecting Sign.** Each building permitted in Business, Limited Business, Commercial Highway, Industrial Highway, Industrial A, Industrial B, Industrial C and Industrial D may erect projecting signs subject to the following:

a. Display area of the projecting sign shall be included in the calculation of the maximum allowed wall sign display area for the principal use.

b. Projecting Signs may be erected on a building provided that the display area complies with Table 5.3.3. If a Zoning District is not listed in Table 5.3.3, projecting signs are not allowed in that district.

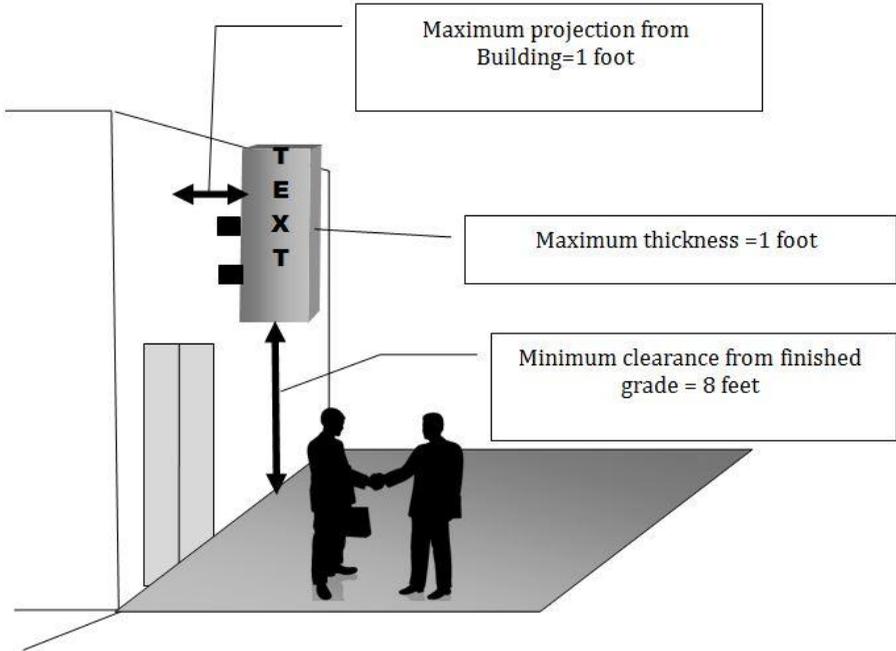
c. The thickness between the projecting sign faces shall not exceed one (1) foot. The closest point of a projecting sign to a building wall shall not exceed one (1) foot. A projecting sign shall maintain a minimum clearance of eight (8) feet above a walkway or sidewalk. See Figure 5.3.6.

	<b>Business, Limited Business</b>	<b>Commercial Highway</b>	<b>Industrial Highway</b>	<b>IA, IB, IC and ID</b>
<b>Maximum Display Area</b>	12 square feet per building	24 square feet per building	24 square feet per building	24 square feet per building
<b>Maximum Number</b>	One per building	Two per building	One per building	One per building
<b>Minimum Height</b>	8’ from ground	8’ from ground	8’ from ground	8’ from ground

# SPECIAL TOWN MEETING MINUTES - OCTOBER 22, 2013

Adjourned Session: CONTINUED

**Figure 5.3.6 Projecting Sign**



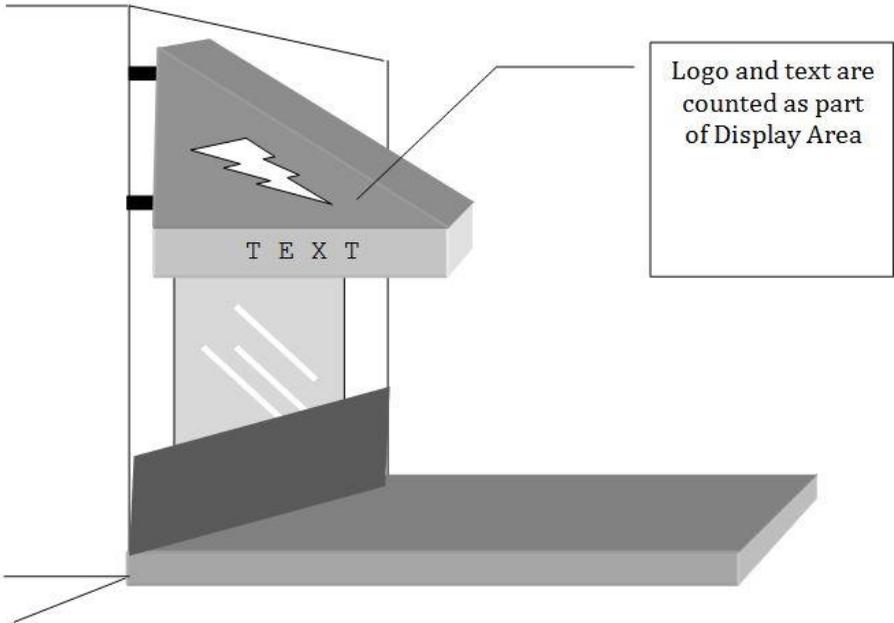
4. **Awning Sign.** Each principal use permitted in Business, Limited Business, Commercial Highway, Industrial Highway, Industrial A, Industrial B, Industrial C and Industrial D may erect awning signs subject to the following:

- a. Display area of the awning sign shall count towards the wall sign display area for the principal use and for the building. Logos and text on an awning shall be measured in accordance with § 5.3.4.2. Stripes or color patterns that are not commercial content do not count as display area.
- b. An awning sign may consist of letters or symbols affixed to an awning in a parallel, perpendicular and/or convex position to the wall onto which the awning is mounted. Letters and symbols on an awning sign shall be flush with the surface of the awning.

# SPECIAL TOWN MEETING MINUTES - OCTOBER 22, 2013

Adjourned Session: CONTINUED

**Figure 5.3.7**      **Awning Sign**



5. **Portable Sign.** In addition to the Temporary Signs that are allowed in §5.3.5.12, Portable signs without wheels are permitted as follows:

- a. One portable sign per buildable lot is allowed for a time period exceeding 14 days a quarter, provided the property owner registers such sign permit annually with the Building Commissioner. Portable sign registry shall be maintained by the Building Commissioner and portable signs not on the registry shall be subject to fines as provided herein and/or other enforcement measures allowed by law.
- b. Maximum Display Area of portable signs shall be twelve (12) square feet.
- c. Minimum font size on portable signs is four (4) inches tall.
- d. Such signs shall be placed on private property, and must be setback from the street lot line by at least 5 feet and located in such a manner as to not block vision of motor vehicle operators.
- e. Building Commissioner has the discretion to require portable signs to be moved when there is a safety issue.

# SPECIAL TOWN MEETING MINUTES - OCTOBER 22, 2013

Adjourned Session: CONTINUED

## 6. **Off-Premise Sign.**

- a. An off-premise sign is one that is located on a parcel of land other than that on which the use to which the sign refers, such as a sign for a business located off a main road.
- b. Off-premise signs are only allowed in non-residential zoning districts.
- c. Maximum display area: One hundred (100) square feet.
- d. Approval process: One off-premise sign per principal use may be authorized by the Planning Board with a Special Permit in accordance with § 5.3.11.

### **5.3.10 Nonconforming Sign**

1. Any nonconforming sign lawfully erected in conformity with the then-existing zoning requirements may continue, and may be regularly maintained, repaired and repainted in its original form and colors.
2. The following pre-existing nonconforming signs shall no longer be allowed to continue and must be removed or brought into compliance with this bylaw:
  - a. A sign relating to a use which has been abandoned or not used for a period of two or more years; or
  - b. A sign in dangerous condition which fails to comply with the maintenance requirements of §5.3.4.1 (b) or (c) or which has not been repaired within sixty (60) days following the date of a written notice to that effect to the property owner by the Building Commissioner; or
  - c. A nonconforming sign accessory to any structure where the structure is expanded by more than twenty-five percent (25%) from its gross square footage at the time of the sign bylaw's effective date [February 19, 2014], must be removed or replaced with a conforming sign no later than the date of issuance of an occupancy permit for the expanded structure.

### **5.3.11. Signs Requiring a Special Permit from the Planning Board**

1. **Review Authority.** The Planning Board, acting as the special permit granting authority under this section may approve, approve with conditions, or disapprove applications for signs that exceed the standards of this bylaw.
2. **Sign Special Permit Approval Criteria.**
  - a. A Special Permit under this section may be issued provided the Planning Board finds that, in addition to meeting the criteria of § 9.3, the resulting deviation from the otherwise applicable requirements of this Section meets the following criteria:
    - (1) The sign will be consistent with the intent and purpose of § 5.3;
    - (2) The sign will be consistent with the character and use of the area and with the Zoning District in which it is erected.

# SPECIAL TOWN MEETING MINUTES - OCTOBER 22, 2013

Adjourned Session: CONTINUED

(3) The sign will not have a negative effect on traffic flow and safety, including parking and loading.

(4) The sign will be appropriate in scale and proportion in its design and in its visual relationship to buildings in the area and its general surroundings and in particular

i. The sign will be attractively designed and located, and will be a compatible architectural element of the building to which it principally relates and will be in harmony with other features in the general area; and

ii. The sign will provide continuity with other signs, not including any nonconforming signs, on the same or adjacent buildings or lots with respect to most but not necessarily all of the following elements: dimension, proportion, mounting height, materials, colors, and other important features as determined by the Planning Board.; and

iii. The colors, materials and illumination of the proposed sign are restrained and harmonious with the building and the site to which it principally relates; and

v. The proposed sign will not unduly compete for attention with any other sign or signs.

3. **Imposition of Conditions.** When granting a Special Permit hereunder, the Planning Board, in order to mitigate negative impacts of a sign, may impose reasonable conditions taking into consideration all aspects of the sign and its impacts on the visual environment in the area, including but not limited to design, construction, color, illumination, landscaping, and coordination with buildings and other signs in the area, it may require the removal of any nonconforming sign or signs on the subject lot, and it may impose such other conditions as it deems appropriate to further the purpose of this section as stated in § 5.3.1.

4. **Sign Special Permit Rules and Regulations.** The Planning Board may promulgate Rules and Regulations governing the granting of Special Permits under this Section, including but not limited to the contents of an application and application fees.

**Proposed Revisions to 10.2 Definitions related to Signs** – Replace the sign related definitions in Section 10.2 with the following.

**Sign Definitions.** The following definitions apply to signs and their appurtenances:

**Abandoned Sign.** Any sign related to a use, building or structure which is not used for occupied or a period of two (2) years shall be considered abandoned.

**Awning Sign.** An awning sign is a sign which is located on or is part of an awning. As used in this Bylaw, an awning consists of cloth or opaque material affixed to the exterior of a building by a permanent structure that may be retractable; extending at least three (3) feet from the exterior wall; and providing shade and rain cover for pedestrians and visitors to the building.

# SPECIAL TOWN MEETING MINUTES - OCTOBER 22, 2013

Adjourned Session: CONTINUED

**Box Sign.** A sign that contains all the text and logo symbols within a single enclosed illuminated cabinet.

**Bulletin Board Sign.** A ground or wall sign of permanent character, but with movable letters, words or numerals, indicating the names of persons associated with, or events conducted upon, or products or services offered upon the premises upon which such sign is maintained.

**Channel Letter Sign.** A type of internally illuminated sign wherein individual letters or images are illuminated. This type of sign is distinct from an internally illuminated “box” sign, where a regular shape (such as a rectangle) is illuminated.

**Changing Image Sign.** A sign using digital, electronic or other methods to create an image that changes. A digital display of time, temperature, or fuel prices shall not be considered a changing image sign. See § 5.3.6.

**Construction Sign.** A sign denoting the architect, builder, owner, or other business concern connected with a duly authorized building construction project located on the same lot with such building.

**Display Area.** The area of the smallest square, circle, rectangle, triangle or combination thereof that will encompass the extreme limit of any writing, emblem, representation, or other display used to differentiate the sign from the backdrop or structure against which it is placed. The display area shall not include supporting bracing or framework which is not an integral part of the sign design.

- a. Where there is more than a single sign face, the display area shall be defined as the one face of the sign. If multiple sign faces are not identical, the larger sign face shall be used to calculate display area. Three dimensional or irregular signs shall be measured as described in sub-section f. below and shown in Figure 10.2.4.
- b. Signs on a Base Material. When a sign is on a base material that is a different color than the structure or background to which it is affixed, such as a wood board painting a different color from the wall, the dimensions of the base material are to be used in calculating the display area.
- c. When signs are constructed of individual elements the display area is determined by calculating the area of the smallest imaginary rectangle, circle or triangle drawn around the sign elements. Text elements include spaces between letters. Spaces between capital and lower case letters are included with the capital letter(s). See Figure 10.2.1.

# SPECIAL TOWN MEETING MINUTES - OCTOBER 22, 2013

Adjourned Session: CONTINUED

**Figure 10.2.1 Calculation of Display Area – for a sign constructed of individual elements**

$$\text{Display area} = (A \times B) + (C \times D) + (E \times F)$$

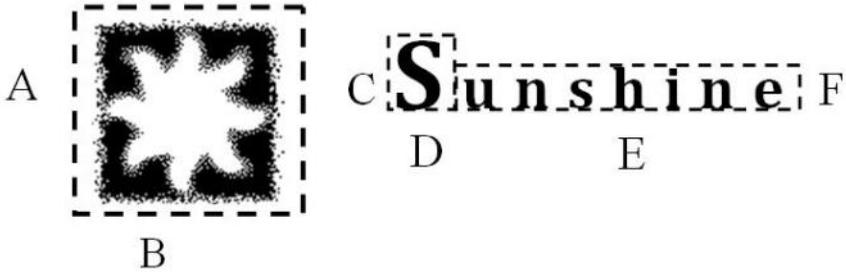
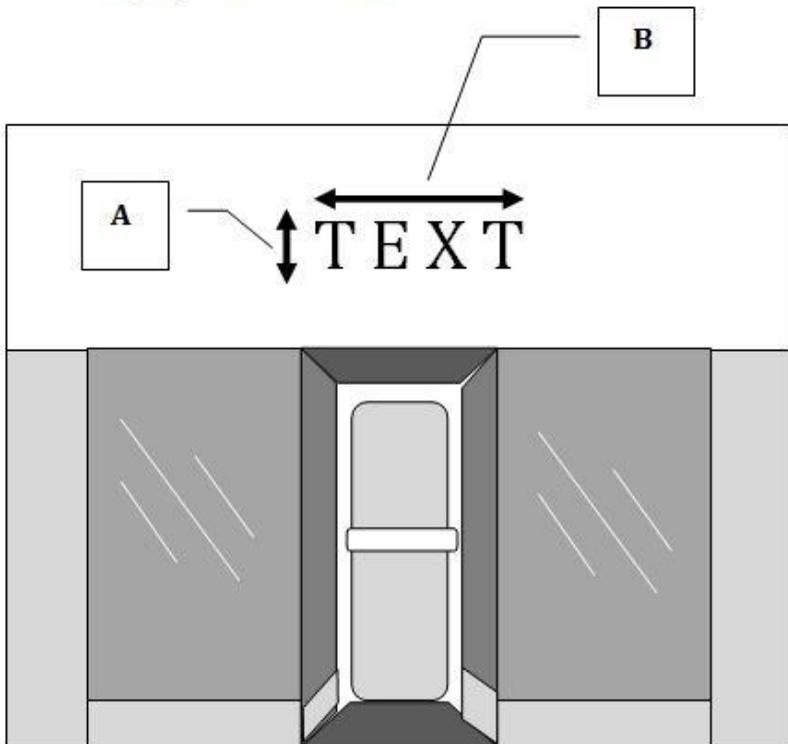


Figure 10.2.1a Display Area of Certain Wall Signs

## Not illuminated or Channel letter sign

$$\text{Display Area} = A \times B$$

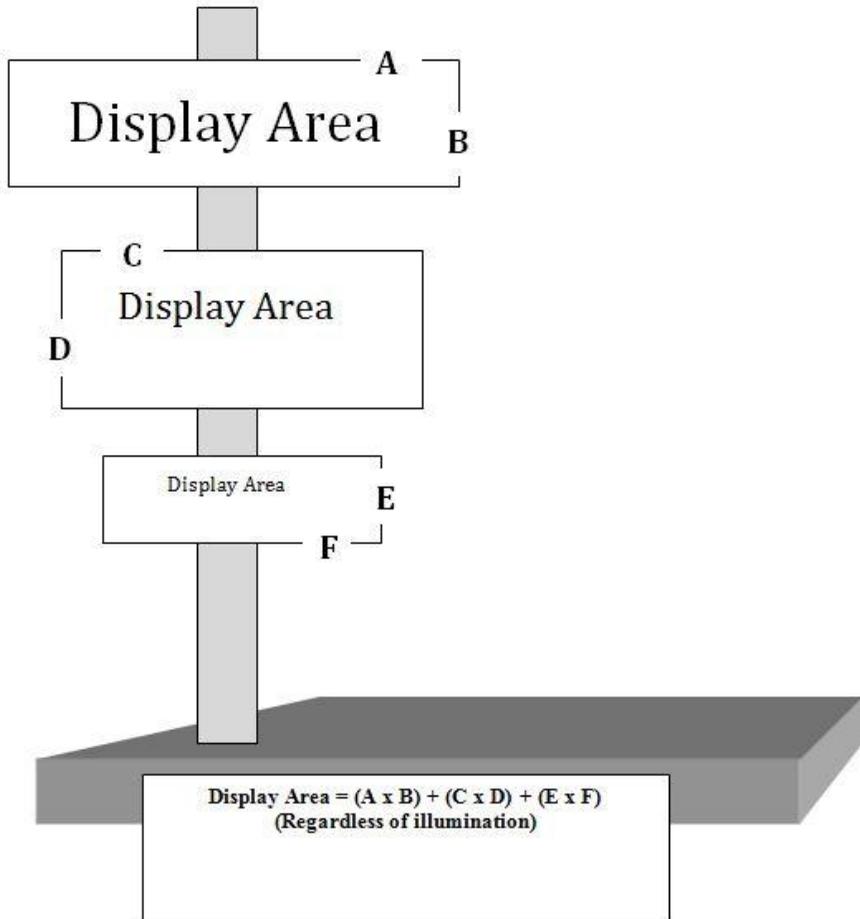


# SPECIAL TOWN MEETING MINUTES - OCTOBER 22, 2013

Adjourned Session: CONTINUED

- d. In the case of a pole sign, the entire structure shall be considered an integral part of the background except for the pole supports, as illustrated in Figure 10.2.2.

**Figure 10.2.2 Calculation of Display Area – Pole Signs**

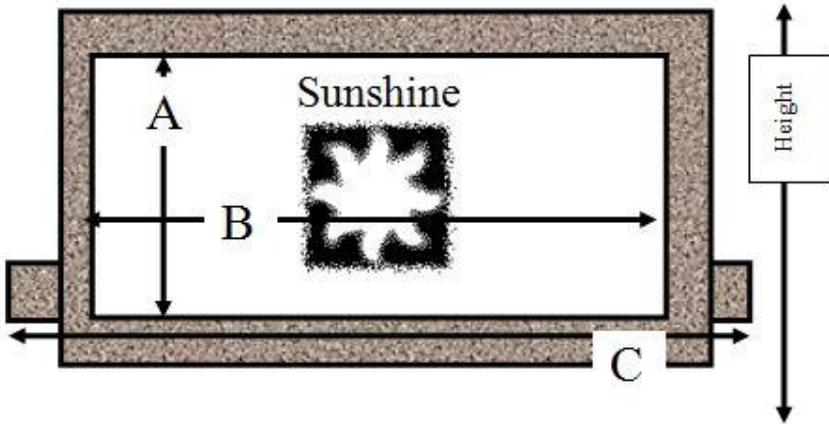


# SPECIAL TOWN MEETING MINUTES - OCTOBER 22, 2013

Adjourned Session: CONTINUED

- e. Monument Sign Display Area. The lowest portion of any letter, symbol or illustration shall be counted in measuring the sign height as shown in Figure 10.2.3; however the maximum width of the sign is limited to 120% of the Display Area.

**Figure 10.2.3 Measurement of Display Area of Monument Sign**  
**(A x B) = Display Area C = Width limited to a maximum of 120% of B**

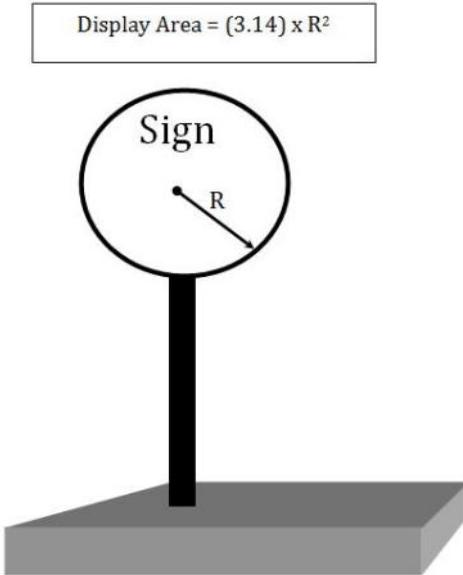


- f. Irregularly Shaped Signs. The maximum surface area visible at one time of a spherical, three dimensional, irregular shaped or three or more sided Sign is counted to determine display area. Figure 10.2.4 illustrates how a spherical or round sign display area would be calculated.

# SPECIAL TOWN MEETING MINUTES - OCTOBER 22, 2013

Adjourned Session: CONTINUED

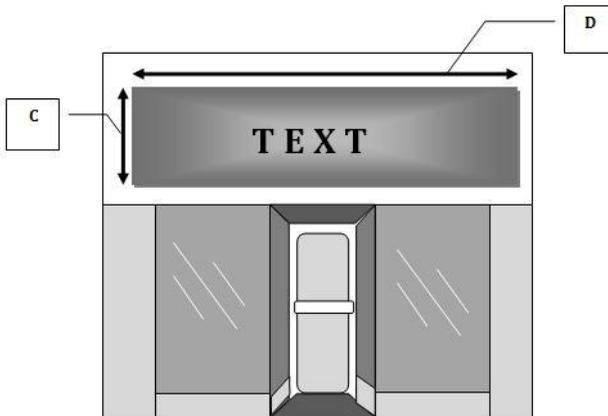
**Figure 10.2.4 Display Area Measurement of circular signs**



g. If the sign is internally illuminated or has a border, the display area includes the sign elements, the internally illuminated area, and/or the bordered area, as illustrated in Figure 10.2.5.

**Figure 10.2.5 Display Area of Certain Internally Illuminated Wall Sign**

**Internally illuminated panel sign Display**  
**Area = C x D**



# SPECIAL TOWN MEETING MINUTES - OCTOBER 22, 2013

Adjourned Session: CONTINUED

**Entry Ground Sign.** A type of ground sign at major public access points to a Shopping Center or an Office Park.

**Erecting.** Any installing, constructing, reconstructing, replacing, relocating or extending of a sign, but erecting shall **NOT INCLUDE** repairing, maintaining, re-lettering, swapping like size and illumination for like size and illumination, or repainting of an existing sign.

**Ground Sign.** A non-portable sign not affixed to any building but constructed in a permanently fixed location on the ground with its own support structure. Ground signs include pole signs and monument signs. Ground signs can include descriptions of services for drive through establishments.

**Small Ground Sign.** A ground sign meeting the criteria in §5.3.5.6.

**Front Wall.** – The wall in which the front or primary entrance to the building or principal use is located. For sign regulations, the front wall is used to calculate the maximum wall sign size.

**Illuminated Sign – Internally lit.** A sign that is lit by light sources from within the sign, but not including changing image signs. Includes Neon and LED signs.

**Illuminated Sign – Externally lit.** A sign that is lit from an external source

**Light –emitting diode (LED) Sign.** A sign using LED as a direct source of light, such as an “OPEN” sign.

**Message Board.** A sign or portion thereof with characters, letters, or illustrations that can be changed or rearranged without altering the face or the surface of the sign. See also Bulletin Board sign.

**Monument Sign.** A form of a Ground Sign which is attached to and in contact with the ground for over 50% of the width of its display area. See definition of Display Area and Figure 10.2.3.

**Neon Sign.** A sign which features exposed glass tubing filled with fluorescent gas.

**Off-Premise Sign.** A sign which advertises a business, service, product, commodity, entertainment or similar object or activity (sometimes known as commercial speech), which is conducted, sold, or offered on a lot other than the lot on which the sign is erected. These are also known as off-site signs or non-accessory signs.

**Office Park.** A development with three (3) or more tenants and more than that contains a number of separate office buildings of more than 100,000 square feet of gross floor area. An office park may include accessory and supporting uses and open space.

# SPECIAL TOWN MEETING MINUTES - OCTOBER 22, 2013

Adjourned Session: CONTINUED

**Pole Sign.** A form of ground sign that is supported by one (1) or more columnar uprights. The term pole sign is used in this bylaw, but this sign type may be known as “pylon sign” or “freestanding sign”.

**Portable Sign.** Any sign that is mounted on wheels or is not permanently attached to the ground, nor to a building or permanent structure, which is designed to be portable such as a trailer, motorized vehicle, an A-frame (sandwich sign), H-frame or T-frame sign placed on the surface of the ground or temporarily staked into the ground.

**Principal Use.** The 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 zoning bylaw.

**Professional Sign.** A sign indicating the name and occupation of a professional person or group of associated professional persons.

**Projecting Sign:** Any sign, other than a wall sign, suspended from or supported by a building and projecting out therefrom.

**Roof Sign.** A sign which is painted, mounted or in any way projected above the parapet or above the lowest point of the eaves of a building or structure, not including any sign defined as a wall sign and not including any wall sign mounted on a vertical building located above the eaves or parapet of any lower portion or wing of a building.

**Sandwich Sign** (also known as an A Frame). A type of portable sign that consists of two boards hinged in the middle that is not permanently affixed to a building or structure.

**Shopping Center.** A commercial development with three (3) or more tenants and more than 60,000 square feet of gross floor area. A shopping center can have more than one building or can be a single building.

**Sign.** Any symbol, design or device used to identify or advertise any place, business, product, activity, service, person, idea or statement that is visible to the public.

**Temporary Sign.** A sign which is not permanently affixed to a building or mounted in the ground and are displayed for less than 14 days in accordance with §5.3.5.12. See also Portable Signs.

**Tenant.** An occupant or land or premises who occupies, uses, and enjoys real property for a fixed time, usually through a lease or rental arrangement with the property owner.

# SPECIAL TOWN MEETING MINUTES - OCTOBER 22, 2013

Adjourned Session: CONTINUED

**Wall Sign:** Any sign permanently attached to or erected against the wall of a building or structure, or a sign that is an integral part of the building or structure, with the display area of the sign in a plane parallel to the plane of said wall, building or structure and which does not project more than one (1) foot from the face of the structure.

**Window Sign.** A sign, picture, symbol or message visible from the window's exterior side, not including any part of a customary window display of merchandise or other product. A Sign hung on the outside of a window is a Wall Sign.

\* \* \*

The original motion was amended to add under section 5.3.9.2 a new section C that "All sign panels shall use a consistent background color."

The motion was further amended to add to the end of 5.3.4.5.e " , and shall be directed down whenever it would not present such interference."

The motion was amended to hyphenate non-residential on pages 42, 46 and 52 and to adjust the boxes in figure 10.2.1 so the letters in "Sunshine" are centered.

A motion was made to end debate following the presentation. The motion failed for lack of a two-thirds majority by counted vote (yes: 100; no: 71).

days, whichever is less. The motion failed for lack of majority.

A motion was made and seconded to amend 5.3.5.7 to delete the words "the maximum Display Area of the menu shall be two (2) square feet." The motion failed for lack of majority.

*Selectmen recommend (4-1), and Planning Board recommends (4-1)*

Articles 18 and 19 were voted as one motion.

## **ARTICLE 18: Accept Boxwood Road, Strawberry Lane as Public Ways**

### **ARTICLE 19: Accept Sleigh Road as a Public Way**

It was voted unanimously that the Town accept the layout as public ways of the roads known as Boxwood Road and Strawberry Lane, as heretofore laid out by the Board of Selectmen, and as shown on plans entitled "Street Acceptance Plan Boxwood Road Westford, MA," dated August 19, 2013, prepared by LandTech Consultants and "Street Acceptance Plan Strawberry Lane Westford, MA," dated August 19, 2013, prepared by LandTech Consultants, said plans on file with the Town Clerk, and to authorize the Board of Selectmen to acquire, by gift, purchase or eminent domain, the fee to or lesser interests in said roads and all related easements.

# SPECIAL TOWN MEETING MINUTES - OCTOBER 22, 2013

Adjourned Session: CONTINUED

And further

That the Town accept the layout as a public way of a portion of the road known as Sleigh Road, as heretofore laid out by the Board of Selectmen, and as shown on a plan entitled "Street Acceptance Plan, Sleigh Road," dated September 13, 2013, prepared by LandTech Consultants, said plan on file with the Town Clerk, and to authorize the Board of Selectmen to acquire, by gift, purchase or eminent domain, the fee to or lesser interests in said road and all related easements.

*Selectmen recommend (4-0), Finance Committee recommends (8-0), and Planning Board recommends (5-0)*

## **CARE AND CUSTODY OF TOWN LAND**

### **ARTICLE 20: Authorize Selectmen to Accept Easement on Broadway Street**

It was voted unanimously that the Town authorize the Board of Selectmen to acquire by gift an easement for all purposes for which public ways are used in the Town, said easement located at the corner of First Street and Broadway Street, as shown on a plan entitled "Use Easement Broadway/First Street," dated July 23, 2013, said plan on file with the Town Clerk, on such terms and conditions as the Selectmen deem appropriate.

*Selectmen recommend (5-0)*

### **ARTICLE 21: Authorize Acquisition of Parcel(s) Being Taken Out of Chapter 61 and 61a**

It was voted unanimously that the Town dismiss Article 21.

*Selectmen recommend dismissal (5-0) and Finance Committee recommends dismissal (8-0)*

### **ARTICLE 22: Transfer Care and Custody of the so-called Edwards Parcel 045-0099-0000 being 40 acres more or less from the Board of Selectmen to the Conservation Commission**

It was voted that the Town transfer care and custody of the so-called Edwards Parcel 045-0099-0000 being 40 acres more or less from the Board of Selectmen to the Conservation Commission, said parcel to be forthwith kept as conservation land and subject to the rules and regulations of the Conservation Commission for public use ,but not to be used by wheeled or motorized vehicles ,and further, that the town not go forward with any plans for housing on said parcel.

A motion was made and seconded to add "a portion" after "custody of" in the first line; "36.6 acres after the parcel ID; and to add to the end of the motions "The area to be excluded from the transfer is shown in green on the plan as presented to Town Meeting and on file with the Town Clerk." The motion failed by counted vote (yes: 104; no: 112).

*Selectmen do not recommend (5-0) and Finance Committee does not recommend (8-0)*

The meeting adjourned at 9:37pm having no further business to conduct.

# ANNUAL TOWN MEETING MINUTES – MARCH 22, 2014

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 22, 2014, called to commence at 10:00 am, the following business was transacted:

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

Ellen Harde, Town Moderator, called the 285<sup>th</sup> meeting to order at 10:00 am. A total of 456 voters were in attendance. The Moderator noted that the first Town Meeting in Westford was held on March 2, 1730.

It was voted unanimously to allow employees, Town Counsel, and consultants to sit with their respective boards on the floor of Town Meeting.

It was voted to waive the reading of the motions and accept as the official motions the document printed on canary yellow paper dated March 22, 2013, posted to the web and filed with the Town Clerk.

The Moderator introduced Westford resident Joe Targ as the new Fire Chief. She welcomed Cub Scouts from Pack 95 to the meeting and congratulated Westford's newest voter, Thomas Prichard, who turned 18 on the previous Friday and made a point of registering to vote on that day.

## **ARTICLE 1: Accept Town Reports**

It was voted unanimously that the Town accept the Reports of Town Officers, Boards and Committees for the Fiscal Year 2013.

Articles 2 & 4 were voted under one motion.

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

It was voted unanimously that the Town dismiss this article.

Town Manager Jodi Ross presented the state of the Town.

## **ARTICLE 3: Approve Fiscal Year 2014 Supplemental Appropriations**

It was voted that the Town appropriate from Free Cash the sum of \$109,552 (ONE HUNDRED NINE THOUSAND FIVE HUNDRED FIFTY TWO DOLLARS) in order to supplement the following Fiscal Year 2014 Operating Budgets:

442 Wastewater Treatment Management Expenses	\$106,702.00
491 Cemetery Personal Services	\$2,850.00

*And further*

In accordance with the Joint Labor Management Committee arbitration award for Fiscal Year 2012 to Fiscal Year 2014 and received on February 27, 2014, that the Town appropriate from Free Cash the sum of \$67,874 (SIXTY SEVEN THOUSAND EIGHT HUNDRED SEVENTY FOUR DOLLARS) in order to supplement the following Fiscal Year 2014 Operating Budget:

220 Fire Department Personal Services	\$67,874.00
---------------------------------------	-------------

# ANNUAL TOWN MEETING MINUTES – MARCH 22, 2014

– CONTINUED

*And further*

In accordance with the Joint Labor Management Committee arbitration award for Fiscal Year 2012 to Fiscal Year 2014 and received on February 27, 2014, that the Town appropriate from ambulance enterprise retained earnings the sum of \$25,235 (TWENTY FIVE THOUSAND TWO HUNDRED THIRTY FIVE DOLLARS) in order to supplement the following Fiscal Year 2014 Operating Budget:

640 Ambulance Enterprise Personal Services	\$25,235.00
--	-------------

*And further*

That the Town appropriate from Free Cash the sum of \$71,970 (SEVENTY ONE THOUSAND NINE HUNDRED SEVENTY DOLLARS) in order to fund the following labor agreements for Fiscal Year 2014:

CWA: Communication Workers of America	\$43,745.00
WPWA: Westford Public Works Association	\$28,225.00

## **ARTICLE 4: Approve Fiscal Year 2014 Budget Transfers**

It was voted unanimously that the Town dismiss this article.

## **ARTICLE 5: Appropriate for Perchlorate Expenses**

It was voted unanimously that the Town appropriate from Free Cash the sum of \$250,000 (TWO HUNDRED FIFTY THOUSAND DOLLARS) for the purpose of providing funds to address associated issues regarding perchlorate contamination.

## **ARTICLE 6: Establish Health Insurance Stabilization Fund**

It was voted by a two-thirds declared majority that the Town accept the provisions of Massachusetts General Laws Chapter 40 Section 5B in order to establish a Health Insurance Stabilization Fund and to appropriate from Free Cash the sum of \$500,000 (FIVE HUNDRED THOUSAND DOLLARS) to be deposited into said stabilization fund.

## **ARTICLE 7: Appropriate from Insurance Receipts Reserved for Repairs to the Roudenbush Buildings Located at 65 Main Street, 73 Main Street, and 170 Plain Road**

It was voted unanimously that the Town appropriate from insurance receipts reserved in accordance with Massachusetts General Laws Chapter 44, Section 53 the sum of \$45,194 (FORTY FIVE THOUSAND ONE HUNDRED NINETY FOUR DOLLARS) for repairs to the Roudenbush buildings located at 65 Main Street, 73 Main Street, and 170 Plain Road.

## **ARTICLE 8: Appropriate from Sale of Cemetery Lots Receipts Reserved for Cemetery Improvements**

It was voted unanimously that the Town appropriate from sale of cemetery lots receipts reserved in accordance with Massachusetts General Law Chapter 114, Section 15 the sum of \$75,000 (SEVENTY FIVE THOUSAND DOLLARS) for care, improvements and embellishments, or the enlargement of the cemetery at Fairview and Pine Grove Cemeteries.

**RESOLUTION:** It was resolved by a majority that ATM advise the Westford BOS that no fees should be imposed by the Town of Westford on any of the participants in the Westford Farmers Market held on the Westford Common including but not limited to Sustainable Westford, vendors at the Farmers Market or patrons of the Farmers Market.

# ANNUAL TOWN MEETING MINUTES – MARCH 22, 2014

– CONTINUED

## ARTICLE 9: Approve Capital Appropriations

### First Motion:

It was voted unanimously that the Town appropriate from Free Cash the sum of \$1,915,665 (ONE MILLION NINE HUNDRED FIFTEEN THOUSAND SIX HUNDRED SIXTY FIVE DOLLARS) to provide for the following capital requests

<i>DEPARTMENT</i>	<i>AMOUNT</i>	<i>PURPOSE</i>
Town Manager	\$99,005	Town building security improvements
Technology	\$325,000	School computer replacement
Technology	\$34,000	Town computer replacement
Technology	\$40,000	Network upgrades
Technology	\$25,000	Server & storage replacements
Police	\$15,500	Five (5) portable radios
Fire	\$50,000	Four (4) thermal imaging units
Fire	\$13,160	Hose replacement
Schools	\$30,000	Courier van replacement
Schools	\$42,000	1-Ton truck replacement
Schools	\$75,000	Abbot intercom system
Schools	\$30,000	Blanchard intercom system
Schools	\$35,000	Robinson intercom system
Highway	\$70,000	Two (2) pickup trucks
Highway	\$110,000	Bobcat with trailer
Highway	\$220,000	4x4 Six-wheel plow truck
Highway	\$85,000	Swap Loader Asphalt Patch Body
Highway	\$225,000	Main Street Road Design
Highway	\$250,000	Road Maintenance
Wastewater Management	\$100,000	Wastewater Treatment Plant Upgrades
Cemetery	\$13,000	Mower
Parks & Grounds	\$16,000	John Deere Tractor with loader
Parks & Grounds	\$13,000	Infield groomer

and costs incidental and related thereto:

*And further*

That the Town appropriate from water enterprise retained earnings the sum of \$310,000 (THREE HUNDRED TEN THOUSAND DOLLARS) to provide for the following capital requests and costs incidental and related thereto:

# ANNUAL TOWN MEETING MINUTES – MARCH 22, 2014

– CONTINUED

<i><b>DEPARTMENT</b></i>	<i><b>AMOUNT</b></i>	<i><b>PURPOSE</b></i>
Water Enterprise	\$150,000	Standby generators at the Nutting Road and Depot Street. pump stations
Water Enterprise	\$70,000	Disinfection equipment at the Nutting Road and Forge Village Road water treatment plants
Water Enterprise	\$75,000	Main Street water main replacement design
Water Enterprise	\$15,000	Water building security upgrades

**Second Motion:**

It was voted unanimously that the Town appropriate the sum of \$400,000 (FOUR HUNDRED THOUSAND DOLLARS) to be expended at the direction of the Water Commissioners, for the purpose of making water system improvements on Graniteville Road from Main Street to Patriot Lane, including all 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 Chapter 44 Sections 7 or 8 of the General Laws, or any other enabling authority, and to issue bonds or notes of the Town therefor;

*And further*

That the Town appropriate the sum of \$660,000 (SIX HUNDRED SIXTY THOUSAND DOLLARS) to be expended at the direction of the Water Commissioners, for the purpose of making water system improvements on Pleasant Street from Abbot Street to Pine Street, including all 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 Chapter 44 Sections 7 or 8 of the General Laws, or any other enabling authority, and to issue bonds or notes of the Town therefor.

*And further*

That the Town appropriate from Free Cash the sum of \$850,000 (EIGHT HUNDRED FIFTY THOUSAND DOLLARS) and transfer said amount to the capital stabilization fund.

**ARTICLE 10: Nashoba Valley Technical High School MSBA Roof Project**

It was voted unanimously that the Town hereby approves the sum of \$2,802,362 (TWO MILLION EIGHT HUNDRED TWO THOUSAND THREE HUNDRED SIXTY TWO DOLLARS) borrowing authorized by the Nashoba Valley Technical School District, for the purpose of paying costs of the Accelerated Roof Repair Project at the Nashoba Valley Technical High School, located at 100 Littleton Road, Westford Massachusetts, including the payment of all costs incidental or related thereto (the “Project”), which proposed repair project would materially extend the useful life of the school and preserve an asset that otherwise is capable of supporting the required educational program, and for which the District may be eligible for a school construction grant from the Massachusetts School Building Authority (“MSBA”), said amount to be expended at the direction of Nashoba Valley Technical School Committee;

# ANNUAL TOWN MEETING MINUTES – MARCH 22, 2014

– CONTINUED

that the Town acknowledges that the MSBA’s grant program is a non-entitlement, discretionary program based on need, as determined by the MSBA, and any Project costs the District incurs in excess of any grant approved by and received from the MSBA shall be the sole responsibility of the District and its member municipalities; provided further that any grant that District may receive from the MSBA for the Project shall not exceed the lesser of (1) fifty-two point twenty six percent (52.26%) of eligible, approved project costs, as determined by the MSBA, or (2) the total maximum grant amount determined by the MSBA.

## **ARTICLE 11: Robinson School and Day School MSBA Project**

It was voted by a two-thirds declared majority that the Town appropriate and borrow the sum of \$4,101,750 (FOUR MILLION ONE HUNDRED ONE THOUSAND SEVEN HUNDRED FIFTY DOLLARS) to be expended under the direction of the School Committee, in conjunction with management oversight by the Permanent Town Building Committee, for additional funds for completing the design, bidding and construction phases of two window and door replacement projects, including associated cost 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 Colonel John Robinson School located at 60 Concord Road and the Norman E. Day School located at 75 East Prescott Street, and any related costs, which proposed repair projects 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 has applied for a school construction grant from the Massachusetts School Building Authority (“MSBA”). The Town acknowledges that the MSBA’s grant program is a non-entitlement, discretionary program based on need, as determined by the MSBA, and if the MSBA’s Board of Directors votes to invite the Town to collaborate with the MSBA on this proposed repair project, any project costs the Town incurs in excess of any grant that may be approved by and received from the MSBA shall be the sole responsibility of the Town, and that if invited to collaborate with the MSBA on the proposed repair project, 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.

## **ARTICLE 12: Approve Fire Department Center Station Study**

It was voted that the Town appropriate from Free Cash the sum of \$50,000 (FIFTY THOUSAND DOLLARS) for professional services for analysis of alternatives for reconfiguration, relocation or reconstruction of the center station and examine the feasibility of consolidating emergency communications operations and relocation of the Technology Department currently located in the former Forge Village substation into the Center Station.

### Article 12 Amendment:

The original motion was amended by replacing the words “to recommend concepts for” after the word “services” with the words “for analysis of alternatives for.”

# ANNUAL TOWN MEETING MINUTES – MARCH 22, 2014

– CONTINUED

## ARTICLE 13: Community Preservation Committee Recommendations

It was voted that the Town, pursuant to Massachusetts General Laws, Chapter 44B, or any other enabling authority, in accordance with the recommendations of the Westford Community Preservation Committee, appropriate from Community Preservation Funds the sum \$660,931 (SIX HUNDRED SIXTY THOUSAND NINE HUNDRED THIRTY ONE DOLLARS) as follows:

\$186,059	From Undesignated Fund Balance To the Community Housing Reserve This allocation more than covers the required 10% for Community Housing	Community Housing Reserve
\$150,000	From Undesignated Fund Balance To the Conservation Trust Fund for future land purchases and any other related costs.	Conservation Commission
\$165,000	From Undesignated Fund Balance For the design funding for safety and accessibility improvements to the historic building located at 65 Main Street and any other related costs.	Historical Commission
\$77,872	From Undesignated Fund Balance For the restoration and preservation of stained glass windows & frames at the historic United Methodist Church at Graniteville and any other related costs.	United Methodist Church of Westford (UMCW)
\$35,000	From Undesignated Fund Balance For the Recreation Master Plan and any other related costs.	Parks & Recreation Commission
\$47,000	From Undesignated Fund Balance For the Healthy Lakes & Ponds Program Plan and any other related costs.	Healthy Lakes & Ponds Collaborative

# ANNUAL TOWN MEETING MINUTES – MARCH 22, 2014

– 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, 2014 as follows:

Position	Current Band	Min	Mid	Max	New Band	Min	Mid	Max
<b>Administrative Assistant, HR</b>	<i>Band 1</i>	\$35,554	\$43,208	\$50,862	<b>Band 2</b>	<b>\$39,819</b>	<b>\$48,391</b>	<b>\$56,963</b>
<b>Health Director</b> <i>formerly Director of Health Care Services</i>	<i>Band 6</i>	\$60,978	\$74,106	\$87,233	<b>Band 7</b>	<b>\$66,468</b>	<b>\$80,777</b>	<b>\$95,085</b>
<b>Public Health Nurse</b>	<i>Band 3</i>	\$44,599	\$54,199	\$63,799	<b>Band 4</b>	<b>\$49,950</b>	<b>\$60,704</b>	<b>\$71,458</b>

## ARTICLE 15: Authorize Revolving Funds

It was voted unanimously that the Town authorize revolving funds for the Fiscal Year July 1, 2014 - June 30, 2015, under the provisions of Massachusetts General Laws Chapter 44, Section 53E ½ for the following:

Revolving Account	Spending Authority	Revenue Source	Allowed Expenses	Expenditure Limits	Year End Balance
Lease of Town Buildings: 65 & 73 Main St & 170 Plain Rd	Board of Selectmen	Lease payment and other revenues from leased properties	Costs associated with maintenance, repairs and improvements to the leased properties	\$550,000	Available for expenditure next year
Recycling Revolving	Recycling Commission	Sale of bins	Purchase of recycling supplies	\$20,000	Available for expenditure next year
Recreation Field Maintenance	Recreation Commission	Field user fees/permits	Field maintenance, hiring of necessary personnel and consulting services	\$150,000	Available for expenditure next year
Senior Center Fitness Room	Council on Aging	Fees and gifts received for the Fitness Room	Fitness room maintenance supplies, equipment warranties, training, monitoring and purchase of replacement fitness equipment	\$75,000	Available for expenditure next year

## ANNUAL TOWN MEETING MINUTES – MARCH 22, 2014

– CONTINUED

Senior Center Programs	Council on Aging	Program fees	Costs associated for the operation of activities for Cameron to include supplies and wages	\$50,000	Available for expenditure next year
School Parking	School Department	Parking fees	Maintenance and expansion of parking facilities	\$30,000	Available for expenditure next year
School Bus/ Transportation	School Department	User bus fees	Student transportation costs	\$618,289	Available for expenditure next year
East Boston Camps Maintenance	Conservation Commission	Revenue received for the lease, rental or licensing of camp facilities and donations received for the support of the East Boston Camps property	Costs associated for the operation and maintenance of the East Boston Camps property	\$50,000	Available for expenditure next year
Stormwater Revolving Fund	Planning Board	Peer review fees from applicants for stormwater management permits	Third party consultant review of stormwater management permits and/or construction inspection	\$20,000	Available for expenditure next year
Immunizations and Clinical Services	Board of Health	Fees received for immunizations and clinical services	costs of supplies and technical services for immunization and clinical programs	\$25,000	Available for expenditure next year

### **ARTICLE 16: Approve Fiscal Year 2015 Operating Budget**

It was voted that the Town raise and appropriate the sum of \$102,050,389 (ONE HUNDRED TWO MILLION FIFTY THOUSAND THREE HUNDRED EIGHTY NINE DOLLARS) for the operation and maintenance of Town Departments for the Fiscal Year July 1, 2014 through June 30, 2015, 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:

# ANNUAL TOWN MEETING MINUTES – MARCH 22, 2014

– CONTINUED

Fund 240 Community Preservation Fund: \$887,023 shall be appropriated from Community Preservation Fund Fiscal 2015 Revenue;

Fund 270 Receipts Reserved for Appropriation: \$10,000 shall be appropriated from Conservation Wetlands Fees;

Fund 280 Town Revolving Funds: \$15,000 shall be appropriated from Recreation Field Maintenance Revolving 53 E ½;

Fund 600 Water Enterprise Fund: \$3,658,000 shall be appropriated from Water Enterprise Revenue and \$1,116,205 shall be appropriated from Water Enterprise Retained Earnings;

Fund 630 Recreation Enterprise Fund: \$1,128,013 shall be appropriated from Recreation Enterprise Revenue and \$35,000 shall be appropriated from Recreation Enterprise Retained Earnings;

Fund 640 Ambulance Enterprise Fund: \$700,000 shall be appropriated from Ambulance Enterprise Revenue and \$50,000 shall be appropriated from Ambulance Enterprise Retained Earnings.

## GENERAL GOVERNMENT

SELECTMEN	135	TOWN ACCOUNTANT	
Personal Services	0	Personal Services	230,351
Expenses	25,176	Expenses	45,160
TOTAL	<u>25,176</u>	TOTAL	<u>275,511</u>
TOWN MANAGER	137	BUDGET DIRECTOR	
Personal Services	326,916	Personal Services	81,104
Expenses	33,560	Expenses	1,450
TOTAL	<u>360,476</u>	TOTAL	<u>82,554</u>
	141	BOARD OF ASSESSORS	
FINANCE COMMITTEE		Personal Services	217,287
Personal Services	0	Expenses	24,679
Expenses	10,113	TOTAL	<u>241,966</u>
Reserve Fund	191,000		
(Transfers out)	0	145	TREASURER / COLLECTOR
TOTAL	<u>201,113</u>	Personal Services	222,529
		Expenses	45,805
		TOTAL	<u>268,334</u>

# ANNUAL TOWN MEETING MINUTES – MARCH 22, 2014

– CONTINUED

151	LEGAL SERVICES		175	PLANNING BOARD	
	Personal Services	0		Personal Services	69,112
	Expenses	290,000		Expenses	18,235
	<b>TOTAL</b>	<u>290,000</u>		<b>TOTAL</b>	<u>87,347</u>
152	HUMAN RESOURCES		176	ZONING BOARD OF APPEALS	
	Personal Services	186,007		Personal Services	0
	Expenses	24,600		Expenses	500
	Compensation Reserve	678,913		<b>TOTAL</b>	<u>500</u>
	Transfers out	0	192	TOWN HALL MAINTENANCE	
	<b>TOTAL</b>	<u>889,520</u>		Personal Services	46,423
155	TECHNOLOGY			Expenses	98,850
	Personal Services	372,157		<b>TOTAL</b>	<u>145,273</u>
	Expenses	513,172	199	PUBLIC BUILDINGS & PROPERTIES MAINTENANCE	
	<b>TOTAL</b>	<u>885,329</u>		Personal Services	40,949
161	TOWN CLERK			Expenses	15,750
	Personal Services	220,750		<b>TOTAL</b>	<u>56,699</u>
	Expenses	24,491			
	<b>TOTAL</b>	<u>245,241</u>			
170	PERMITTING DEPARTMENT			<b>TOTAL GENERAL GOVERNMENT</b>	<u>4,373,941</u>
	Personal Services	196,523			
	Expenses	36,865			
	<b>TOTAL</b>	<u>233,388</u>			
171	CONSERVATION COMMISSION				
	Personal Services	83,194			
	Expenses	2,320			
	<b>TOTAL</b>	<u>85,514</u>			

# ANNUAL TOWN MEETING MINUTES – MARCH 22, 2014

– CONTINUED

**PUBLIC SAFETY**

210	POLICE DEPARTMENT	
	Personal Services	4,410,121
	Expenses	650,004
	<b>TOTAL</b>	<b>5,060,125</b>
220	FIRE DEPARTMENT	
	Personal Services	2,735,187
	Expenses	290,714
	<b>TOTAL</b>	<b>3,025,901</b>
241	BUILDING DEPARTMENT	
	Personal Services	276,608
	Expenses	19,930
	<b>TOTAL</b>	<b>296,538</b>
244	SEALER WGHTS/MEASURE	
	Personal Services	0
	Expenses	5,000
	<b>TOTAL</b>	<b>5,000</b>
291	EMERGENCY MANAGEMENT	
	Personal Services	8,240
	Expenses	5,500
	<b>TOTAL</b>	<b>13,740</b>
292	ANIMAL CONTROL	
	Personal Services	61,803
	Expenses	6,050
	<b>TOTAL</b>	<b>67,853</b>
294	TREE WARDEN	
	Personal Services	2,060
	Expenses	50,000
	<b>TOTAL</b>	<b>52,060</b>

**TOTAL PUBLIC SAFETY**

**8,521,217**

**EDUCATION**

300	WESTFORD PUBLIC SCHOOLS	51,355,160
310	NASHOBA TECH	711,180
	<b>TOTAL EDUCATION</b>	<b>52,066,340</b>

**PUBLIC WORKS**

410	ENGINEERING DEPARTMENT	
	Personal Services	199,129
	Expenses	14,910
	<b>TOTAL</b>	<b>214,039</b>
421	HIGHWAY DEPARTMENT	
	Personal Services	1,332,290
	Expenses	1,181,258
	<b>TOTAL</b>	<b>2,513,548</b>
427	STORMWATER MANAGEMENT	
	Personal Services	0
	Expenses	48,000
	<b>TOTAL</b>	<b>48,000</b>
432	RECYCLING	
	Personal Services	0
	Expenses	266,356
	<b>TOTAL</b>	<b>266,356</b>
433	SOLID WASTE	
	Personal Services	0
	Expenses	1,196,518
	<b>TOTAL</b>	<b>1,196,518</b>

# ANNUAL TOWN MEETING MINUTES – MARCH 22, 2014

– CONTINUED

<p>442 WASTEWATER TREATMENT MANAGEMENT</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">Personal Services</td> <td style="text-align: right;">0</td> </tr> <tr> <td>Expenses</td> <td style="text-align: right;">223,920</td> </tr> <tr> <td><b>TOTAL</b></td> <td style="text-align: right; border-top: 1px solid black;"><b>223,920</b></td> </tr> </table> <p>491 CEMETERY DEPARTMENT</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">Personal Services</td> <td style="text-align: right;">72,757</td> </tr> <tr> <td>Expenses</td> <td style="text-align: right;">22,634</td> </tr> <tr> <td><b>TOTAL</b></td> <td style="text-align: right; border-top: 1px solid black;"><b>95,391</b></td> </tr> </table> <p><b>TOTAL PUBLIC WORKS</b></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;"></td> <td style="text-align: right; border-top: 1px solid black;"><b>4,566,712</b></td> </tr> </table> <p><b>HEALTH &amp; 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# ANNUAL TOWN MEETING MINUTES – MARCH 22, 2014

– CONTINUED

**DEBT SERVICE**

710	DEBT SERVICE	
	Principal & Interest	6,913,279
	TOTAL	<u>6,913,279</u>
<b>TOTAL DEBT SERVICE</b>		<u>6,913,279</u>

**RECREATION ENTERPRISE FUND**

630	RECREATION ENTERPRISE	
	Personal Services	943,494
	Expenses	318,579
	TOTAL	<u>1,262,073</u>

**UNCLASSIFIED**

940	OTHERWISE UNCLASSIFIED	
	Expenses	(936,824)
	TOTAL	<u>(936,824)</u>
945	EMPLOYEE BENEFITS & MISCELLANEOUS	
	Expenses	15,568,612
	TOTAL	<u>15,568,612</u>

**AMBULANCE ENTERPRISE FUND**

640	AMBULANCE ENTERPRISE	
	Personal Services	654,686
	Expenses	477,337
	TOTAL	<u>1,132,023</u>

**TOTAL UNCLASSIFIED** 14,631,788

**TOTAL OPERATING BUDGET** 102,050,389

**TOTAL GENERAL FUND** 93,995,065

**COMMUNITY PRESERVATION FUND**

240	COMMUNITY PRESERVATION	
	Personal Services	9,000
	Expenses	6,000
	Principal & Interest	872,023
	TOTAL	<u>887,023</u>

**WATER ENTERPRISE FUND**

600	WATER ENTERPRISE	
	Personal Services	1,138,880
	Expenses	2,364,618
	Reserve Fund	250,000
	Capital	1,020,707
	TOTAL	<u>4,774,205</u>

# ANNUAL TOWN MEETING MINUTES – MARCH 22, 2014

– CONTINUED

## **Gordon B. Seavey Award Presentation**

Westford Public School Superintendent Bill Olsen and School Committee Chair David Keele presented this year's Gordon B. Seavey Award to James E. Geraghty, Jr. for his outstanding support, time and efforts on behalf of the students and staff of the Westford Public Schools. His contributions include: President of the Westford Friends of Lacrosse for 8 years, former President of Nashoba Youth Hockey Association, long time hockey, lacrosse, baseball and basketball coach. He was instrumentally involved with the Westford Education Foundation as a strong supporter and former board member. Mr. Geraghty led the effort for Westford Academy bleachers and the three turf fields for the town including one for the school system at Westford Academy, and most recently has been very involved in planning and funding some additional mental health services for our students.

The meeting adjourned for lunch from 12:00pm until 1:00pm.

The motions under articles 17, 19, 22 and 23 were passed unanimously under one vote.

## **ARTICLE 17: Appropriate Chapter 90 Local Transportation Funds for Roadway Maintenance**

It was voted unanimously that the Town appropriate a sum of money from the proceeds due to the Town under the provisions of Massachusetts General Laws Chapter 90.

## **ARTICLE 18: Approve Economic Development Incentive Program Project – Cynosure, Inc.**

It was voted that the Town approve the application for the Economic Development Incentive Program (EDIP) Local Incentive Program, and approve the Tax Increment Financing (TIF) Agreement between the Town and Cynosure, Inc. to be included in said application, substantially in the form as is on file with the Town Clerk and posted on the Town web site at least 14 days before Town Meeting as required by Chapter 51 of the General Bylaws (the "TIF Agreement"), pursuant to Massachusetts General Laws Chapter 23A and Chapter 40 Section 59; and to authorize the Board of Selectmen to submit a TIF Plan, designate a TIF Zone and an Economic Opportunity Area at 3-5 Carlisle Road (Map 17 Parcel 80), and make applications to the Massachusetts Economic Assistance Coordinating Council relating to the project as described in the TIF Agreement and to take such other actions as may be necessary to obtain approval of the TIF Plan, TIF Zone, the Economic Opportunity Area and to implement the TIF Agreement.

## **ARTICLE 19: Accept Massachusetts General Laws Chapter 73, Section 4 of the Acts of 1986, as Amended by Chapter 126 of the Acts of 1988 Related to Property Tax Exemption Increase by 100% for the Blind, Elderly and Disabled Veterans**

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

# ANNUAL TOWN MEETING MINUTES – MARCH 22, 2014

– CONTINUED

## **ARTICLE 20: Authorize Library Trustees to Pursue and Accept State Grants**

It was voted that the Town grant the Trustees of the J. V. Fletcher Public Library the authority to apply for, accept, and expend any state grants which may be available for a feasibility study for the current and future needs of the J. V. Fletcher Public Library.

## **ARTICLE 21: Authorize Amendment to Contract for Solid Waste Collection and Transportation**

It was voted unanimously that the Town authorize the Board of Selectmen to enter an Amendment to the Service Agreement between the Town of Westford and Acme Waste Services Inc. with an effective date of July 1, 2010, for the collection and transportation of solid waste, said amendment extends the term of the Service Agreement from five years to eight years so that the Service Agreement will expire on June 30, 2018, on such terms and conditions as the Board of Selectmen determine to be in the best interests of the Town.

## **ARTICLE 22: Authorize Board of Selectmen to Accept Easements**

It was voted unanimously that the Town authorize the Board of Selectmen, during Fiscal Year 2015, to accept any and all easements for sidewalk, drainage, or other utility purposes, as they may deem in the Town's best interests.

## **ARTICLE 23: Establish Annual Fee for the Licensing of Dogs**

It was voted unanimously that the Town establish the annual fee for the licensing of dogs in the following amounts: \$15 for each spayed or neutered dog and \$20 for each intact dog.

## **ARTICLE 24: World Flag Resolution**

The following motion was made and seconded but failed for a lack of majority with 98 voters in favor and 118 opposed.

### **WHEREAS:**

*The World Flag is intended to heighten awareness of the responsibility of all people to manage global resources in a sustainable way, regardless of an individual's country of origin, cultural background, spoken language, or religion and,*

### **WHEREAS:**

*The world's ecosystem knows no sovereignty; we share the resources of the Earth with other living things that rely on us to preserve these resources; when we care for the world's land, water and air in responsible ways, we take steps to preserving our beautiful planet and,*

### **WHEREAS:**

*The World flag has been designed and patented by a Westford resident Dr. Chaitanya Hiremath to represent two unique characteristics about planet Earth, the environment and the richness of life, which are interconnected in an intricate and a fragile way; the universal symbol serves as a reminder of our individual and our collective responsibilities and,*

### **WHEREAS:**

*The World Flag was born in Westford, first released on April 14, 2011 during the World Fest Event at the Crisafulli School and,*

# ANNUAL TOWN MEETING MINUTES – MARCH 22, 2014

– CONTINUED

## WHEREAS:

*SEALOEarth (pronounced as, seal-o-earth), which stands for “Serene Environment And Life On Earth”, is a Westford-grown 501c3 non-profit organization now with a global presence and its vision is a world in which all people participate in the stewardship of planet Earth,*

## THEREFORE BE IT RESOLVED:

*That the voters of Westford adopt this World Flag and show their support for the flying of the World Flag at the Crisafulli School and on Earth Day on the Westford Common.*

### **ARTICLE 25: Authorize Board of Selectmen and Historical Commission to Grant Preservation Restriction on the Town Museum and Cottage Buildings Located at 2 - 4 Boston Road**

It was voted that the Town authorize the Board of Selectmen and the Westford Historic Commission to grant a perpetual historic preservation restriction, pursuant to the provisions of G.L. Chapter 184, Sections 31-32, encumbering certain property and the buildings thereon, located at 2-4 Boston Road, shown on Assessor’s Map 55 as Lot 13, and described in a deed recorded with the Middlesex North Registry of Deeds in Book 558, Page 227, Westford, said restriction to be upon the land, the exterior and interior of the building known as the Westford Museum and on the exterior only of the building known as the Fire Department Cottage, to the Commonwealth of Massachusetts, by and through the Massachusetts Historical Commission, on such terms and conditions, and for such consideration, as the Board of Selectmen deems appropriate.

### **ARTICLE 26: Amend Chapter 61: Hazardous Materials Storage Bylaw**

It was voted by majority that the Town delete and replace the General Bylaw Chapter 61: Hazardous Materials Storage, as set forth below:

#### **Ch. 61: Hazardous Materials Storage**

[Adopted 6-28-82 AdjATM Art. 16, as amended. Replaced 5-13-97 AdjATM Art. 33.

Amended 11-12-2002 STM Art. 16.]

#### **§61.1. Authority.**

This bylaw is adopted by the Town of Westford under its home rule powers; its police powers to protect the public health, safety, and welfare and its authorization under M.G.L. ch. 40 §21(1).

#### **§61.2. Purpose.**

The purpose of this bylaw is to protect, preserve, and maintain the existing and potential groundwater supply, groundwater recharge areas, surface waters, air quality and natural environment within the Town of Westford from contamination, and to protect public health and safety. Nothing in this bylaw shall be construed as inconsistent with, or in interference with, the authority vested upon the Fire Chief under M.G.L. ch. 148, the Board of Health under M.G.L. ch. 111, or any other entity in accordance with applicable federal, state or local laws, rules and regulations, including but not limited-to the provisions of the Massachusetts Contingency Plan (MCP) 310 CMR 40.0000.

# ANNUAL TOWN MEETING MINUTES – MARCH 22, 2014

– CONTINUED

## §61.3. Definitions.

The following definitions shall apply in the interpretation and implementation of this bylaw:

**Abandoned** means being out of service for a period in excess of 180 days, in the case of a tank or storage facility for which a license is required under the provisions of M.G.L. ch. 148, or for a period of 12 months, in the case of any other tank or storage facility.

**Above-ground storage tank (AST) or storage facility** shall mean any tank or storage facility, whether inside or outside a building, without backfill over the sides of the tank. A fuel oil tank contained within a building or vault, including a cellar, is considered to be an above-ground tank.

**Board of Health** shall mean the Board of Health of the Town of Westford and/or its Agent.

**CASRN** shall mean Chemical Abstract Service Registry Number, which is a unique numerical designation assigned to each chemical substance described in the open literature. The CASRN can be found on the MSDS.

**Container** means any portable device in which hazardous materials or wastes or special wastes are stored, transported, treated, disposed of or otherwise handled.

**CFR** means Code of Federal Regulations.

**CMR** means the Code of Massachusetts Regulations.

**Discharge** means the disposal, deposit, injection, dumping, spilling, leaking, escape, incineration, or placing of any hazardous material or any constituent thereof into or on any land or water so that such material may enter the environment or be emitted into the ambient or indoor air, a drywell, catch-basin, landfill, sewage system, or discharged into any waters, including groundwater.

**Double-walled tank** means a container with two complete shells, which provide both primary and secondary containment. The container shall have continued 360 degrees interstitial space between the primary and secondary shells. The interstitial space shall be designed so that an approved interstitial space monitor is able to continuously monitor this space. All double-walled tanks shall be UL-listed.

**Facility** means a commercial, industrial, retail, institutional or municipal establishment, including a home business that requires a permit in accordance with this Bylaw.

**Fire Chief** means the Fire Chief of the Town of Westford and shall include any designee of the Fire Chief.

**Flood Zone** means the 1% annual flood zone (commonly referred to as the 100-year flood zone) as depicted on the most current Flood Insurance Rate Mats (FIRM) and/or by other document/amendment recognized by the Federal Emergency Management Agency (FEMA).

**Groundwater Protection Area** means areas identified as Zones I and II in the Water Resource Protection District (WRPD) in the Town of Westford Zoning Bylaw and the area within a 100-foot radius of private drinking water wells.

## ANNUAL TOWN MEETING MINUTES – MARCH 22, 2014

– CONTINUED

**Hazardous Materials** means any substance or mixture of physical, chemical, infectious, flammable, combustible, radioactive, genotoxic, carcinogenic or toxic characteristics posing a significant actual or potential hazard to water supplies, air or land or other hazards to human health, safety and welfare if such substance or mixture were discharged to land, water or into the air. Hazardous materials include, without limitation, synthetic organic chemicals, petroleum products, heavy metals, radioactive or infectious wastes, acids and alkalis, and all substances defined as toxic or hazardous under M.G.L. ch. 21C and 21E and 310 CMR 40.000.

**Hazardous Waste** means any substance included on the Massachusetts Oil and Hazardous Materials List (MOHML), 310 CMR 40.1600, when disposed of as a waste.

**Health Department** means the Health Department of the Town of Westford.

**Label** means any written, printed, or graphic material displayed or affixed to containers of toxic or hazardous materials.

**Hazardous Waste Generator** means any person or site whose processes and actions create hazardous waste (see 40 CFR 260.10).

**Hazardous Material User** means any commercial enterprise, government agency, owner or operator that utilizes hazardous materials for any purposes.

**MassDEP** means the Massachusetts Department of Environmental Protection

**MOHML** or Massachusetts Oil and Hazardous Materials List compiles reportable concentrations and reportable quantities of chemicals and is found at 310 CMR 40.1600.

**MSDS** means the most current version of the Material Safety Data Sheet, which defines any written or printed material concerning a hazardous chemical and which is prepared in accordance with 29 CFR 1910.1200(g).

**Owner** means any person or legal entity with legal ownership of a site or facility and/or business.

**Operator** means the lessee or person(s) in control of and having responsibility for the daily operation of a facility for the storage and dispensing of toxic and hazardous materials.

**Out of service** means not in use, with no regular filling or drawing; or not being maintained, without adherence to the requirements of this bylaw; or uncontrolled, without being attended or secured; or any combination thereof.

**Person in Charge (PIC)** means the individual present at a facility who is responsible for the operation.

**Release** means any uncontrolled movement of any hazardous material out of a tank or storage facility or its components, or any uncontrolled movement of water into a tank or storage facility or its components, measured as set forth in 527 CMR 9.00.

**Reportable discharge** means the quantity of a specific material under the Massachusetts Contingency Plan, 310 CMR 40.0000 that must be reported to MassDEP; the threshold quantity above which a spill or release of oil or a hazardous material must be reported to the MassDEP.

**Residential/Residence** refers to buildings occupied for living purposes.

**Site** means a commercial, private, retail, or school establishment and/or property/parcel.

# ANNUAL TOWN MEETING MINUTES – MARCH 22, 2014

– CONTINUED

**Special Waste** means any solid waste that is determined not to be a hazardous waste pursuant to 310 CMR 30.000 and that exists in such quantity or in such chemical or physical state, or any combination thereof, so that particular management controls are required to prevent an adverse impact from the collection, transport, transfer, storage, processing, treatment or disposal of the solid waste. Without limitation, special waste includes waste that will require special management to ensure protection of public health, safety, or the environment based upon the physical, biological, or chemical properties of the waste. Special wastes include but are not limited to: asbestos waste, infectious wastes, except as specified in 310 CMR 19.061(2), sludges including wastewater treatment sludges, and industrial process wastewater treatment sludges. For the purposes of this bylaw, special wastes do not include drinking water treatment sludges. (Ref: 310 CMR 19.006 and 19.061(2) and (3).)

**Town** means the Town of Westford.

**UL Listing** means that UL (Underwriters' Laboratories) has tested representative samples of the product and determined that it meets UL's requirements. These requirements are based primarily on UL's published and nationally recognized Standards for Safety.

**Underground Storage Tank (UST)** means any tank or storage facility including fill lines, supply lines, and vent lines and all associated connections and appurtenant structures where 10% or more of the tank volume is below the ground surface (527 CMR 9.00) but which shall not include storage in a freestanding container or tank within a building.

## §61.4. Permits – non-residential.

- A. All industrial, commercial, retail, institutional, and municipal establishments that maintain tanks, containers, or storage facilities with an individual capacity to hold more than 50 gallons liquid volume used for storage, use, processing or generation of hazardous materials, hazardous wastes or special wastes shall apply for a permit from the Health Department and the Fire Department, if applicable. The permit shall be granted for one year, and may be renewed by the Health Department unless there has been a substantial change in the quantity, type or method of storage, generation or use, or the Health Department's designee concludes for any reason that reissuance of the permit should be reviewed by the Board of Health. This permit shall be in addition to any license required in accordance with M.G.L. ch. 148 §13 and/or any permit required in accordance with 527 CMR 14.00 or any other applicable federal, state or local law or regulation. The permit application shall provide the following information:
1. Name, address, and telephone numbers (day and night) of the owner or operator.
  2. Capacity and contents of the tank or storage facility, with specific description of the type of hazardous material being stored, including CASRN.
  3. The date of installation of storage facilities, if available.

# ANNUAL TOWN MEETING MINUTES – MARCH 22, 2014

– CONTINUED

4. The type(s), size(s), age(s), and location(s) of all containers, tanks and/ or storage facilities, and description of leak detection methods in place.
  5. If the tank or storage facility is underground, additional material as required by §61.13, herein.
  6. A site plan showing the location(s) of tanks or other storage containers. If the tank is an Underground Storage Tank, the depth of the bottom and top of the tank must also be provided in cross-sectional view.
- B. Owners or Operators of tanks or storage facilities that meet the permit requirements of §61.4.A shall obtain a permit for such tank or storage facility initially within 90 days of the enactment of this bylaw, and annually thereafter within 30 days of January 1, provided, however, that such owners or operators with currently registered tanks or storage facilities under the provisions of this Chapter in effect prior to the adoption of this bylaw shall obtain a permit for such tanks or storage facilities first within 30 days of January 1, 2015. Owners or operators of tanks or storage facilities which later meet the permitting requirements shall obtain a permit for such tanks or storage facilities initially within 30 days of meeting such requirements, and thereafter annually within 30 days of January 1.
- C. In addition to obtaining a permit, owners or operators of tanks or storage facilities permitted in accordance with §§61.4.A and 61.4.B shall maintain on the premises an inventory, reconciled on a monthly basis, of purchase, sale, use, disposal, or discharge of hazardous materials. The purpose of the inventory is to detect any product loss and to provide ongoing record of all hazardous materials within the Town over the registration period. If unaccounted for product loss is discovered in the monthly reconciliation, the owner or operator shall comply with the provisions of §61.8 herein.
- Accurate daily inventory records required pursuant to M.G.L. ch. 148 or any applicable federal, state or local law or regulation shall suffice for the purpose of this section, and may be submitted, under §61.4.D below, in accordance with this bylaw.
- D. Upon the request of the Health Department, owners or operators subject to this Chapter shall produce, within 24 hours, their latest reconciled inventory.
- E. Evidence of the date of purchase and installation shall be included for existing storage systems, along with a plot plan showing the location of all containers, tanks, drains and piping on the property. In complex applications the Health Department and/or the Board of Health may require a plot plan certified by a Professional Land Surveyor. Any changes in the information contained in the initial application, including any change in the use of the storage system, shall be reported within ten (10) business days of the change.

# ANNUAL TOWN MEETING MINUTES – MARCH 22, 2014

– CONTINUED

- F. A list of daily amounts stored, used or generated and estimate of yearly throughput of all hazardous materials and waste and special waste to be used, stored or generated on the site, and copies of pertinent Material Safety Data Sheets.
  
- G. Documentation stating that all information previously filed with the Health Department is correct, or indicating a change in the status of the existing permit shall be submitted annually. A new permit shall be obtained within thirty days from the Health Department whenever there is any change in the type or method of generation, use or storage, or significant change in the quantity or composition of hazardous materials or wastes or special wastes previously permitted; the method of storage, generation or use fails to comply with information previously submitted to the Health Department.
  
- H. The Health Department and/or the Board of Health may require additional information if it is necessary to adequately evaluate the application and may impose conditions.

## **§61.5. Exceptions.**

Application of fertilizers, herbicides and pesticides used in accordance with applicable local, state and federal regulations shall be exempt from this bylaw. Application of de-icing chemicals in conformance with the Massachusetts Snow and Ice Control Program, application of swimming pool chemicals, and application of water treatment chemicals by the Town of Westford Water Department and other Community Public Water Systems and storage of such chemicals are also exempt from this bylaw. This bylaw also shall not apply to discharge of ordinary sanitary wastewater into a septic system installed in accordance with applicable State and local regulations or to ordinary uses of household or garden products used in accordance with applicable labeling instructions from state and federal law. Nothing in this bylaw prohibits the Board of Health from limiting or prohibiting the use of any such product by appropriate regulations in the future.

## **§61.6. Exceptions to permit requirement.**

Permits shall not be required under this bylaw for the following:

- A. Septic Systems.
- B. Diesel fuel stored in tanks mounted on a vehicle and used to fuel vehicles on a construction site.
- C. Hydraulic oil reservoir tanks on heavy equipment.
- D. Use of domestic biodegradable cleaners for residential and business maintenance.
- E. Aboveground fuel oil tanks, including tanks in a basement, installed solely for the purpose of heating the building and/or providing hot water.

# ANNUAL TOWN MEETING MINUTES – MARCH 22, 2014

– CONTINUED

- F. Aboveground and underground propane tanks and liquefied petroleum gas (LPG) tanks installed for the purpose of heating the building and/or providing hot water and/or cooking fuel, to operate an emergency generator or for a propane filling station.
- G. Storage of consumer-sized containers of hazardous materials such as motor oil, cleaning supplies, paint, paint thinner, lawn chemicals, weed killer, and any other such commercially available products intended for retail provided that each individual container holds less than 50 gallons liquid volume.
- H. The Board of Health may impose conditions on any storage permit as necessary to serve the purposes of this bylaw or to protect the public health and environment.

## **§61.7. Permits – residential.**

- A. All residences with an existing underground fuel storage tank used to store No. 2 fuel oil shall apply for a permit from the Board of Health following the same requirements set forth in §61.4.
- B. Aboveground fuel storage tanks at residences, including tanks maintained in a basement/ cellar or outbuilding, are exempt from permit requirements.
- C. New residential underground fuel storage tanks used to store No. 2 fuel oil are prohibited under this regulation except by permit from the Board of Health.
- D. All existing and new aboveground fuel storage tanks must comply with the fuel line requirements of all applicable federal, state and local laws, rules and regulations, including but not limited -to M.G.L. ch. 148 §38J(d).
- E. Aboveground and underground propane tanks and liquefied petroleum gas (LPG) tanks installed solely for the purpose of heating the building, cooking and/or providing hot water or to operate an emergency generator are exempt from permit requirements.
- F. LPG tanks installed solely for the purpose of heating the building, cooking and/or providing hot water or to operate an emergency generator are exempt from permit requirements.

## **§61.8. Prohibition. Discharge reporting, defects, and remedial actions.**

- A. There shall be no discharge of hazardous materials, hazardous wastes or special wastes within the Town of Westford through land, water, or air transmission without a permit for such action by an authorized agent of a federal, state, or local agency or without a hearing from the Board of Health unless otherwise excepted or exempted under this bylaw.

# ANNUAL TOWN MEETING MINUTES – MARCH 22, 2014

– CONTINUED

- B. Owners, Operators and/or Persons in Charge must immediately report any discharge, leaking tanks or abnormal loss of hazardous materials or waste or special waste and shall provide a reasonable estimate of the nature and quantity of the discharged hazardous materials, wastes or special wastes to the Health Department and the Fire Chief within 12 hours of knowledge of the discharge in addition to meeting the notification requirements of all applicable federal, state, or local laws, rules and regulations, including but not limited to the reporting requirements of the Massachusetts Contingency Plan contained in 310 CMR 40.0300 et seq.
- C. No area within which hazardous materials, hazardous wastes, or special wastes are used, stored or generated may contain a floor drain that leads to a storm drain, septic system or leaching structure of any kind. Floor drains in such areas shall drain into containment vessels for removal by a MassDEP-approved hazardous waste hauler. All other drains shall be permanently sealed.
- D. No residues or waste waters resulting from hazardous material or waste or special waste spill cleanup procedures shall be disposed of into drains or other facilities leading to storm drains, septic systems, leaching structures of any kind, and/or Waste Water Stations. All such residues and waste waters shall be contained for removal by a MassDEP-approved hauler.
- E. Any release or discharge of hazardous material, hazardous waste or special waste shall be immediately contained and reported to the MassDEP if the quantity of material discharged exceeds the Reportable Quantities (RQ) listed in the Massachusetts Oil and Hazardous Materials List (MOHML) at 310 CMR 40.1600. Owners, Operators, and persons in Charge of Facilities that store hazardous material, hazardous wastes, or special wastes shall familiarize themselves with the Massachusetts Contingency Plan reporting requirements at 310 CMR 40.0300 et seq.
- F. Releases of quantities of material less than the RQs that do not have to be reported to MassDEP shall be cleaned up immediately. Clean-up and proper disposal of any discharged or abnormally lost hazardous material, hazardous waste, or special waste shall be the responsibility of the owner or operator, hazardous material generator, or user including cost of the cleanup and disposal. All clean-up must be conducted in a way that will not contribute to risk of fire, explosion, or other environmental hazard.

## **§61.9. General requirements for approval of hazardous material and hazardous waste permits.**

Hazardous materials and hazardous waste permits, with the exception of permits for residential home heating oil tanks, shall be granted by the Health Department only if the following criteria are met:

- A. The proposed storage, use or generation system shall provide adequate discharge prevention safeguards which are appropriate to the materials and wastes to be stored, used or generated and to the location of the storage, use or generation.
- B. The proposed storage, use or generation system shall comply with all local, state and federal regulations.

## ANNUAL TOWN MEETING MINUTES – MARCH 22, 2014

– CONTINUED

- C. The proposed storage, use or generation system shall not cause a threat to the public health and safety or to the environment.
- D. The applicant has established a satisfactory hazardous materials and hazardous waste discharge contingency plan.
- E. All hazardous materials or hazardous wastes to be stored above ground shall be stored in product-tight containers on an impervious, chemical resistant surface, under cover and sheltered from the weather unless otherwise specified by the Board of Health. The storage area shall be enclosed with a permanent dike of impervious construction providing a volume of at least 100% of the maximum volume of the largest single container or tank plus 10% of the total storage capacity. All outdoor storage areas shall be surrounded by a five (5)-foot fence, at a minimum, and shall be kept locked at all times when unattended.
- F. Hazardous waste shall be held on the premises for removal by a licensed carrier in accordance with the Massachusetts Hazardous Waste Management Act, M.G.L. ch. 21C.
- G. Owners, Operators, and Persons in Charge shall park delivery trucks or tank trailers that carry hazardous materials only in designated overnight parking areas approved by the Health Department and Fire Department. These parking areas must allow for detection and containment of discharge from the parked vehicles that are acceptable to the Board of Health and Fire Department.

### **§61.10. Aboveground tanks or storage facilities.**

- A. Surfaces underlying above-ground tanks or storage facilities containing hazardous materials, or areas in which hazardous materials are used, transferred, or delivered to such tanks or storage facilities, shall be impermeable to the materials being stored, and shall be enclosed by a permanent dike of impermeable construction. The dike system shall be sufficient to contain the capacity of the largest tank or storage facility plus 10% of the aggregate capacity of all other tanks or storage facilities within the enclosure. Double-walled tanks with continual interstitial monitoring may meet the diking requirements of this regulation. Nothing in this section shall be construed to replace the application of the dike requirements to tanks or storage facilities licensed under M.G.L. ch. 148.
- B. Wastes containing hazardous materials shall be held on the premises in product-tight containers for removal by a licensed carrier for disposal in accordance with M.G.L. ch. 21C.
- C. Aboveground tanks or storage facilities shall be prominently labeled to provide notice as to the types of hazardous materials stored within.
- D. This section does not apply to residential or commercial above-ground heating oil tanks used solely to store No. 2 fuel oil used for heating the building and/or providing hot water or for aboveground diesel or No. 2 fuel oil tanks that serve emergency generators.

# ANNUAL TOWN MEETING MINUTES – MARCH 22, 2014

– CONTINUED

- E. **Removal of aboveground tanks.** If an aboveground tank is removed and not replaced such as in a conversion of a building to some other heating fuel, all appurtenant devices such as fill pipes, vents, and piping must be removed to prevent accidental delivery of fuel oil to a cellar or other space.

## **§61.11. Inventory and monitoring of above ground storage systems.**

All hazardous materials or special wastes stored above ground, with the exception of residential and commercial heating oil tanks, shall be monitored weekly unless more frequent monitoring is specified in the permit. Monitoring shall consist of a thorough visual inspection of the container(s) and tank(s) and inventory of materials as well as the dike area for deterioration, leakage or unaccounted for loss of materials. All owners and operators shall maintain a written record of monitoring. This record must be available for inspection by the Health Department on request.

## **§61.12. Record retention.**

Throughout the permit period, owners, users, generators, or operators shall keep copies of all Hazardous Waste Transport Manifests on-site, as required under the Resource Conservation and Recovery Act 42 USC §6901 et seq. and the Massachusetts Hazardous Waste Management Act M.G.L. ch. 21C, 315 CMR §2.04. If a hazardous waste generator is exempt from the manifest requirements sufficient proof of a proper disposal method shall be maintained.

## **§61.13. Underground tanks or storage facilities.**

- A. In addition to the information set forth in §§61.4 and 61.7, all owners or operators, including residential owners, of underground tanks or storage facilities containing oil or hazardous materials, in any quantity, shall provide to the Health Department and the Fire Department, if applicable, the following additional information:
1. The location of each tank or storage facility on the premises, complete with sketch map.
  2. The age and size of each tank or storage facility, evidence of the date of installation, including any permits, if applicable. Such information shall be filed in the same manner, and at the same times, as that information required by §61.4, above.
- B. All materials used in the construction of any UST or storage facility shall be suitable for the purpose, and such tank or storage facility shall be designed or constructed to withstand any normal stress to which it may be subjected. Where applicable, such tank or storage facility shall be constructed in accordance with M.G.L. ch. 148 and 527 CMR 9.00 et seq., as amended.

## ANNUAL TOWN MEETING MINUTES – MARCH 22, 2014

– CONTINUED

- C. Owners or operators of underground tanks or storage facilities for which evidence of an installation date is not available shall, at the order of the Health Department, have such underground tanks or storage facilities tested, in accordance with procedures set forth in 527 CMR 9.00 as amended which are incorporated herein. Tanks that fail a tightness test that cannot be reconciled shall be taken out of service and removed in accordance with the requirements of 527 CMR 9.00 as amended which are incorporated herein. Tanks that fail a tightness test that cannot be reconciled shall be taken out of service and removed in accordance with the requirements of 527 CMR 9.00, as amended.
- D. All steel underground storage tanks or storage facilities shall be subject to mandatory tightness testing 15 years after the date of installation, and annually thereafter. Owners or operators may request a variance from the testing requirement if they demonstrate to the Health Department that such tests are not appropriate because of the presence of monitoring devices, double-walled construction, or equivalent safety precautions. The Health Department, after reviewing the information, may determine that the underground tank or storage facility does not represent a threat to ground or surface water quality. Such variance shall be required yearly. Nothing in this subsection shall be construed to replace or supersede the testing requirements of 527 CMR 9.00 or any other federal, state or local law or regulation.
- E. All steel underground storage tanks exempted under the provisions of §61.13.D herein must be tested for tightness at 20 years after installation, and every third year thereafter. All tanks constructed of fiberglass or other materials must be tested at 20 years after installation and every third year thereafter.
- F. All underground residential fuel storage tanks used to store No. 2 fuel oil must be tested for tightness at 20 years after installation and every third year thereafter.
- G. Where the Health Department has probable cause to believe that an underground tank or storage facility has caused a leak or a discharge to occur, said Board may order the testing for tightness of such tank or storage facility.
- H. If the testing required by this section indicates that a leak or discharge has occurred, the owner or operator shall proceed in accordance with §61.8, herein.
- I. Underground tanks or storage facilities shall have appurtenances prominently labeled to provide notice as to the types of hazardous materials stored within.
- J. All owners or operators of UST systems must provide the name and contact information for the Class A, B, or C Operator responsible for maintaining the tank as required in 310 CMR 80.02 and consistent with the requirements of 527 CMR 9.

# ANNUAL TOWN MEETING MINUTES – MARCH 22, 2014

– CONTINUED

- K. Underground storage tank removal.** Removal procedures for tanks used for storage of hazardous, flammable, or combustible material shall follow the requirements of 527 CMR 9.00 and 502 CMR 3.00. Prior to removal of a tank, the Fire Chief and Health Department shall be notified and the Fire Chief shall designate an inspector to oversee the tank removal unless MassDEP personnel are present. If there is any evidence of a release from an underground storage tank backfilling cannot take place until the owner has contracted a Licensed Site Professional (LSP) and all future work must be conducted under the requirements all applicable federal, state and local laws, rules and regulations, including but not limited to the Massachusetts Contingency Plan, 310 CMR 40.0000.
- L. Removal of all appurtenances when removing tanks.** When underground storage tanks are excavated and removed, all appurtenant devices including fill pipes, vents, and supply lines shall also be removed.
- M. Repair of residential tanks.** No residential underground heating oil storage tanks shall be repaired and placed back in service. Any tank which is in need of repair shall be removed and replaced by an above ground storage tank.

## **§61.14. Underground storage of flammable or combustible products and hazardous materials or hazardous wastes or special wastes.**

- A. Underground storage requirements.** Owners or operators storing flammable or combustible materials in underground storage systems shall obtain a permit from the Fire Chief in addition to the permit from the Health Department. Owners and operators storing hazardous materials or wastes or special wastes underground which are not flammable or combustible need only obtain a permit from the Health Department.
- B. Change of material in storage tank.** Prior to any change in the material stored in an underground tank, such change of material shall be approved by the Health Department and (in the case of flammable or combustible materials) by the Fire Chief. Confirmation by the tank manufacturer that such a change in material would be compatible with the tank type shall also be submitted, in writing, to the Health Department and Fire Chief.
- C. Underground storage tank construction.** All underground storage tanks shall be designed to minimize the risk of corrosion and leakage, and shall conform to all construction and installation requirements under applicable state and federal law. All new underground storage systems for hazardous materials or waste or special waste shall meet the standards for new underground hazardous waste tanks set forth in 310 CMR 30.693 and 30.694. Tanks for storage of hazardous wastes or flammable or combustible materials shall meet the requirements of 527 CMR 9.00.

# ANNUAL TOWN MEETING MINUTES – MARCH 22, 2014

– CONTINUED

## **§61.15. Groundwater and surface water protection.**

- A. **Groundwater Protection Areas.** New underground storage tanks are prohibited in a Groundwater Protection Area. Existing underground storage tanks in the Groundwater Protection Area shall apply for a permit from the Board of Health immediately upon the effective date of this Bylaw, which will require demonstration of no other option for storage of fuel or other material. Underground storage tanks in Groundwater Protection Areas must be fiberglass tanks with double-walled construction and interstitial leak monitoring. The Health Department may require installation of monitoring wells near the tank based on site-specific conditions.
- B. **Flood Zones.** Underground storage tanks shall not be located the Flood Zone except by permit from the Board of Health and must meet the same requirements as in 61.15A herein.

## **§61.16. Cessation of permit.**

The holder of a hazardous materials and waste and special waste permit shall notify the Health Department immediately, in writing, whenever the activities authorized under the permit cease on a permanent basis.

## **§61.17. Promulgation of rules and regulations.**

The Board of Health may from time to time pass regulations specifying categories of materials that shall be considered are hazardous materials or wastes under the “Hazardous Material” or “Hazardous Waste” definitions of this bylaw. The Board may adopt or amend rules and regulations consistent with the provisions of this bylaw. A copy of such rules shall be filed with the Town Clerk.

## **§61.18. Abandonment and other concerns.**

The holder of any license issued pursuant to M.G.L. ch. 148 for underground storage of any liquid hazardous material shall notify the Health Department and the Fire Chief whenever the provisions of said license cease to be exercised. Upon such notification, the Fire Chief shall prescribe appropriate action under M.G.L. ch. 148 and applicable state regulations.

## **§61.19. Variances.**

The Board of Health may vary the application of any provision of this bylaw, unless otherwise precluded by law, when in its opinion; the applicant has demonstrated that an equivalent degree of environmental protection required under this bylaw will still be achieved. The applicant, at his/her own expense, must notify all abutters by certified mail at least ten days before the hearing at which such variance request shall be considered. The notification shall state the variance sought and the reasons therefor. The Board of Health shall also notify, within 14 days of receipt of a variance request, the Fire Chief, Conservation Commission, Planning Board, and Building Inspector, of any variance requested under this Section, for their response in writing. The Board of Health shall hold a hearing on such variance request within 45 days of its receipt. Any variance granted by the Board of Health shall be in writing, as shall be any denial of a variance request, and shall contain a brief statement of the reasons for the granting or denying the variance.

# ANNUAL TOWN MEETING MINUTES – MARCH 22, 2014

– CONTINUED

## **§61.20. Fees.**

- A. The Board of Health may charge reasonable fees and shall publish a fee schedule.
- B. The Board of Health may charge for additional expenses incurred in the enforcement of Chapter 61.
- C. Any person applying for a permit for a tank or storage facility pursuant to Chapter 61 shall pay a fee to the Town's Board of Health. Such fee shall be due on the same date as the initial or annual permit. Failure to pay the fee shall constitute a violation subject to the penalties contained herein.

## **§61.21. Enforcement.**

- A. Any person having knowledge of any discharge of hazardous materials shall immediately report the discharge to the Health Department and the Fire Chief and to the MassDEP if the release meets the requirements of reporting under 310 CMR 40.0300 et seq.
- B. The Board of Health or its designee, the Health Department or its designee, the Fire Chief or his designee may, upon reasonable notice to the occupant of the premises enter any premises for the purpose of investigating, sampling, or inspecting any record, condition, equipment, practice, or property relating to activities subject to this bylaw and for purposes of enforcing this bylaw.
- C. The Board of Health may suspend or revoke any permit or license issued pursuant to this Bylaw for any violation of this Bylaw or for any violation of any other applicable federal, state or local law, rule or regulation. Such revocation or suspension may take place after a hearing held by the Board of Health of which the permit or license holder is given seven (7) days written notice. Such notice shall be deemed given upon mailing same, certified mail, return receipt requested, to the address listed on the permit application.
- D. Any person who violates any provision of this bylaw shall be punished by a fine of not more than \$300 as allowed under M.G.L. ch. 40 §21. Each day or portion thereof during which a violation continues shall constitute a separate offense; if more than one violation exists, each violation shall constitute a separate offense. Upon the request of the Board of Health or the Fire Chief, the Board of Selectmen shall take such legal action as is necessary to enforce this bylaw.
- E. This bylaw may be enforced by the Health Department or its designee or the Fire Chief or his designee, and Town police officers. Whoever violates any provision of this bylaw may be penalized by a non-criminal disposition process as provided in M.G.L. ch. 40 §21D and the Town's non-criminal disposition by-law. If non-criminal disposition is elected, then any person who violates any provision of this bylaw shall be subject to a fine of \$300 per offense.
- F. The Board of Health and/or Fire Chief may enforce this Bylaw or enjoin violations thereof through any lawful process, and the election of one remedy shall not preclude enforcement through any other lawful means.

# ANNUAL TOWN MEETING MINUTES – MARCH 22, 2014

– CONTINUED

## §61.22. Severability.

Each provision of this bylaw shall be construed as separate, to the end that if any part of it shall be held invalid for any reason, the remainder shall continue in full force and effect.

## ARTICLE 27: Amend Chapter 22: Finance Committee

It was voted unanimously that the Town amend General Bylaw Chapter 22 as set forth below, with proposed changes shown in underline for additions and strikethrough for deletions.

### Chapter 22: Finance Committee

#### § 22.1. Executive summary.

The Finance Committee is appropriately interested in the Town's annual operational budget development, financial policy, and all planning anticipated to have a financial impact on the Town. The Committee can make recommendations on any financial matter before Town Meeting or on ballot referenda and provide the underlying rationale and supporting information for each recommendation.

#### § 22.2. Membership; compensation.

There shall be a Finance Committee consisting of 9 voters of the Town, none of whom shall hold any other elective or appointed Town office or position having to do with the expenditure of money. The members of the Finance Committee shall be sworn to the faithful performance of their duties and shall serve without compensation.

#### § 22.3. Duties.

- A. The Finance Committee shall be appointed by the Moderator for the purpose of advising the Town Meeting on all matters relating to the appropriation, borrowing, expenditure, and receipt of money by the Town, including, but not limited to, the annual budget as set forth below, the Town's indebtedness, capital needs, and all other municipal affairs having a financial impact upon the Town.
- B. The Finance Committee shall recommend approval or disapproval to the Town Meeting of the annual operating and capital budgets as set forth below, and also upon any article or matter within a Town Meeting warrant which may involve the appropriation or expenditure of money. Such recommendations shall include any other advice the Committee deems advisable. The Committee may also issue recommendations on referenda or other matters appearing on the ballot having financial impact upon the Town, excluding the choice of individuals for Town offices.

C.

#### § 22.4. Terms; vacancies; organization.

The terms of members shall be for 3 years and shall be staggered in such a manner that 3 terms expire in each year. The terms shall begin upon July 1 in the year in which appointments are made. A vacancy shall exist whenever a member resigns in mid-term by informing the Moderator and Town Clerk of such intent. Vacancies shall be filled by the Moderator for the remainder of the unexpired term only. The Committee shall meet at the call of the majority of duly appointed members, or at the call of the Town Clerk as soon as practicable after July 1 of each year to organize, elect such officers as it may deem necessary, and to adopt and amend such rules and regulations, organization, and procedures as are consistent with these bylaws and the General Laws of the Commonwealth.

# ANNUAL TOWN MEETING MINUTES – MARCH 22, 2014

– CONTINUED

## § 22.5. Advisor.

The Finance Director shall serve as an advisor to the Finance Committee.

## § 22.6. Areas of responsibility. [Amended 11-12-02 STM Art. 16]

### A. Development of annual operating and capital improvement budgets.

1. ~~Immediately upon~~ Within sixty days of the close of the fiscal year, the ~~Finance Director~~ Town Manager shall compile statements in tabulated form for 1) the amounts appropriated and amounts expended from each appropriation during the preceding fiscal year and 2) an analysis of the adequacy of the appropriations and revenue estimates for the current fiscal year. Copies of the same, together with any other information he/she deems advisable, shall be immediately transmitted to the Board of Selectmen, the Town Manager, and the Finance Committee. The Town Manager, in consultation with the Finance ~~Director~~ Department and Finance Committee, shall then set completion dates for all phases of the succeeding fiscal year's budget development process.
  2. Upon analysis and consideration of the information provided and gathered, the Town Manager shall issue a budget development message to all departments and boards by the agreed upon date. The message shall outline the current and projected financial condition of the Town and budgetary goals for the succeeding fiscal year.
  3. The Town officers, boards, committees, and department heads authorized by law to expend funds, shall submit detailed estimates of the amounts necessary for the proper maintenance of their departments in the upcoming fiscal year to the Town Manager and Finance Committee no later than the agreed upon date. Furthermore, such officers, boards, committees, and department heads authorized by law to expend funds, shall submit a capital budget for the upcoming fiscal year to the Town Manager and the Finance Committee no later than the agreed upon date.
  4. All budgets thus submitted shall be consistent with the policy direction contained in the budget development message and shall be accompanied by sufficient explanation and supporting data to clearly support the amounts described.
  5. The Town Manager and Finance Committee shall either separately or jointly review the budgets submitted to them, and each shall hold such hearings and meetings as deemed necessary. The Town Manager shall, no later than the agreed upon date and after making additions and deletions as he/she sees fit, adopt a final proposed operating and capital budget for presentation to the Annual Town Meeting for the succeeding fiscal year.
  6. The Finance Committee shall, after due consideration, recommend the amounts which, in its judgment, should be appropriated for the ensuing year, and shall accompany the same with such explanations and suggestions thereto as it may deem advisable for the proper information of the voters. The Finance Committee shall print these recommendations and information together with the Town Manager's proposed budget and the warrant, and shall distribute this document to all residents of the Town at least 10 days prior to the Annual Town Meeting.
- B. Management of Finance Committee reserve fund. Town Meeting may appropriate monies into a reserve fund for the transfer of funds by a majority vote of the Finance Committee, to meet "extraordinary or unforeseen expenses" within a Town function during the fiscal year.

# ANNUAL TOWN MEETING MINUTES – MARCH 22, 2014

– CONTINUED

- C. Recommendations upon warrant articles and ballot questions which have a financial impact.

The Finance Committee may study the financial implications and impact of all warrant articles before the Town Meeting, or a question on a ballot. It shall then inform the voters of its findings and recommendations.

- D. Participation in planning/negotiation activities.

1. The Finance Committee, or a designated member, may be an active participant in any board or committee created for the purpose of formulating financial policy and procedures which affect bonded debt, free cash use, capital budgeting, investments, expanding revenue sources, and any other financial planning activities.
2. The Finance Committee, or a designated member, may be a non-voting member to all official and unofficial ad-hoc committees created for the purpose of negotiating the purchase of any land, buildings, rights, interests, etc., in excess of \$10,000.

## **ARTICLE 28: Amend Chapter 124: Marijuana Bylaw**

It was voted unanimously that the Town amend General Bylaw Chapter 124 to refer to the Humanitarian Medical Use of Marijuana Act; and to make formatting changes consistent with other bylaws; proposed changes are shown in underline for additions and strikethrough for deletions.

### **Chapter 124: Public Consumption of Marijuana**

[Adopted 10-18-2010 STM, Art. 11.]

#### **§124.1. Definitions.**

The following definitions shall apply in the interpretation and enforcement of this bylaw.

Marijuana shall mean marijuana (or tetrahydrocannabinol) as defined in M.G.L. ch. 94C, § 1 as amended.

Consume shall mean taking into the human body by means of inhalation, ingestion, absorption or injection.

#### **§124.2. Public consumption prohibited.**

No person shall burn, smoke, ingest, or otherwise use or consume marijuana or tetrahydrocannabinol (as defined in M.G.L. ch. 94C, § 1, as amended) while in or upon any area owned by or under the control of the Town, including but not limited to, any street, sidewalk, public way, footway, passageway, stairs, bridge, park, playground, beach, recreation area, boat landing, public building, school, school grounds, cemetery, or parking lot; or in or upon any bus or other passenger conveyance operated by a common carrier; or in or upon any place accessible to the public, including any person in a motor vehicle while it is in, or upon any public way or any way to which the public has a right of access within the Town.

#### **§124.3. Seizure of marijuana in violation.**

Any marijuana or tetrahydrocannabinol burned, smoked, ingested, or otherwise used or consumed in violation of this bylaw shall be seized, held, and disposed of in accordance with M.G.L. ch. 94C, § 47A.

# ANNUAL TOWN MEETING MINUTES – MARCH 22, 2014

– CONTINUED

## §124.4. Identification of person(s) found in violation.

Whoever is found in violation of this bylaw shall, when requested by an official authorized to enforce this bylaw, state his or her true name and address to said official.

## §124.5. Enforcement.

This bylaw may be enforced through any lawful means in law or in equity including, but not limited to, enforcement by criminal indictment or complaint pursuant to M.G.L. ch. 40, § 21, or by non-criminal disposition pursuant to M.G.L. ch. 40, §21D, by the Board of Selectmen, the Town Manager, or their duly authorized agents, or any police officer. This bylaw does not apply to the consumption of marijuana on the premises of a Registered Marijuana Dispensary, registered and regulated by the State Department of Public Health.

## §124.6. Penalties.

The fine for a violation of this bylaw shall be \$300 for each offense. A penalty imposed under this bylaw shall be in addition to any civil penalty imposed M.G.L. ch. 94C, § 32L.

An offender under the age of 18 that violates this bylaw shall be subject to forfeiture and a \$100 fine, provided he or she also completes a drug awareness program which meets the criteria set forth in M.G.L. ch. 94C, § 32M. The parents or legal guardian of any offender under the age of 18 shall also be notified of the offense, as set forth in M.G.L. ch. 94C, § 32N, and informed of the drug awareness program and community service requirements. If an offender under the age of 18 fails within one (1) year of the offense to complete both a drug awareness program and the required community service, the \$100 fine for violation of the bylaw may be increased to \$300 and the offender and his or her parents shall be jointly and severally liable to pay that amount. A fine of \$300 shall also be imposed for offenders under the age of 18 for each subsequent offense of this bylaw.

And that the Town add an entry in Chapter 1, Section 1.4 of the General Bylaws, as follows:

Chapter	Enforcing persons	Offense	
Chapter 124 Public Consumption of Marijuana	Selectmen, Town Manager, any police officer	1st and each sub- sequent offense	\$300
Chapter 124 Public Consumption of Marijuana by a person Under 18 but over 14 years of age	Selectmen, Town Manager, any police officer	1st offense	\$100 and complete drug awareness program
Chapter 124 Public Consumption of Marijuana by a person Under 18 but over 14 years of age	Selectmen, Town Manager, any police officer	Failure to com- plete the drug awareness pro- gram and each subsequent offense	\$300

# ANNUAL TOWN MEETING MINUTES – MARCH 22, 2014

– CONTINUED

## **ARTICLE 29: Adopt New General Bylaw Chapter 170: Stony Brook Conservation Land**

It was voted by a counted majority with 94 in favor and 91 opposed that the Town adopt a new General Bylaw Chapter 170 to rename the town-owned parcels of land now known as Stepinski and East Boston Camps with new names reflecting the Town of Westford ownership of this property as shown below:

### Chapter 170: Stony Brook Conservation Land

#### § 170.1. Purpose.

The purpose of this bylaw is to rename town-owned parcels of land currently known as the Stepinski parcel and East Boston Camps to "Stony Brook Conservation Land." The camps on this parcel will retain their current name of "East Boston Camps." The current "East Boston Camps" sign at the Depot Street parcel entrance will be relocated to the actual site of the camps in the Stony Brook Conservation Land. Any other signs referring to East Boston Camps will be situated within the campsite area. A "Stony Brook Conservation Land" sign with the wording "Town of Westford Conservation and Recreation Land" underneath the new name will be erected at the Depot Street parcel entrance. This does not preclude the naming of Water Department assets or recreation fields situated on the land.

#### § 170.2. Definitions.

- A. "East Boston Camps" includes the parcels of land and camps approved for purchase by the February 7, 2005 Special Town Meeting Article 1. The land is described as Assessors' Map 31-37, 35-32-4 and a 6,141 square foot lot shown on MNRD (Middlesex North Registry of Deeds) Plan Book 97, Plan 91B and a 25,858 square foot lot and a 48,582 square foot lot both shown on MNRD Plan Book 99, Plan 62A (all to be referred to as Parcel A) and Assessors' Map 36-8 (to be referred to as Parcel B), consisting of approximately 289 acres.
- B. The "Stepinski" parcel includes the parcel of land approved for purchase by the Town of Westford at the October 20, 2008 Special Town Meeting. The land is described as Assessors' Map 31-Parcel 35, 31-35-101 and 31-35-102 consisting of 110.8 acres.
- C. "Stony Brook Conservation Land" is the new name of the combined East Boston Camps and Stepinski parcels.

**§ 170.3. Naming of Recreational Fields and Water Department Assets.** This bylaw does not change the naming rights of the Committees or Boards having "care and custody" of the various recreational fields and Water Department assets located on this land.

#### **Amendments:**

A motion was made and seconded to change the name from Stony Brook Conservation Land to Algonquin Preserve. The motion failed for a lack of majority.

A motion was made and seconded to change the name from Stony Brook Conservation Land to Algonquin Conservation Land. The motion failed for a lack of majority.

# ANNUAL TOWN MEETING MINUTES – MARCH 22, 2014

– CONTINUED

## **ARTICLE 30: Amend Zoning Bylaw Sections 2, 6, 8 and 10 to Establish a Medical Marijuana Overlay District**

It was voted by a two-thirds declared majority that the Town amend subsection 2.1.1 to include a reference to the Medical Marijuana Overlay District (MMOD), to delete Section 6.6 in its entirety – Temporary Moratorium on Medical Marijuana Treatment Centers, to create a new subsection 8.6, Medical Marijuana Overlay District and to amend Section 10.2, Definitions, to add definitions related to MMOD.

*Section 2.1.1 –add MMOD to list of Overlay Districts - Additions shown in **bold underline**. The map of the MMOD will be incorporated into the Zoning Map with this amendment.*

### **Section 2.1.1**

The following overlay districts are also hereby established within the Town of Westford:

Water Resource Protection Overlay District WRPOD  
Floodplain Overlay District FOD  
Conservation Overlay District COD  
Senior Residential Multifamily Overlay District SRMOD  
Mill Conversion Overlay District MCO  
Route 110 Minot’s Corner Overlay District R110MCO  
**Medical Marijuana Overlay District MMOD**

*Section 6.6 –Delete section 6.6 Temporary Moratorium because final zoning text being proposed.*

## ~~6.6 TEMPORARY MORATORIUM ON MEDICAL MARIJUANA TREATMENT CENTERS [Added 3-23-2013 ATM, Art. 19]~~

### ~~6.6.1 Purpose~~

- ~~1. By vote at the State election on November 6, 2012, the voters of the Commonwealth approved a law regulating the cultivation, distribution, possession and use of marijuana for medical purposes. The law provides that it is effective on January 1, 2013 and the State Department of Public Health is required to issue regulations regarding implementation within 120 days of the law’s effective date.~~
- ~~2. Currently under the Zoning Bylaw, a Medical Marijuana Treatment Center is not a permitted use in the Town and any regulations promulgated by the State Department of Public Health are expected to provide guidance to the Town in regulating medical marijuana, including Medical Marijuana Treatment Centers. The regulation of medical marijuana raises novel and complex legal, planning, and~~

# ANNUAL TOWN MEETING MINUTES – MARCH 22, 2014

– CONTINUED

~~public health and safety issues and the Town needs time to study and consider the regulation of Medical Marijuana Treatment Centers and better understand and address the complex issues mentioned herein. Furthermore, the Town needs to understand the potential impact of the State regulations on local zoning and to undertake a planning process to consider amending the Zoning Bylaw regarding regulation of medical marijuana treatment centers and other uses related to the regulation of medical marijuana.~~

3. ~~The Town intends to adopt a temporary moratorium on the use of land and structures in the Town for Medical Marijuana Treatment Centers so as to allow the Town sufficient time to engage in a planning process to address the effects of such structures and uses in the Town, to study the complex issues noted herein, and to enact bylaws in a manner consistent with sound land use planning goals and objectives.~~

## ~~6.6.2~~ **Temporary Moratorium**

1. ~~For the reasons set forth above and notwithstanding any other provision of the Zoning Bylaw to the contrary, the Town hereby adopts a temporary moratorium on the use of land or structures for a Medical Marijuana Treatment Center. The moratorium shall be in effect through **June 30, 2014**.~~
2. ~~During the moratorium period, the Town shall undertake a planning process to address the potential effects of medical marijuana facilities in the Town, consider the Department of Public Health regulations Regarding Medical Marijuana Treatment Facilities and related uses, and shall consider adopting new Zoning Bylaws to address the effect and operation of Medical Marijuana Treatment Centers and related uses.~~

*Section 8.6 – Add new section describing the MMOD. The entire section is new and is not shown in underline for clarity.*

## 8.6 MEDICAL MARIJUANA OVERLAY DISTRICT (MMOD)

# ANNUAL TOWN MEETING MINUTES – MARCH 22, 2014

– CONTINUED

## 8.6.1 Purpose

1. The purpose of this Section is to provide for the placement of a Registered Marijuana Dispensary (RMD) in accordance with the Humanitarian Medical Use of Marijuana at GL c 94C, App. S1-1 et seq., in a location suitable for a lawful medical marijuana facility and to minimize adverse impacts of a RMD on adjacent properties, residential neighborhoods, and locations where minors congregate by regulating the siting, design, placement, security and removal of a RMD.
2. Where not expressly defined in the Zoning Bylaw, terms herein shall be interpreted as defined in the Humanitarian Medical Use of Marijuana Act G.L. c 94C. App. S 1-1, et seq. and the Department of Public Health (DPH) Regulations promulgated thereunder, 105CMR 725, et seq., and otherwise by their plain language.

## 8.6.2 Overlay District

The Medical Marijuana Overlay District (MMOD) is hereby established as an overlay district. The boundaries of the MMOD are shown on the Zoning Map on file with the Town Clerk. If the provisions of the MMOD are silent on a zoning regulation, the requirements of the underlying district shall apply. If the provisions of the MMOD conflict with the requirements of the underlying district, the requirements of the MMOD shall control. Land within the MMOD may be used for either:

- a. A Registered Marijuana Dispensary (RMD) in which case the requirements set forth in this Section shall apply; or
- b. A use allowed in the underlying district in which case the requirements of the underlying district shall apply.

## 8.6.3 Location

1. The MMOD overlays most of the Commercial Highway District along State Route 110 (Littleton Road) and part of the Industrial A District along State Route 40 (Groton Road) as shown on the zoning map on file with the Town Clerk. These locations are suitable because they are highly visible with direct access to state highways and portions of the overlay district are located adjacent to established public transit routes. The overlay district is also in proximity to commercial activity areas that have medical treatment and dispensary facilities.
2. A RMD shall not be located within 500 feet of any of the following facilities that are in existence at the time of permit application:
  - a. School, including a public or private elementary, vocational or secondary school or a public or private college, junior college or university;
  - b. Child Care Center as defined in MGL Chapter 15D Section 1A;
  - c. Public park; or
  - d. Any facility where the primary purpose is to serve persons under age 18 who commonly congregate to participate in scheduled and structured activities.

## ANNUAL TOWN MEETING MINUTES – MARCH 22, 2014

– CONTINUED

3. Measurement of distance for the purpose of this bylaw shall be measured from property line to property line. The Planning Board may waive this distance requirement by a supermajority vote as part of the issuance of a Special Permit in any of the following instances:
  - a. Renewal of a Special Permit for an existing RMD; or
  - b. New application (change of applicant) for an existing RMD; or
  - c. If the applicant demonstrates that a RMD would otherwise be effectively prohibited within the Town; or
  - d. The applicant demonstrates that the RMD will employ adequate security measures to prevent diversion of medical marijuana to minors who are not qualifying patients pursuant to 105 CMR 725.004.

### **8.6.4 Eligibility**

1. Only one RMD shall be permitted within the Town. As defined in Section 10.2 a RMD can either dispense, prepare, cultivate or any combination thereof. Therefore, any facility with one of these activities constitutes a RMD.
2. Only an applicant holding a valid Provisional Certificate of Registration from the Department of Public Health is eligible to apply for a Special Permit under this Section.

### **8.6.5 Administration and Procedure**

1. One RMD shall be permitted in the MMOD pursuant to a Special Permit. The Planning Board shall be the Special Permit Granting Authority (SPGA) for a RMD Special Permit. In addition to the RMD Special Permit, applicants shall apply for a Site Plan Review in accordance with Section 9.4.
2. The Planning Board shall notify and refer copies of RMD applications to the appropriate Town officials, such as Police Department, Fire Department, Building Commissioner, Town Engineer, Highway Superintendent, Health Department, Water Department, and Council on Aging, who have expertise or responsibilities relating to the application or serve constituencies likely to use a RMD. These reviewers may examine the application and submit written comments to the Planning Board. Failure to submit written comments by the designated deadline shall be construed as a lack of opposition to the proposal.
3. Applicants for a RMD Special Permit shall follow the application requirements on forms provided by the Planning Board or their designee.
  - a. An applicant for a Special Permit to operate a RMD under this bylaw shall submit the following to the Planning Board for its review:
    - 1) A copy of its Provisional Certificate of Registration from the Massachusetts Department of Public Health (DPH);
    - 2) A copy of any waivers of DPH regulations issued to the RMD;

# ANNUAL TOWN MEETING MINUTES – MARCH 22, 2014

– CONTINUED

- 3) A full description of all security measures including employee security policies approved by the DPH;
  - 4) A copy of the emergency procedures approved by the DPH;
  - 5) A copy of the policies and procedures for patient or personal caregiver home delivery approved by DPH;
  - 6) A copy of the policies and procedures for the transfer, acquisition or sale of marijuana between RMDs as approved by the DPH; and
  - 7) A security contingency plan to address emergency situations and conditions presented by emergencies such as extended power outage and natural disasters.
- b. The site plan shall clearly delineate various areas of the RMD (both indoors and outdoors) including but not limited to as public access areas, employee-only access areas, storage, cultivation, preparation, waste disposal, administrative, transportation and loading as well as parking areas. Site plans and/or application narrative shall contain sufficient information so that the Planning Board can evaluate the following design and operational standards.
4. Design Standards. The facility shall meet the following minimum requirements:
- a. All activities related to the RMD with regard to processing, cultivation, or storage of marijuana shall be conducted indoors. No materials, plants or byproducts shall be visible from outside of the premises/building. With the exception of loading areas, no operations shall be visible to the public;
  - b. The facility may include waiting areas for patients and caretakers and areas where patients and caregivers receive instruction about use of the product and other activities directly related to administration of services. There shall not be any facilities for use by the general public such as public reception areas, public restrooms or public lounge or seating areas;
  - c. All shipping and receiving areas shall exclusively serve the RMD. In the case of a multi-use or multi-tenant site, the RMD shall be laid out and designed to ensure separation from other uses or tenants at the site;
  - d. The facility shall have adequate water supply, stormwater systems, sewage disposal, and surface and subsurface drainage;
  - e. Adequate lighting, including night lighting that provides for monitoring of building and site security;
  - f. Signage is limited to that which is permitted under 105 CMR 725.100 (L) and shall also comply with the Town of Westford Sign Bylaw.
5. Security and Operational Standards
- a. The Planning Board shall request review and comment from the Chief of Police or designee. Failure to submit written comments by a designated deadline set by the Planning Board shall be construed as a lack of opposition to the proposal. The Chief of Police or designee may recommend reasonable security conditions to the Board;

# ANNUAL TOWN MEETING MINUTES – MARCH 22, 2014

– CONTINUED

- b. The applicant under this Section shall provide and keep up to date contact information as required by the Chief of Police and Building Commissioner such as name, telephone number and electronic mail address of a contact person who must be available 24 hours a day.
- c. Security Design Requirements. At a minimum, the security features used to protect the site shall fully comply with 105 CMR 725 and, in addition, must have the following capabilities:
  - 1) A security camera system that monitors all entrances and exits for vehicles and persons as well as all areas where marijuana is received, stored, processed, sent or otherwise handled;
  - 2) The security camera system shall have a minimum 180 day storage capacity;
  - 3) Access and egress to all entrances and exits for vehicles and persons into areas where marijuana is received, stored, processed, sent or otherwise handled shall be controlled by an electronic access security system that records the ingress and egress of vehicles and persons;
  - 4) All personnel shall have a security identity card that includes a front facial picture of the employee. The identity card shall also serve as the electronic access card for entrance into all restricted areas. The date and time of all access and egress into such areas shall be digitally recorded. Identification cards shall be worn at all times when personnel are in the RMD facility and must be plainly visible and not concealed;
  - 5) All security alarm systems for the RMD shall be monitored by central station alarm. The Westford Police Department shall be immediately notified of the receipt of any alarm by the central station monitor; and
  - 6) The applicant shall immediately notify the Westford Police Department of any breakdown or malfunction of any part of the security system. This notification shall include at a minimum the following:
    - Date and time of malfunction;
    - Nature of malfunction;
    - Any loss or attempted loss of product as a result of the malfunction;
    - The compensatory measures in place to address the discontinuity of the security system; and
    - Estimated date and time of restoration of the security measures.

# ANNUAL TOWN MEETING MINUTES – MARCH 22, 2014

– CONTINUED

## 6. Enforcement

- a. Failure to comply with any of the provisions of the security measures in this Section shall be reported to the Building Commissioner for review. The applicant's unwillingness or inability to make timely repairs to the security systems may result in the issuance of a Cease and Desist order until such repairs have been completed and approved by appropriate town officials.

### 8.6.6 Special Permit Approval Criteria and Conditions

1. The Planning Board may impose reasonable conditions to improve site design, traffic flow, public safety, water quality, air quality, protection of significant environmental resources and the preservation of community character of the surrounding area including but not limited to the following:
  - a. Minimize the impacts of increased noise and traffic;
  - b. Impose security precautions related to the high value of products and cash transactions;
  - c. Deter unauthorized or ineligible customers at the RMD;
  - d. Impose measures to prevent diversion of marijuana; and
  - e. Conditions related to the design and construction of the facility to improve safety, security and conformance with community character.
2. Planning Board shall address the following general conditions in each special permit issued under this Section:
  - a. Hours of operation, including dispatch for home delivery;
  - b. The reporting of any incidents to the Building Commissioner and Planning Board as required under the requirements of 105CMR 725.110(f) within 24 hours of occurrence. Such reports may be redacted as necessary to comply with any applicable state or federal laws and regulations.
  - c. The reporting of any summary cease and desist order, quarantine order, summary suspension order, limiting sales order, notice of hearing or final action by DPH or the Division of Administrative Law Appeals as applicable regarding the RMD to the Building Commissioner and the Planning Board within 48 hours of their receipt.
3. A Special Permit may be issued to any applicant who, in the determination of the Planning Board, has met the requirements of this Section; as well as the criteria in Section 9.3.
4. The issuance of a special permit under this Section shall also be subject to the following:
  - a. The special permit shall expire within five (5) years of the date of issue. If the applicant wishes to renew the special permit, an application to renew must be submitted at least 120 days prior to the expiration of the Special Permit;
  - b. Special permits shall be limited to the current applicant and shall expire on the date the Special Permit holder ceases operation of the RMD;
  - c. Special permits shall lapse upon the expiration or termination of an applicant's registration by DPH;

# ANNUAL TOWN MEETING MINUTES – MARCH 22, 2014

– CONTINUED

- d. The holder of a special permit for an RMD facility shall notify the Building Commissioner and the Planning Board in writing within 48 hours of the cessation of operation of the RMD or the expiration or termination of the permit holder’s registration with DPH; and
- e. Any failure to fully comply with any conditions of the special permit, this or any bylaws of the Town of Westford, or the laws or regulations of the Commonwealth of Massachusetts, may result in the suspension or revocation of the special permit by the Planning Board.

## 8.6.7 Prohibition Against Nuisances

No use shall be allowed in the MMOD which creates a nuisance to abutters or to the surrounding area, or which creates any hazard, including but not limited to fire, explosion, fumes, gas, smoke, odors, obnoxious dust, vapors, offensive noise or vibration, flashes, glare, objectionable effluent or electrical interference, which may impair the normal use and peaceful enjoyment of any property, structure or dwelling in that area.

## 8.6.8 Severability

The provisions of the Bylaw are severable. The invalidity of any Section or provision of this Zoning Bylaw shall not invalidate any other Section or provision hereof.

*Changes to Section 10.2 – Add the following definitions and delete definition shown in strikethrough. Note: changes to be made in alphabetical order within Section 10.2. “Membership Club” included here to clarify that it is NOT being deleted, and should be on a separate line (this corrects a scrivener’s error).*

**Certificate of Registration:** The certificate issued by the Massachusetts Department of Public Health (DPH) that confirms that a RMD has met all requirements pursuant to the Act for the Humanitarian Medical Use of Marijuana and 105 CMR 725 and is registered by DPH.

**Marijuana:** Shall mean marijuana as defined in 105 CMR 725.004.

**Marijuana-Infused Product (MIP):** Shall mean Marijuana-infused product (MIP) as defined in CMR 725.004.

**Marijuana Treatment Center:** means a not-for-profit entity registered under 105 CMR 725, to be known as a registered marijuana dispensary (RMD), that acquires, cultivates, possesses, processes (including development of related products such as edible marijuana-infused products –MIPs, tinctures, aerosols, oils or ointments), transfers, transports, sells, distributes, dispenses, or administers marijuana, products containing marijuana, related supplies, or educational materials to registered qualifying patients or their personal caregivers. A RMD refers to the site of dispensing, cultivation OR preparation of marijuana.

# ANNUAL TOWN MEETING MINUTES – MARCH 22, 2014

– CONTINUED

~~**Medical Marijuana Treatment Center:** A not for profit entity, as defined by Massachusetts law only, registered by the Department of Public Health, that acquires, cultivates, possesses, processes (including development of related products such as food, tinctures, aerosols, oils or ointments), transfers, transports, sells, distributes, dispenses, or administers marijuana, products containing marijuana, related supplies, or educational materials to qualifying patients or their personal caregivers.~~

**Membership Club:** A nonprofit social, sports or fraternal association or organization which is used exclusively by members and their guests. [Added 3-23-2013 ATM, Art. 19]

**Registered Marijuana Dispensary (RMD):** See Marijuana Treatment Center.

## **ARTICLE 31: Amend Zoning Bylaw Section 8.2, the Floodplain Overlay District**

It was voted by a two-thirds declared majority that the Town amend Section 8.2, to update references to the State Building Code, to update map references to the Middlesex County Flood Insurance Rate Maps (FIRM), and to correctly reference a requirement of the Code of Federal Regulations. Added words are shown in **bold underline**, deleted words are shown in strikethrough.

### **8.2 FLOODPLAIN OVERLAY DISTRICT (FOD)** [Amended 3-27-2010 ATM, Art. 26; 3-23-2013 ATM, Art. 22]

**8.2.1 Purpose.** The Floodplain Overlay District (FOD) is established as an overlay district to all other districts:

1. to protect public health, safety and general welfare;
2. to protect human life and property from hazards of periodic flooding;
3. to preserve natural flood control characteristics and the flood storage capacity of the floodplain; and
4. to preserve and maintain the groundwater table and water recharge areas within the floodplain.

All development in the district, including structural and non-structural activities, shall comply with Massachusetts General Laws and with the following:

- Sections of the Massachusetts State Building Code applicable to construction in the floodplain;
- Wetlands Protection Regulations, Department of Environmental Protection (DEP) (currently 310 CMR 10.00);
- Inland Wetlands Restriction, DEP (currently 310 CMR 13.00);
- Minimum Requirements for the Subsurface Disposal of Sanitary Sewage, DEP (currently 310 CMR 15, Title 5);

Any variances from the provisions and requirements of the above referenced state regulations may only be granted in accordance with the required variance procedures of these state regulations.

# ANNUAL TOWN MEETING MINUTES – MARCH 22, 2014

– CONTINUED

- 8.2.2 District Boundaries.** The FOD includes all special flood hazard areas within the Town of Westford designated as Zone A and AE on the Middlesex County Flood Insurance Rate Map (FIRM) issued by the Federal Emergency Management Agency (FEMA) for the administration of the National Flood Insurance Program. The map panels of the Middlesex County FIRM that are wholly or partially within the Town of Westford are panel numbers 25017C0113E, 25017C0114E, 25017C0118E, 25017C0226E, 25017C0227E, 25017C0228E, 25017C0229E, and 25017C0231E dated June 4, 2010; and 25017C0232E, 25017C0233E, 25017C0234E, 25017C0236E, 25017C0237E, 25017C0241E, 25017C0242E, and 25017C0243E, dated July 7, 2014 June 4, 2010. The exact boundaries of the District may be defined by the 100-year base flood elevations shown on the FIRM and further defined by the floodway data tables in Middlesex County Flood Insurance Study (FIS) report anticipated to be dated July 7, 2014 dated June 4, 2010. The FIRM and FIS report are incorporated herein by reference and are on file with the Town Clerk, Planning Board and Building Commissioner.
- 8.2.3 Overlay District.** The FOD shall be considered as overlaying all classes of districts listed in Section 2.1. All development, including structural and nonstructural activities, whether permitted by right or by special permit, must be in compliance with the Massachusetts State Building Code pertaining to construction in the floodplain, G.L. c. 131, s. 40, and other pertinent regulations.
- 8.2.4 Uses Permitted by Right.** The following uses are permitted by right since they create a minimal risk of damage due to flooding and will not constitute obstructions to flood flow, provided that they are permitted in the underlying district and that they do not require structures, fill or storage of materials or equipment:
1. Agricultural uses such as farming, grazing, truck farming, and horticulture.
  2. Forestry and nursery uses.
  3. Outdoor recreational uses, including fishing, boating and play areas.
  4. Conservation of water, plants and wildlife.
  5. Wildlife management areas; foot, bicycle and horse paths.
  6. Temporary nonresidential structures used in connection with fishing, growing, harvesting, storage, or sale of crops raised on the premises.
  7. Buildings lawfully existing prior to the adoption of these provisions May 7, 1983.

# ANNUAL TOWN MEETING MINUTES – MARCH 22, 2014

– CONTINUED

## 8.2.5 Uses Permitted by Special Permit.

1. No structure or building shall be erected, constructed, substantially improved, or otherwise created or moved, and no earth or other materials dumped, filled, excavated, or transferred, unless a special permit is granted by the Planning Board.
2. All subdivision proposals must be designed to assure that:
  - a. such proposals minimize flood damage;
  - b. all public utilities and facilities are located and constructed to minimize or eliminate flood damage; and
  - c. adequate drainage is provided to reduce exposure to flood hazards.

## 8.2.6 Special Permit Procedures.

1. Upon receipt of an application for a special permit, the Board shall transmit one (1) copy of the development plan to the Conservation Commission, the Board of Health and the Building Commissioner. Final action shall not be taken until reports have been received from the above Boards or until thirty-five (35) days shall have elapsed following referral without receipt of such reports.
2. The Planning Board may issue a special permit if the application complies with the following provisions:
  - a. The proposed use complies in all respects with the provisions of the underlying district and all provisions in the Massachusetts State Building Code pertaining to construction in the Floodplain.
  - b. The proposed new construction, substantial improvement and other development or encroachment within the Floodway as designated on the maps shall be accompanied by a certification by a registered professional engineer or architect demonstrating that such activity shall not result in any increase in flood levels during the occurrence of the one hundred (100) year flood.
3. Floodway Data. In Zones A, A1-30 and AE, along watercourses that have not had a regulatory floodway designated, the best available Federal, State, local, or other floodway data shall be used to prohibit encroachments in floodways which would result in any increase in flood levels within the community during the occurrence of the base flood discharge.
4. Base Flood Elevation Data. Base flood elevation data is required for subdivision proposals or other developments greater than 50 lots or 5 acres, whichever is the lesser, within A zones.

## 8.2.7 Notification of Watercourse Alteration.

In a riverine situation, Westford shall notify the following of any alteration or relocation of a watercourse:

1. Adjacent Communities
2. NFIP State Coordinator  
Massachusetts Department of Conservation and Recreation  
251 Causeway Street, Suite 600-700  
Boston, MA 02114-2104
3. NFIP Program Specialist  
Federal Emergency Management Agency, Region I  
99 High Street, 6th Floor  
Boston, MA 02110

# ANNUAL TOWN MEETING MINUTES – MARCH 22, 2014

– CONTINUED

## **ARTICLE 32: Accept Hidden Valley Road, Musket Lane, and Sawmill Road as Public Ways**

It was voted unanimously that the Town accept the layout as public ways of the roads known as Hidden Valley Road, Musket Lane, and Sawmill Road as heretofore laid out by the Board of Selectmen, and as shown on plans entitled “Street Acceptance Plan North Hill Estates Westford, MA,” dated February 7, 2014, Sheets 1 through 5, prepared by LandTech Consultants, said plans on file with the Town Clerk, and to authorize the Board of Selectmen to acquire, by gift, purchase or eminent domain, the fee to or lesser interests in said roads and all related easements.

## **ARTICLE 33: Transfer Custody of Parcel on Briarwood Drive from the Tax Possession Sale Committee to the Board of Selectmen**

It was voted unanimously that the Town transfer the care, custody, control and management of the following parcels of Assessors’ Map 45, Parcel 83.20, located on Briarwood Drive from the Tax Possession Sale Committee presently held for the purpose of tax title sale to the Board of Selectmen for general municipal purposes.

## **ARTICLE 34: Transfer Custody of Parcel on Flagg Road from the Tax Possession Sale Committee to the Conservation Commission**

It was voted unanimously that the Town transfer the care, custody, control and management of the following parcels of Assessors’ Map 21, Parcel 14, located on Flagg Road from the Tax Possession Sale Committee presently held for the purpose of tax title sale to the Conservation Commission to be held for conservation purposes.

## **ARTICLE 35: Transfer Custody of Parcel on Hildreth Street from the Tax Possession Sale Committee to the Conservation Commission**

It was voted unanimously to dismiss this article.

With no further business to conduct the 285<sup>th</sup> Annual Town Meeting adjourned at 4:00pm.

A true copy attest,  
Kaari Mai Tari, Town Clerk

## BOARD OF SELECTMEN

**Andrea Peraner-Sweet**  
*Chair*

**James Sullivan**  
*Vice Chair*

**Scott Hazelton**  
*Clerk*

**Don Siriani**  
**Kelly Ross**

FY 2014 was an exciting and productive year for our town. Progress was made towards major community development initiatives, energy conservation and reduction measures, school department accomplishments and affordable housing projects. We are pleased to announce that Westford was ranked #11 on Money Magazine's list of Best Places to Live in the USA. Westford also achieved the #8 Best School System in Greater Boston ranking by Boston Magazine.

With the help and cooperation of Town officials, staff, boards, commissions and our tireless volunteers, the Board of Selectmen achieved another successful year. Highlights of our actions include:

- Through a collaborative effort of volunteers, town staff and the Police and Fire Departments, a prominent 9/11 memorial between Town Hall and the Fire Department Headquarters was erected. The monument is highly visible from Main Street and incorporates steel salvaged from the World Trade Center, memorial benches and plaques, and memorializes the two Westford residents who lost their lives in the attack, James E. Hayden and Susan A. MacKay.
- Westford earned a "Green Community" designation from the Massachusetts Executive Office of Energy and Environmental Affairs. By committing to proactive energy reduction and renewable energy goals, Westford became eligible to access significant contributions of state grant funding through the Green Communities Program.
- The Town negotiated and Town Meeting approved a Tax Increment Financing (TIF) agreement with Cynosure, Inc. located at 3-5 Carlisle Road, resulting in Cynosure signing a long-term lease and investing in significant capital improvements to its facility at this location.
- In the wake of the PanAm train derailment, the Town led the effort to hold PanAm officials accountable. Under the leadership of our Town Manager, the Town arranged meetings involving State and Federal environmental officials, the Town's legislative delegation and public safety personnel that sought ways to improve future communications between PanAm officials and to develop safety and reporting procedures in the wake of such incidents.
- The Selectmen and Town Manager developed and approved a new FY15 Budget Policy Directive that guided the Town's FY15 budget discussions.
- The Board supported the creation of a Master Plan Implementation Committee to ensure continued progress towards the implementation of the town's Master Plan recommendations.
- The Board established a new Drop Box Policy Committee that recommended the Town control the number and placement of drop boxes throughout Town.

## BOARD OF SELECTMEN – CONTINUED

- The Board enlisted the assistance of the Northern Middlesex Council of Governments (NMCOG) to conduct a Town center traffic and parking study. Public meetings were held to include resident input into the recommendations.
- The Board appointed a committee to draft a Medical Marijuana Bylaw designed to regulate the operation of such facilities and supported the Medical Marijuana Overlay District recommended by the Committee and approved by Town Meeting.
- The Town was awarded \$2.2 million by the Department of Housing and Community Development to help fund Phase 2 of the Stony Brook affordable housing project.
- The town entered into a Transportation Management Association (TMA) agreement called “CrossTown Connect.” CrossTown Connect is a unique business and community partnership to improve transportation options for communities, and reduce traffic congestion in Westford and surrounding towns.
- The town’s 4<sup>th</sup> annual Strategic Planning Retreat was especially productive this year, with 140 residents attending to discuss community housing, protecting and improving the town’s water resources, a recreational master plan and new Agricultural Commission initiatives.
- The Board of Selectmen authorized a Town-wide Facility Study to assess the condition of town-owned buildings and develop a 10-year plan to address the potential capital costs associated the maintenance needs for each building.
- The Board established a Hunting Policy Committee to make recommendations on the formation of a hunting policy for land under the care and custody of the Board of Selectmen.

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 of Selectmen extends its upmost appreciation to everyone for helping to make Westford a wonderful place to work and live.

Thank-you one and all for another successful year!

**BOARD OF SELECTMEN** – CONTINUED

**Move of Historic Home at 79 Chamberlain Road**

On June 24, 2014 the Board of Selectmen approved a request by the property owner of 79 Chamberlain Road to move a historic home on the property across the street to 80 Chamberlain Road. Throughout the month of November 2013, the move took place in 2 phases.



79 Chamberlain Road home before the move to 80 Chamberlain Road



Home placed on wheels during the transfer



End of the home being moved to 80 Chamberlain Road

## TOWN MANAGER

**Jodi Ross**  
*Town Manager*

**John Mangiaratti**  
*Assistant Town Manager*



Fiscal Year 2014 was a great year for Westford. We were honored to be named #11 best place to live in the country by Money Magazine, and also named the 8<sup>th</sup> best school system out of 147 in the greater Boston area by Boston Magazine.

Fiscally, we ended the year in the best financial shape of the past several years. Our new growth of \$1.7 million exceeded projections and represented a significant increase over the past several years. Cornerstone Square, Graniteville Woods, Red Hat, Summer Village, Laughton Farms, and Aldrich Farms all contributed to this substantial increase. Our local options excises exceeded \$1 million with an increase in hotel excise of 12% over FY13 with meals at 22% over FY13. Our State Aid increased by \$283,651. Our Community Preservation Act funding was up 103% from FY13 to \$818,612 due to a \$25 million state supplemental. We applied for and received reimbursements from FEMA and MEMA totaling

\$119,000. These revenues contributed to our ability to present a balanced budget which maintained or increased services for our residents. We ended the year with total cash reserves of \$7.2 million in free cash and stabilization funds.

Our bond rating was upgraded by Standard & Poors to AAA after we implemented several of their suggestions at our town meeting on March 22, 2014 - we funded capital with free cash, increased funding to OPEB, and reduced the amount of free cash used to balance the budget. Specifically we funded our critical capital needs by investing \$8.2 million in capital – more than in any prior year - also investing in our Capital Stabilization Fund leaving a balance of \$1.2 million. We established a \$500,000 Health Insurance Stabilization fund to allow us to reduce our health insurance projected renewal increase from 12% to 8%. Through bidding health insurance, we achieved a modest 1.44% increase in our HMO/PPO premiums, and received a 36.55% decrease in our Medicare supplemental plan premium. This reduction allowed our retirees to receive a significant decrease in their monthly premiums, and reduced our \$72 million OPEB liability to approximately \$50 million. We funded OPEB at the highest amount to date allocating \$1.2 million for FY15 for a total of \$1.4 million (plus accrued interest) for this liability.

At our March 2014 Town Meeting the Permanent Town Building Committee received approval for a \$50,000 Center Fire Station Study to help us determine whether to renovate at the existing site or relocate our Center Fire Station. The Recreation Commission successfully received funding for development of a Recreation Master Plan.

We recommended the adoption of a new sign bylaw at STM 2013, adoption of the Medical Marijuana Overlay District at ATM 2014, and amendments to Flood Plain Overlay District to comply with FEMA requirements and procedures, and produce new maps for portions of our town.

## TOWN MANAGER – CONTINUED

We successfully managed projects and implemented many changes in order to control or reduce expenses including:

- Completed the application process for our designation as a Green Community, including developing a 20% Energy Reduction Plan, passing a new Stretch Code at Town Meeting, and adopting a new fuel efficiency policy. We were awarded a \$156,000 Green Community grant, which we used to replace a boiler at the Blanchard School, and retrofit lighting at the Police Department, Town Hall, Library, Senior Center, and the Highway Facility, and we created a utility usage database to assist us with understanding, tracking and improving our energy consumption. We entered net metering power purchase agreements which are expected to result in significant electricity savings.
- Secured approval from MassDEP for the seasonal bypass of the Nutting Road Perchlorate Treatment Facility, saving \$75,000 in the cost of replacing expensive perchlorate resin filtration.
- Conducted a comprehensive town facility condition assessment to identify the maintenance needs of our town buildings and provide a tool for long term capital planning and funding recommendations.
- Implemented a new digital purchase order system through MUNIS across all town departments to improve oversight, controls, efficiency, and transparency in purchasing. All purchase orders over \$1000 must be approved by the Town Manager.
- Applied retained earnings to decrease the General Fund subsidy of our Ambulance Enterprise Fund and Recreation Enterprise Fund, and identified and purchased a new software product for ambulance billing that will increase revenue with streamlined billing and allow for mandatory reporting to the state.
- Negotiated an amendment in our waste disposal contract with Covanta resulting in \$96,000 savings in FY14 and FY15.
- Negotiated new Solar Renewable Energy Certificate sales agreement for Stony Brook School solar panels - generating \$2,000-3,000 of revenue annually by selling these credits to businesses.
- Renegotiated an insurance claim for the Roudenbush at Frost roof (initially \$45,000) for additional funds totaling \$90,000 towards the project.
- Updated our Fire Department policies and procedures and recruited new Call Firefighters to help provide emergency response services and reduce overtime.
- Applied for and received \$133,835 supplemental Chapter 90 funds for Winter Rapid Recover Road program.
- Entered an intermunicipal agreement with Arlington and other towns to share the costs of obtaining aerial photography for our Geographic Information System and participated in a regional procurement through NMCOG to obtain new oblique-angle images for use by assessing and other town operations.
- Reappraised all town properties to ensure that our facilities and personal property are appropriately covered by our insurance policies, and analyzed the value and condition of the existing fleet and reduced collision coverage on vehicles where appropriate to reduce insurance premiums.

## TOWN MANAGER – CONTINUED

- Applied for and received two risk management grants for a total of \$9,500 that was used to install an ice melt system on the Town Hall, and conducted an audit of our personnel policies with recommendations being presented in fall 2014 to the Selectmen.
- Established an Employee Safety and Risk Management Committee that meets quarterly to review claim activity with the loss control specialist from our insurance provider.
- Awarded \$37,860 in MIA Rewards Credits used to reduce our general insurance premiums for risk management and professional development activities.
- Held auctions to dispose of surplus equipment and generate new revenue.

### **Other highlights from FY14 include:**

- Promoted Joe Targ to Fire Chief following the retirement of Fire Chief Richard Rochon. Chief Targ has 36 years of service to our town and has brought a wealth of knowledge and experience into his new role.
- Promoted Dan O'Donnell to Finance Director after 16 years of serving our town in various capacities, and recently receiving his Masters Degree in Public Administration.
- Coordinated and participated in an 8-week Toastmasters training session with Department Heads and committee/board members to improve our public speaking skills.
- Coordinated and attended "Darkness to Light" sexual abuse prevention training provided by the YMCA of Greater Lowell open to all staff interested in attending.
- Assisted with the completion of the NMCOC town center traffic and parking study; scheduled public sessions to seek input. Proposed the board consider this a 2014/2015 goal.
- Assisted with Princeton Properties project including negotiating mitigation for sidewalks and other roadway improvements.
- Worked with the Board of Health and other staff to initiate a new group, the Healthy Lakes and Ponds Collaborative, that is coordinating efforts to protect 11 of our local bodies of water. Sought and received CPA funding to begin educational efforts and hire a consultant to coordinate testing efforts.
- Assisted with the Stony Brook II affordable housing project, including negotiating new water treatment agreement and building permit fees.
- Developed an online database of town owned land.
- Applied for and received Community Preservation Act funds for design services to rehabilitate the historic 1897 Roudenbush building located at 65 Main Street.
- Reorganized the oversight of our municipal and school waste water treatment plants from the School Department to the Water Department. Created an adequately-funded operating budget and capital plan to address the immediate and long-term needs of our four facilities.
- Reestablished the Agricultural Commission by recruiting new members, worked with them to develop a work plan which was presented to the Selectmen.

## TOWN MANAGER – CONTINUED

- Established a unified approach to planning our town construction projects – Water Superintendent, Highway Superintendent, Town Engineers, and Town Manager’s office meet to discuss proposed infrastructure projects and coordinate with multiple departments.
- Initiated a Stormwater Management Master Plan that will provide guidance on how to keep the town's stormwater system sustainable, effective, and in compliance with federal requirements.
- Completed Safe Routes to School Assessment application in support of the Pedestrian Safety Committee recommendations, including submitting conceptual plans of sidewalks along Plain Road to serve the Nabnasset School, and sidewalks leading to the Robinson School.
- Assisted with the grant agreement with the Methodist Church related to their usage of CPA funds for window restoration project.
- Achieved re-accreditation at the Police Department which included passing a comprehensive review of policies, procedures, rules and regulations by an outside agency overseen by the State accreditation commission.
- Coordinated efforts to input over 2000 East Boston Camps/Stepinski Land Naming resident surveys, a very sensitive and controversial matter, in a manner to assure transparency and accuracy in a limited period of time, in preparation for town meeting vote.

As an active member of our Economic Development Committee, we had a very busy year with numerous achievements including production of the Westford Business and Community Guide (entirely paid for through donations), business meetings with largest and medium employers in Westford, worked with state and local officials from Littleton and Boxborough to become an Economic Target Area, negotiated and obtained approval for a Tax Incremental Financing (TIF) agreement with Cynosure, joined the 495 Partnership, and maintained and strengthened relationships with economic development entities including 495/Arc of Innovation, Greater Lowell Chamber of Commerce, MA Office of Business Development, and others.

We conducted extensive public outreach with the businesses along Route 110 regarding the Minot’s Corner intersection improvements project. Town staff and the Planning Board have held several public hearings and provided numerous opportunities for businesses and residents to comment on the project. We also participated in a regional project to develop a Transportation Management Association with several surrounding towns, and applied for Community Innovation Challenge grants and received a \$75,000 grant to be used on the project. Transportation advances have also occurred with the expansion of the LRTA bus service down Routes 40 and 110, and increased bus service on Saturdays.

Several departments and employees received awards for their exceptional delivery of services. Police Officer Mike Breault received the AAA Traffic Safety Hero Award, and our Police Department received recognition of outstanding achievement in traffic safety. Highway Superintendent Chip Barrett was recognized as Public Works Leadership Fellow by the N. E. Chapter of the American Public Works Association.

## TOWN MANAGER – CONTINUED

Our 911 Memorial Committee unveiled a new 9/11 Memorial, located in the Town Hall/Police/Fire courtyard, in a moving and poignant event held on September 11th. This monument was created by our Westford firefighter David Christiana and members of the committee, along with other volunteers, and was paid for using donations they solicited.

Following a PanAm train derailment in February 2014, we hosted a meeting with Senator Markey's and Congresswoman Tsongas's offices and Pan Am officials to discuss the derailment, the lack of notification to our town, and other PanAm issues impacting Westford. This meeting was also attended by federal, state, and local officials, along with representatives from EPA, MassDEP, and the US Department of Transportation advocating for changes to the operations of Pan Am Railways. We achieved some improvements regarding notification, emergency trainings, idling trains, whistle blowing, and safer crossings (which had not been addressed in over 30 years).

We worked diligently with MassDEP and the Attorney General's office to assist us with addressing our concerns about contamination at 12 North Main Street. Testing began by the Department of Environmental Protection, and we are collaborating with the neighboring property owner to encourage him to clean up portions of the site that he owns.

We participated in a regional effort to proceed with Phase 2 of the Bruce Freeman Rail Trail, presenting lease and intermunicipal agreement to the Selectmen in August 2014.

We formed a Building Safety Task Force and conducted Safety/Security assessments of all Westford town and school facilities. We continuously review town and school safety plans with the Task Force, Police Department and School Superintendent for discussion and review. We coordinated "ALICE" training for all town and school employees. ALICE stands for Alert, Lockdown, Inform, Counter, and Evacuate; and gives students and staff options during emergency situations.

We made great strides ensuring town and school departments are in compliance with our new Written Information Security Policy.

In collaboration with Mike Wells, our IT Director, we were published in the quarterly state-wide *MMA Advocate* with our article "Westford Takes Service First Approach to Technology."

We conducted our 4<sup>th</sup> annual strategic planning retreat with the greatest attendance to date. Information pertaining to this retreat may be found on our town's website [www.westfordma.gov](http://www.westfordma.gov) or at this link: [Strategic Planning Retreat](#).

We continue to face the challenge of operating expenses increasing more swiftly than revenues, coupled with aging buildings and infrastructure. We continue to examine every departmental expense for possible cost savings, and we are committed to preparing an annual operating and capital budget that maintains the level of services our residents expect, and protects our resources for now and the future.

## TOWN MANAGER – CONTINUED

Transparency and communication are necessary for successful municipal operations. We strive to adhere to Open Meeting Laws, and publicize all relevant documents on our website. We produce a monthly Town Manager’s Newsletter to alert our residents of events and town business that may be of interest to them.

We are fortunate to have extraordinary residents who freely share their time and expertise while volunteering for our town. We could not function without you.

Thank you to all town officials, town boards and committees, department heads, town employees, and resident volunteers who help to innovate, guide, preserve, and protect our valuable town resources. And lastly, a special word of thanks to our honorable Board of Selectmen who provide us with guidance and support which enables us to do our jobs.

### **Westford receives \$156,025 from the Green Communities grant program**



Date 2/9/14: From left, John Mangiaratti, Assistant Town Manager; Kelly Ross, Selectman; Jodi Ross, Town Manager; Paul Mucci, Westford Energy Committee; State Representative James Arciero; State Senator Eileen Donahue; Richard Sullivan, Secretary of Energy and Environmental affairs.

# AFFORDABLE HOUSING COMMITTEE

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

**Jim Silva**  
**Karen Hudson**  
**Drew Vernalia**  
**Scott Hazelton**  
**Bernie Meyler**

**Chris Pude**  
*Staff*

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).

## 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:

<u>Median Income</u>	<u>Household Size</u>	<u>80% of Median</u>	<u>50% of Median</u>	<u>30% of Median</u>
\$90,700	Four People	\$63,900	\$43,350	\$27,200
	Two People	\$51,150	\$36,300	\$21,800
	One Person	\$44,750	\$31,750	\$19,050

## Affordable Housing Production Plan

The Affordable Housing Production Plan is quickly reaching its five year life. Discussions have begun on the best way to update the Plan.

## Strategic Planning Retreat

The Affordable Housing Committee was one of four committees that hosted an information session during the Strategic Planning Retreat held in June at Kimballs. There were individual collaboration groups that discussed affordable housing in Westford. There was significant resident support for affordable housing and serious praise of the committee for sprinkling affordable housing throughout the community. The general consensus of the evening was that town residents both support meeting the 10% goal and concur with the plan to integrate rather than segregate affordable housing in the community.

## Ongoing Projects

### Cottages in the Woods – Boston Road

This project has reached completion in this year. All units are sold with deed restrictions on the resale to others qualified for affordable housing.

## **AFFORDABLE HOUSING COMMITTEE – CONTINUED**

### **Princeton Properties – Littleton Road on the Westford / Chelmsford line**

This 200 unit rental project completed the Comprehensive Permit process at the turn of the calendar year. Its significance to the Affordable Housing Committee and the Town of Westford is that it will add 200 units to our Subsidized Housing Inventory – the official list of affordable units in Westford – bringing us, with just one project, much closer to our 10% State-mandated goal. At the close of the fiscal year, construction was complete and a lottery had been held to choose households whose income did not exceed 50% of the area median to fill the 41 affordable units in the development.

### **Tadmuck Meadows – Tadmuck and Littleton Roads – south side**

At the end of the fiscal year, the majority of construction was complete and all but one of the ten affordable units had been sold.

### **Stony Brook II – William B. Coakley site, near Stony Brook School**

This project is fully permitted and will add 36 rental units to our Subsidized Housing Inventory. In the fall of 2013, the project was funded by the Department of Housing and Community Development. Construction is expected to start in the spring of 2015.

### **Veterans Housing – Corner of Acton and Carlisle Roads**

This project will provide five units of housing exclusively for qualified veterans. It will rehabilitate the existing building. The project is fully permitted and has received a \$150,000 grant from the Massachusetts Housing Partnership. In fiscal year FY 2011 the Community Preservation Committee allocated \$400,000 for this project. Construction is substantially complete with occupancy expected in the coming months.

### **Graniteville Woods**

This project is currently under construction reaching its final stages of completion. This development will add 41 affordable ownership units to our Subsidized Housing Inventory.

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

This project consists of seven rental units for over-55 seniors as well as a separate five bedroom group home. The Affordable Housing Trust Fund has allocated \$255,000 for this project. This project, while under review, is anticipated to start construction in the upcoming fiscal year .

### **Sawmill Road**

Sawmill Road was deemed not cost effective to provide affordable housing due to the site constraints.

## **AFFORDABLE HOUSING COMMITTEE** – CONTINUED

### **Edwards parcel**

This 40 acre parcel, which is owned by the Town and is under the care and custody of the Board of Selectmen, was a potential site for Affordable Housing on less than 10% of the site. At the fall 2013 Town Meeting, abutters advocated that the parcel should be preserved as conservation land. Despite significant involvement by AHC and despite concurrence from National Heritage, the result of the meeting was that the property should become conservation land and no affordable housing development would be permitted.

### **Affordable Housing Committee Membership**

After many years of service, and significant contributions to the AHC, Paul Cully, Affordable Housing Chair, resigned during this period. Paul is greatly missed. Co-Chairs Rob Downing and Joan Croteau were elected. There are two vacancies, and any interested party is encouraged to fill out a Citizen's Activity Form from the Town's website and apply to join the Committee.

Sadly, Committee member Steve Robinson recently passed away. We would like to acknowledge our appreciation to Steve for his membership and contributions to the work of the Committee.

### **Meetings**

The Affordable Housing Committee met this past fiscal year on the second Wednesday morning of each month at 7:15 AM in the Westford Housing Authority Community Room, 65 Tadmuck Road, Westford, MA 01886. Going forward the monthly meetings will be combined with the Affordable Housing Trust and will be held at 7:30 p.m. the second Wednesday of the month in the Westford Housing Authority Community Room, 65 Tadmuck Road, Westford, MA 01886

# AFFORDABLE HOUSING TRUST FUND

The Affordable Housing Trust Fund (AHTF) is pleased to present its Annual Report to the Town of Westford for Fiscal 2014.

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.

<p><b>Rob Downing</b> <i>Chair</i></p> <p><b>Robert Waskiewicz</b> <i>Trustee</i></p> <p><b>James Sullivan</b> <i>Trustee and Board of Selectman Representative</i></p> <p><b>Joseph Diamond</b> <i>Trustee</i></p> <p><b>John Parker</b> <i>Trustee</i></p>
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A primary concern of the AHTF is achieving and maintaining the Town's compliance with Massachusetts' Comprehensive Permit law (40B). Achieving compliance with the Comprehensive Permit law will allow Westford to exert far more control over the type and location of housing development in the future.

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

Some of the highlights in 2014 include the following:

This year the CPC chose not to allocate funds to the AHTF, and instead hold CPA funds designated for community housing in the CPC's account.

The developer of the Veterans Housing on Carlisle Rd. approached the AHTF when construction costs unexpectedly increased after they finalized their funding application to the State Housing Agency. The AHTF agreed to fund additional project costs up to \$150,000 for this outstanding project, which has been a long-term priority for the town.

The AHTF was pleased to see the continued success and ultimate sell-out of the homes in Cottages in the Woods on Boston Road.

We completed the resale of the home in the Stone Ridge community that the AHTF purchased to preserve the long-term affordability of the home, which would have been lost, since a qualified buyer could not be found in the weak real estate market at the time. This is an example of the kind of action only the AHTF can take to preserve Westford's current inventory of affordable housing.

The AHTF continues to work with the developer of Littleton Landing, which will consist of a group home and apartments for seniors. The developer has purchased the land and is awaiting approvals from the State Housing Agency. Once approvals are received, construction will commence.

## **AFFORDABLE HOUSING TRUST FUND** – CONTINUED

In fiscal 2013, the AHTF made an important change in how it awards funds. Whenever feasible, the AHTF will make loans (2nd mortgages) to development projects rather than grants. These loans will carry an interest rate but payments will be deferred as long as the housing units can be counted as part of Westford's subsidized housing inventory (SHI) in accordance with the 40B law. Structuring funding awards as loans will protect the Town against the loss of these units to foreclosure or other dispositions made by the owner/developer.

Looking forward, the only way for Westford to meet its affordable housing goals, as mandated by the Commonwealth of Massachusetts, is to attract mixed-income apartment projects like Westford Apartment Homes where both market rate and restricted units can be counted on the Town's Subsidized Housing Inventory. The AHTF will work actively with developers to ensure that such a project meets expectations of a majority of Westford residents and is in the Town's best interests.

The AHTF also works cooperatively with the Affordable Housing Committee (AHC) and the Tax Possession Sale Committee to assure a thorough vetting of properties which may be considered for affordable housing purposes. The AHTF and AHC work together in order to achieve our mutual goals in the most efficient manner possible. The AHTF's ability to provide financial support to these efforts is critical to their success.

# ANIMAL CONTROL DEPARTMENT

The Animal Control department is responsible for enforcement of the local animal control bylaws. The department investigates animal cruelty, dog or cat bites, vicious dog complaints, loose dogs, and sick or injured wildlife. The department also conducts barn and kennel inspections, participates in educational outreach, provides advice regarding animal care and wildlife control, and operates the town kennel at 30 Beacon Street.

**Meg Mizzoni**  
*Animal Control Officer*  
**Terry “Jaime” Berry**  
*Assistant Animal Control Officer*  
**Tim Whitcomb**  
*Assistant Animal Control Officer*

## Response Activity

The majority of calls responded to by the ACO were for dog complaints and lost or found dogs. When a dog is found, the ACO attempts to locate the owner and ensures it is cared for properly in the kennel. If the owner is not found the ACO finds a placement for foster care. Throughout the year the ACO also responded to numerous calls for wildlife such as bears, coyotes, fisher cats, skunks, raccoons, and snakes. In these instances the ACO investigated the incident, ensured that the public was not in danger, and took the opportunity to teach residents about how to safely interact with wildlife. In some cases severely injured or rabid animals had to be euthanized and this was done safely and in coordination with the police department. The table below represents the calls that were recorded in the web-based animal control record keeping system. Many of the calls that are received are from residents with questions about animal rules and regulations or looking for advice about dealing with wildlife on their property. It is important to understand that some of the calls received and handled by ACOs are not reflected in this table.

**Fiscal Year 2014 Response Activity**

<b>Response Type</b>	<b>Description</b>	<b>Responses</b>
Animal bite or contact	Responded to report of domestic animal bite or contact with wildlife	20
Animal cruelty	Investigated report of cruelty	14
Dog complaint	Investigated barking or nuisance dogs and resolved between owner and neighbors	15
Dog hit by mv	Dog hit by motor vehicle	3
Health Inspection	Inspection of domestic animal or livestock	8
Kennel duty	Attending to dogs in the town kennel including feeding, medical attention, and general care	125
Lost or Found Cat	Searched for owner of found cats	16
Lost or Found Dog	Searched for lost dogs, searched for owner of found dogs	131
Pick up police incident	Responded to police incident to remove domestic animals	6
Wildlife hit by vehicle	Disposed of wildlife hit by vehicle (roadkill)	51
Wildlife issue	Responded to report of wildlife in close proximity to humans or endangering domestic animals	132
<b>Total</b>		<b>521</b>

## BOARD OF ASSESSORS

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

**Lisa DeFusco**  
*Administrative Assessor*

**Titus Palmer**  
*Chairman*

**Diane Holmes**  
**Chris Romeo**

The assessor's office completed its tri-annual revaluation for fiscal year 2014 Recertification (July 1, 2013-June 30, 2014), based on a valuation date of January 1, 2013. Approximately 1000 parcels were reviewed and/or visited and a thorough analysis of sales occurring in calendar year 2011 and 2012 was done. The assessors' office also analyzed all land sales, land residuals, and tear downs. Market values have stabilized in many neighborhoods while there were some neighborhoods that saw increasing values. Generally speaking market data still reflects an overall stable market. New growth for FY 2014 was \$106,791,184. This is a significant increase of approximately 38% from FY 2013. This was due to continued projects that were started during this time period as well as building permits and a review of approximately two-thirds of Personal Property accounts. The areas of significant growth were primarily from the following:

1. Continued construction at Summer Village.
2. Completed construction of Cornerstone Square.
3. Continued new construction at 2 new subdivisions.
4. Continued construction at Graniteville Woods.

	FY 2013	FY 2014	% change
Total taxable assessments	\$3,839,246,350	\$3,905,437,388	+1.724%
Tax levy	\$61,929,317	\$64,864,974	+ 4.740%
Residential tax rate	\$16.13	\$16.60	+ 2.914%
Average single family residence assessed value	\$440,011	\$440,496	+ .1102%
Average single family tax	\$7,097.38	\$7,312.23	+ 3.027%

The Board of Selectmen again voted to adopt a Small Commercial Exemption for FY 2014. This in effect shifted the tax burden within the commercial/industrial class. As a result, the FY 2014 commercial/industrial tax rate was increased to \$16.83.

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 2014. The assessors' office continues to update property data to achieve a higher level of accuracy. This is a constant, on-going process to ensure that tax assessments are equitable to all taxpayers. The more accurate we can make this data, the more accurate the assessments will reflect current market value.

FY 2014 saw a significant decrease in the number of applications for abatements of real and personal property from FY 2013. Abatements are typically applied for because property values were adjusted for FY 2014 because of the tri-annual recertification and revaluation. Westford is a very desirable community as reflected in market activity and sale prices.

## **BOARD OF ASSESSORS** – CONTINUED

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

### **Exemptions**

In FY 2014 the Board of Assessors granted 182 statutory exemptions for property taxes in the total amount of \$191,553.84 (veterans, elderly over 70, blind, Clause 41C). Eleven applicants were granted a tax deferral under Clause 41A. Westford again adopted Chapter 126 of the Acts of 1988, allowing the statutory exemption to be increased to double their stated exemption amount. There were also 225 Community Preservation exemptions applications. Total CPA adjustments granted were \$23,045.88.

### **Abatements**

In FY 2014 there were 62 requests for abatements on real and personal property. Of these, 38 abatements were granted and 24 were denied. There were 6 Fiscal Year 2014 appeals filed with the Appellate Tax Board. There were 12 pending appeals from previous years. Of these, 4 were found in favor of the Town; 2 withdrew their appeal; and 4 appeals were settled. The Commissioner of Revenue continues to be in litigation with several telecommunications companies for FY 2003 through 2014. Some of these have been settled and/or withdrawn. However, there are still many appeals pending.

# BRUCE FREEMAN RAIL TRAIL

**Pat Savage**  
*Director of the Parks,  
Recreation and Cemetery  
Departments*

**Kelly Ross,**  
*Board of Selectmen Liaison  
to the Bruce Freeman Rail  
Trail*

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

The Bruce Freeman Rail Trail continues to be a well-used recreational resource for residents of Westford and the surrounding area, and sometimes also for out-of-towners.

It has been a popular venue for biking and running events for groups such as the PMC Kids Ride, Finley's Fighters, Live for Liv, Juvenile Diabetes Research Foundation, the Friends of the BFRT Summer Solstice Ride, PAWs New England, the Chelmsford Dog Association, Chelmsford Senior Center and the Lowell Film Collaborative. Each of these groups worked with Westford's Pat Savage,

Director of the Parks, Recreation, and Cemetery Department, and Chelmsford Bicycle and Pedestrian Advisory Committee (BPAC) to ensure that their riders/walkers used the trail safely and respected adjacent property. To schedule an event on the Bruce Freeman Rail Trail, there is a link on the Town of Westford Recreation website under documents for online registration. The registration form is also available at: [www.brucefreemanrailtrail.org/bruce-freeman-rail-trail-event-registration](http://www.brucefreemanrailtrail.org/bruce-freeman-rail-trail-event-registration).

The Massachusetts Department of Transportation is still expected to issue the construction RFP for Phase 2A in the fall of 2014, with construction scheduled to start in the spring of 2015, and continue for 2 years. Phase 2A of the trail will extend the BFRT from the intersection of Routes 225 and 27 in Westford, through Carlisle and Acton to within 1,000 feet of the Concord rotary of Route 2. Everyone is looking forward to those additional miles, and since the BFRT will be constructed in North Acton, through Nathaniel Allen Recreational Area (NARA Park), parking at the park will offer convenient and safe parking for trail users.

Progress was stalled this year on siting a kiosk and benches on the BFRT Right of Way (ROW) shoulder near Route 225. We are hopeful that these particular amenities, as well as other benches on the ROW, will become helpful resources in Westford over the spring and summer of 2015.

## THE BRUCE FREEMAN RAIL TRAIL CONNECTS TO A VAST NETWORK IN MASSACHUSETTS

Have you seen the Bay Circuit Trail (BCT) logo on the BFRT and wondered where this trail is?



Jackson Teller, age 3-1/2, on his bike for the second time, safely on the BFRT.

## BRUCE FREEMAN RAIL TRAIL—CONTINUED

The 6.8 miles of the BCT that runs along the BFRT in Chelmsford and Westford are a small part of the nearly 200 miles of the BCT that runs through 37 communities in Eastern Massachusetts from Plum Island to the Duxbury/Kingston shore. Conceived as an “outer emerald necklace” around Boston, the trail connects thousands of acres of scenic and historic acres and conservation lands and includes 4,000 acres of protected land. Recently, the Appalachian Mountain Club and the Trustees of Reservations have joined forces to complete and improve the BCT. The Friends of BFRT is a member of the Bay Circuit Alliance, which includes approximately 50 organizations, both public and private.

When the next section of the BFRT is completed, the BCT will use this portion of the rail trail to connect to Wheeler Lane in Acton before turning east through Acton conservation land. The Mass. Central/BCT will cross the BFRT just north of Route 20 in Sudbury. One of the remaining gaps in the BCT is in Lowell. This gap could be partially filled by the planned expansion of the Concord River Greenway. The BCT would also then connect to the BFRT at the northern terminus.

Dan and Marilyn Briemann are creating a video of all 200 miles of the Bay Circuit Trail (BCT) to inspire people to get out into nature in their own backyards.

Since the BCT uses part of Phase 1 of the BFRT, Emily Teller escorted them on the Westford portion, and introduced them to Daphne Freeman (photo at right), widow of Bruce Freeman. They also spoke with Bill Harman, Westford resident who was the first person appointed by the Board of Selectmen to work on the Bruce Freeman Rail Trail in the early 1980s.

To enjoy an armchair excursion on the Bay Circuit Trail, visit:  
[e-awakenings.com](http://e-awakenings.com)



### **IT TAKES A VILLAGE TO HOST A RAIL TRAIL!**

Westford’s Parks and Recreation as well as Highway crews do a great job of mowing in the summer, clearing after winter storms, and sweeping to clear the trail of pine needles, acorns, and leaves. The Westford volunteer BFRT Trail Stewards, working all year, keep the BFRT spruced up for all users. We are also fortunate that the Westford Conservation Trust Tuesday Trail Group periodically chooses the BFRT as a destination for their “trail” work.

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

We continue to be grateful for the hard work done and active good will extended throughout the year by Town Staff, especially Paul Starratt, Town Engineer (and Westford liaison for Phase 2A construction over the next 2 years); Chip Barrett, Highway Superintendent; Chris Kluchman, Director of Land Use Management; Jodi Ross, Town Manager, and the Westford Police Department. Kelly Ross, also a frequent dog walker on the BFRT, continues his essential and important service as liaison from the Board of Selectmen to the Bruce Freeman Rail Trail.

### **Would you like more Rail Train information?**

The Friends of the Bruce Freeman Rail Trail, Inc. maintain a website that will have construction updates for Phase 2A (and future phases), as well as map and parking information for the Bruce Freeman Rail Trail, and also links to other rail trails in New England: [www.brucefreemanrailtrail.org](http://www.brucefreemanrailtrail.org)

# BUILDING DEPARTMENT

## Mission Statement

The mission of the Westford Building Department is to protect the public by reviewing, approving and inspecting the built environment, to impartially enforce all rules, regulations and by-laws that pertain to both the State Building Codes and By-Laws 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 2014 were:

*Princeton at Westford Apartments* – ongoing construction with some buildings already occupied

*Veterans Housing* – apartments, renovation of an existing building on Carlisle Road

*Parent's Market* – demolition and construction of 6 single family dwellings

Tadmuck Meadows and Graniteville Woods are on their last buildings in their respective developments

The permit totals for the past four fiscal years are:

Permit Type	FY 11	FY 12	FY 13	FY 14
Cert of Insp.	55	61	56	42
Commercial	82	112	126	109
Curb Cut/Driveway	3	3	3	7
Demolition	19	12	13	10
Electrical	624	839	843	754
Gas	497	579	613	526
Plumbing	513	424	525	442
Residential	765	682	829	789
Sheet Metal Mechanical	35	102	129	106
Sign	22	28	56	22
Tent	32	29	27	11
Trench	124	113	81	84
Wood Stove	28	12	21	18
<b>Total</b>	<b>2,798</b>	<b>2,996</b>	<b>3,322</b>	<b>2,920</b>

**Matthew Hakala**  
*Building Commissioner*  
**Chester Cook**  
*Asst. Building Inspector /Gas Inspector*  
**Dennis Kane, Jr**  
*Inspector of Wires*  
**Arthur Smith**  
*Plumbing/Gas Inspector*  
**Nancy Lima**  
*Records Supervisor*

## **BUILDING DEPARTMENT** – CONTINUED

Last year the Building Department took in fees totaling over \$886,547, which is slightly higher than the previous year even though there was a decrease in the total number of permits issued (mainly due to Princeton Properties and other commercial projects).

The Department has generated more than 3 million dollars in permit fees and issued over 12,000 permits from FY11 through FY14.

The Building Department website continues to be constantly updated with new information. There have been several changes to the building code so please visit the site and see what's new: [www.westfordma.gov/building](http://www.westfordma.gov/building)

## BYLAW REVIEW COMMITTEE

During the past fiscal year, the BRC has continued its work on standardizing the format of General Bylaws. Members reviewed general bylaw amendments proposed for town meeting consideration for consistency and helped petitioners, boards and committees with formatting issues.

**Dave Chandler**  
*Chair*

**Peter Dervan**

**Kaari Mai Tari**  
*Town Clerk*

Anyone seeking formatting advise for proposed general bylaws is encouraged to attend our meetings and/or visit our webpage at: [www.westfordma.gov](#) where Many meetings were attended by residents with concerns and ideas for bylaws. Members were happy to help residents navigate through the process of drafting and formatting bylaws.

### **Town Meeting**

The BRC reviewed the following articles on the Special Town Meeting and Annual Town Meeting Warrants and found them to be consistent in formatting with the Town's general bylaws:

October 21 & 22, 2013 Special Town Meeting: Articles 12-16

March 22, 2014 Annual Town Meeting: Article 26-29

Town meeting minutes are found elsewhere in this report.

### **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](http://www.westfordma.gov), under General Bylaw Review Committee.

The Committee may also be contacted through the Town Clerk's Office, 978-692-5515, [townclerk@westfordma.gov](mailto:townclerk@westfordma.gov).

## CAPITAL PLANNING COMMITTEE

**Mark Kost**  
*Chair - Finance Committee*

**Arthur Benoit**  
*School Committee*

**John Cunningham**  
*Conservation Commission &  
Master Planning Committee*

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

**Dan O'Donnell**  
*Budget Director*

**Bill Olsen**  
*Superintendent of Schools*

**Jodi Ross**  
*Town Manager*

**Kelly Ross**  
*Board of Selectmen*

The Capital Planning Committee was formed in December 2008 by the Town Manager, and has spent the past six 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 2014, the committee heard from each department and prioritized the projects. This resulted in the recommendation to allocate \$1,915,665 from free cash to fund FY 2014 capital. The committee also recommended that \$310,000 be appropriated from Water Enterprise retained earnings to fund various capital needs. In addition, Town Meeting authorized the borrowing of \$1,060,000 for the water enterprise system improvements described in the Town Meeting minutes. Town Meeting also approved the appropriation of \$850,000 in free cash to replenish the capital stabilization fund, which has a balance of \$1,124,126 as of June 30, 2014. Two Massachusetts School Building Association projects were also approved. Article 10 was approved to repair a portion of the Nashoba Valley Technical High School Roof. Article 11 authorized the town to replace the windows, doors, and other related repairs at the Robinson and Day schools. Lastly, Article 12 appropriated \$50,000 for a fire station feasibility study. In total, \$8,287,415 worth of capital equipment and projects were approved at the March 22, 2014 Annual Town Meeting.

As we move forward, the committee will look to further enhance its communication process with town departments, work more closely with other committees and commissions to ensure that their capital needs are fully understood and are undertaken with the proper prioritization, continue to enhance the justification requirements for capital and whenever possible, ensure that a cross-section of needs are evaluated in a consistent manner (for example, vehicle and truck replacements). Additionally, the committee will help the town understand the tax impact of capital expenditures, and consider the relative need, timing and cost of each capital expenditure, including methods of financing, possible federal or state aid or grants, the cost of maintaining the facility or equipment, and the effect each capital expenditure may have on the financial condition of the town.

## CAPITAL PLANNING COMMITTEE – CONTINUED

### March 22, 2014 Annual Town Meeting Capital Appropriations

#### **ARTICLE 9: Approve Capital Appropriations**

##### **First Motion:**

It was voted unanimously that the Town appropriate from Free Cash the sum of \$1,915,665 (ONE MILLION NINE HUNDRED FIFTEEN THOUSAND SIX HUNDRED SIXTY FIVE DOLLARS) to provide for the following capital requests and costs incidental and related thereto:

<i><b>DEPARTMENT</b></i>	<i><b>AMOUNT</b></i>	<i><b>PURPOSE</b></i>
Town Manager	\$99,005	Town building security improvements
Technology	\$325,000	School computer replacement
Technology	\$34,000	Town computer replacement
Technology	\$40,000	Network upgrades
Technology	\$25,000	Server & storage replacements
Police	\$15,500	Five (5) portable radios
Fire	\$50,000	Four (4) thermal imaging units
Fire	\$13,160	Hose replacement
Schools	\$30,000	Courier van replacement
Schools	\$42,000	1-Ton truck replacement
Schools	\$75,000	Abbot intercom system
Schools	\$30,000	Blanchard intercom system
Schools	\$35,000	Robinson intercom system
Highway	\$70,000	Two (2) pickup trucks
Highway	\$110,000	Bobcat with trailer
Highway	\$220,000	4x4 Six-wheel plow truck
Highway	\$85,000	Swap Loader Asphalt Patch Body
Highway	\$225,000	Main Street Road Design
Highway	\$250,000	Road Maintenance
Wastewater Management	\$100,000	Wastewater Treatment Plant Upgrades
Cemetery	\$13,000	Mower
Parks & Grounds	\$16,000	John Deere Tractor with loader
Parks & Grounds	\$13,000	Infield groomer

*And further*

That the Town appropriate from water enterprise retained earnings the sum of \$310,000 (THREE HUNDRED TEN THOUSAND DOLLARS) to provide for the following capital requests and costs incidental and related thereto:

<i><b>DEPARTMENT</b></i>	<i><b>AMOUNT</b></i>	<i><b>PURPOSE</b></i>
Water Enterprise	\$150,000	Standby generators at the Nutting Road and Depot Street. pump stations
Water Enterprise	\$70,000	Disinfection equipment at the Nutting Road and Forge Village Road water treatment plants
Water Enterprise	\$75,000	Main Street water main replacement design
Water Enterprise	\$15,000	Water building security upgrades

## CAPITAL PLANNING COMMITTEE—CONTINUED

### **Second Motion:**

It was voted unanimously that the Town appropriate the sum of \$400,000 (FOUR HUNDRED THOUSAND DOLLARS) to be expended at the direction of the Water Commissioners, for the purpose of making water system improvements on Graniteville Road from Main Street to Patriot Lane, including all 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 Chapter 44 Sections 7 or 8 of the General Laws, or any other enabling authority, and to issue bonds or notes of the Town therefor;

*And further*

That the Town appropriate the sum of \$660,000 (SIX HUNDRED SIXTY THOUSAND DOLLARS) to be expended at the direction of the Water Commissioners, for the purpose of making water system improvements on Pleasant Street from Abbot Street to Pine Street, including all 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 Chapter 44 Sections 7 or 8 of the General Laws, or any other enabling authority, and to issue bonds or notes of the Town therefor.

*And further*

That the Town appropriate from Free Cash the sum of \$850,000 (EIGHT HUNDRED FIFTY THOUSAND DOLLARS) and transfer said amount to the capital stabilization fund.

### **ARTICLE 10: Nashoba Valley Technical High School MSBA Roof Project**

It was voted unanimously that the Town hereby approves the sum of \$2,802,362 (TWO MILLION EIGHT HUNDRED TWO THOUSAND THREE HUNDRED SIXTY TWO DOLLARS) borrowing authorized by the Nashoba Valley Technical School District, for the purpose of paying costs of the Accelerated Roof Repair Project at the Nashoba Valley Technical High School, located at 100 Littleton Road, Westford Massachusetts, including the payment of all costs incidental or related thereto (the "Project"), which proposed repair project would materially extend the useful life of the school and preserve an asset that otherwise is capable of supporting the required educational program, and for which the District may be eligible for a school construction grant from the Massachusetts School Building Authority ("MSBA"), said amount to be expended at the direction of Nashoba Valley Technical School Committee; that the Town acknowledges that the MSBA's grant program is a non-entitlement, discretionary program based on need, as determined by the MSBA, and any Project costs the District incurs in excess of any grant approved by and received from the MSBA shall be the sole responsibility of the District and its member municipalities; provided further that any grant that District may receive from the MSBA for the Project shall not exceed the lesser of (1) fifty-two point twenty six percent (52.26%) of eligible, approved project costs, as determined by the MSBA, or (2) the total maximum grant amount determined by the MSBA.

## CAPITAL PLANNING COMMITTEE—CONTINUED

### **ARTICLE 11: Robinson School and Day School MSBA Project**

It was voted by a two-thirds declared majority that the Town appropriate and borrow the sum of \$4,101,750 (FOUR MILLION ONE HUNDRED ONE THOUSAND SEVEN HUNDRED FIFTY DOLLARS) to be expended under the direction of the School Committee, in conjunction with management oversight by the Permanent Town Building Committee, for additional funds for completing the design, bidding and construction phases of two window and door replacement projects, including associated cost 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 Colonel John Robinson School located at 60 Concord Road and the Norman E. Day School located at 75 East Prescott Street, and any related costs, which proposed repair projects 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 has applied for a school construction grant from the Massachusetts School Building Authority (“MSBA”). The Town acknowledges that the MSBA’s grant program is a non-entitlement, discretionary program based on need, as determined by the MSBA, and if the MSBA’s Board of Directors votes to invite the Town to collaborate with the MSBA on this proposed repair project, any project costs the Town incurs in excess of any grant that may be approved by and received from the MSBA shall be the sole responsibility of the Town, and that if invited to collaborate with the MSBA on the proposed repair project, 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.

### **ARTICLE 12: Approve Fire Department Center Station Study**

It was voted that the Town appropriate from Free Cash the sum of \$50,000 (FIFTY THOUSAND DOLLARS) for professional services for analysis of alternatives for reconfiguration, relocation or reconstruction of the center station and examine the feasibility of consolidating emergency communications operations and relocation of the Technology Department currently located in the former Forge Village substation into the Center Station.

#### Article 12 Amendment:

The original motion was amended by replacing the words “to recommend concepts for” after the word “services” with the words “for analysis of alternatives for.”

## BOARD OF CEMETERY COMMISSIONERS

**Jonathan Ash**  
*Chair*

**R. Bradley Potts**  
**Daniel Provost**  
**George “Yogi” Rogers**

The Cemetery Commission acts as the policy setting committee for the Town’s six cemeteries. The Commission is responsible for the expenditures from various cemetery trust funds, oversees the operation and care of the town-owned cemeteries. The Commission is appointed by the Town Manager. They meet quarterly and schedule additional meetings as needed.

Website: [www.westfordma.gov/cemetery](http://www.westfordma.gov/cemetery)

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, located in Forge Village, is the location of most new sale of lots. Pine Grove has an additional 11 acres of land for future expansion of the Cemetery. The Commission has begun the discussion on future development on the undeveloped cemetery land.



The Cemetery Supervisor operates out of the Pine Grove office and maintenance garage. The Cemetery operation is a division within the Parks, Recreation, and Cemetery Department; Patricia Savage, Director, Richard Nawoichik, Cemetery Supervisor, and Danielle Leblanc, Department Senior Assistant. The division is responsible for the day to day maintenance of the cemetery grounds, burials, sale of lots, burial and grave lot records. The Town Clerk retains permanent records of death certificates and burial permits. Special attention is given to the Cemeteries throughout the year on various occasions including Veterans Day and Memorial Day.

The Commission regularly reviews the fee structure for cemetery related charges and has added an additional fee structure for the sale of the Columbarium niches. Niches are available for cremation burial. The first sale of the Columbarium niches and interments took place this year. The complete listing of fees is available on line at the cemetery department website.

The Cemetery Supervisor was on an extended leave and the Parks and Grounds Crew with seasonal laborer help was able to maintain the cemeteries including the preparation for Veterans Day. The crew is cross trained to take care of burials in the absence of the Cemetery Supervisor or to assist him as needed. The Parks Crew was able to work on the preparation of the cemeteries for Memorial Day.

## BOARD OF CEMETERY COMMISSIONERS—CONTINUED



Flowers and plantings are completed by Memorial Day. The clean up from winter is the major emphasis in the early spring. Seasonal labor is added when funded and available to assist the one employee. A number of trees were removed that had fallen or were damaged from storms. Fortunately no stones were damaged from trees this year.

The Commission is continuing to review the cemetery rules and regulations. The Commission plans on completing that task in 2014. The Commission will be working on the development of master plan for the cemeteries and how best to address future needs.

Capital items approved at Annual Town Meeting included a replacement mower. Cemetery Funds were approved for several projects to be completed in fiscal year 2015: installation of a well at Pine Grove; layout of a new single grave lot area at Pine Grove; repairs to a tomb lot in Fairview; replacement of gazebo in Fairview if funds are available.

Sale of lots— 42:  
38 full grave lots  
1 urn garden lot  
3 Columbarium niches

Burials/Opening— 42:  
26 full burials  
16 cremations

Monument Permits – 26



## COMMUNICATIONS ADVISORY COMMITTEE

**Jim Silva**  
*Chair*

**Bob Fesmire**  
**Tom Sphuler**

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).

The CAC also advises Town residents regarding similar services that may be provided by a variety of broadband companies. Such services include Digital Subscriber Line (DSL) Internet access, and Voice over Internet Protocol (VoIP) local and long distance telephone service. The CAC does not deal with dial-up Internet access or conventional telephone service. Formerly called the Cable Advisory Committee, the CAC's charter was extended by the Selectmen in 2004 to include oversight of the additional broadband services mentioned, and the Committee's name was changed accordingly.

The CAC negotiates and enforces cable TV license provisions with Comcast, which has been the Town's cable operator since January 2003 – and also with Verizon, incumbent as a cable operator in Westford since October 2009, when the Final License for FiOS TV was signed and entered into force. The CAC also serves as an advocate for individual Westford citizens in all matters involving the cable operators, as well as providers of other information and communication services (e.g., Internet access and IP telephony), which may be subject to a variety of regulatory frameworks. We encourage all interested parties to attend our meetings to air their concerns, to ask questions or just listen. CAC meetings take place on an occasional basis at the J. V. Fletcher Library, usually starting at 7:00 PM. Check postings at Town Hall for specific dates, or contact the CAC to find out about upcoming meetings.

In 2014, the CAC began the process required to negotiate a renewal license with Comcast as the current license is set to expire at the end of 2014. The CAC held a required public hearing where the public and government officials were allowed to voice their concerns and requests for a renewal license with Comcast. Negotiations are ongoing as of November 2014.

Verizon largely completed their above-ground fiber-optic infrastructure build-out by the end of 2009. However, construction in many areas served by underground utilities was still incomplete by the end of 2013 – a breach of the license with Westford. The CAC consulted with legal counsel and the Board of Selectmen about what, if any, legal actions should occur due to this breach of contract. Instead of pursuing legal remedies, it was eventually decided by the Selectmen (under advisement from the CAC) to extend the deadline for infrastructure completion for four more months until April 2014. At the end of the new deadline, Verizon reported that it had now met all its license requirements for building out its infrastructure and the matter was closed by the Selectmen.

## COMMUNICATIONS ADVISORY COMMITTEE – CONTINUED

Verizon provides support for Local Access (PEG) programming for FiOS TV subscribers in a similar fashion as has long been available from Comcast – i.e., by providing funding and Local Access infrastructure to Westford CAT. The new Meeting Room at the restored Town Hall – as well as several other Town Buildings with prior Comcast Local Access video origination – were all connected to the FiOS network during 2010, and can now be used for live FiOS TV broadcasts.

The most important concerns of the CAC continue to involve the operations of Westford Community Access Television (Westford CAT), as Westford’s Local Access Provider. Westford CAT is an independent non-profit corporation and is governed by a Board of Directors comprised of members of the Westford community. The organization functions in accordance with the associated Public, Educational and Government (PEG) Access provisions in the Comcast Renewal License, as well as the Verizon License.

For more information about Westford CAT, including program schedules, details about their operations, and links to online program content via streaming video, visit their website at: <http://westfordcat.org>.

The CAC website, now hosted at: <http://www.westfordma.gov/cac>, provides Westford citizens with information on a variety of cable-related topics, and is slated to be further updated and enhanced with new content in the coming year.

In 2014, the CAC consisted of three volunteers appointed by the Board of Selectmen to renewable one-year terms. A quorum of two or more members is required to conduct official business. In December of 2013, long time member and chairman Tony Vacca resigned. We thank him for his service through the years and in particular with helping to negotiate and draft the current Verizon license back in 2009. Jim Silva was elected Chairman by the CAC to replace Tony.

# 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 2014 Community Preservation Funds:  
\$2,341,578.10**

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 56.1% state match of \$818,612 on November 22, 2013. This amount was more than double the state match from the prior year (\$402,455), however can vary significantly from year to year depending on state funding availability.

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

**Committee representation**  
**Marilyn Frank**  
*Vice-Chair*  
**Conservation Commission**  
**John Cunniffe**  
*Historic Commission*  
**Ken Hanly**  
*Parks and Recreation Commission*  
**Kate Hollister**  
*Planning Board*  
**Nancy Wimberg**  
*Housing Authority*

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

In FY 2014, Westford locally raised \$1,522,966.10 in Community Preservation funds.

Westford has an annual commitment of approximately \$790,000 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 under \$90,000.

3% Community Preservation property tax surcharge	\$1,456,660.02
Investment income	\$63,390.85
Interest on late tax payments	\$2,915.23
Local FY 2014 Community Preservation total	\$1,522,966.10
<u>State Match (received 11/22/13)</u>	<u>\$818,612.00</u>
<b>TOTAL FY 2014 Community Preservation Funds</b>	<b>\$2,341,578.10</b>

On October 21, 2013, the Community Preservation Committee (CPC) recommended the following appropriation at the Special Town Meeting.

**October 21, 2013 Special Town Meeting**

It was voted that the Town, pursuant to Massachusetts General Laws Chapter 44B, or any other enabling authority, in accordance with the recommendations of the Westford Community Preservation Committee, appropriate from Community Preservation Funds the sum of \$151,134 (ONE HUNDRED FIFTY ONE THOUSAND ONE HUNDRED THRITY FOUR DOLLARS) as follows:

# COMMUNITY PRESERVATION COMMITTEE-CONTINUED

## **Historic Funding**

- *\$136,000 Rehabilitation at the Westford Historical Museum (Historical Commission)* For the structural repairs and/or other rehabilitation at the Westford Historical Museum located at 2 Boston Road and any other related costs.
- *\$15,134 Historical Grant Support (Historical Commission)* For the purpose of providing support to the Historical Commission in applying for the Massachusetts Preservation Proposal Fund (MPPF) grant for additional funding at the Westford Historical Museum located at 2 Boston Road and fulfilling all related requirements associated with the process and any other related costs.

In 2014, the Community Preservation Committee (CPC) recommended projects at the Annual Town Meeting.

## **March 22, 2014 Annual Town Meeting**

On March 22, 2014, it was voted that the Town, pursuant to Massachusetts General Laws, Chapter 44B, or any other enabling authority, in accordance with the recommendations of the Westford Community Preservation Committee, appropriate from Community Preservation Funds the sum of \$660,931 (SIX HUNDRED SIXTY THOSAND NINE HUNDRED THIRTY ONE DOLLARS) as follows:

### **Transfers to Community Housing Reserve**

- *\$186,059 to the Community Housing Reserve* This allocation more than covers the required 10% for Community Housing.

### **Open Space Funding**

- *\$150,000 Conservation Trust Fund (Conservation Commission)* The funds were designated to be used for future land purchase by the Conservation Commission. These funds were appropriated from the Community Preservation Undesignated Fund Balance.
- *\$47,000 Healthy Lakes & Ponds Program Plan (Healthy Lakes & Ponds Collaborative)* For the Healthy Lakes & Ponds Program Plan and any other related costs. These funds were appropriated from the Community Preservation Undesignated Fund Balance.

### **Parks and Recreation**

- *\$35,000 Recreation Master Plan (Parks & Recreation Commission)* For the Recreation Master Plan and any other related costs. These funds were appropriated from the Community Preservation Undesignated Fund Balance.

## COMMUNITY PRESERVATION COMMITTEE – CONTINUED

### Historic Funding

- \$77,872 *United Methodist Church of Westford Stained Glass Windows (UMCW)* For the restoration and preservation of stained glass windows and frames at the historic United Methodist Church at Graniteville and any other related costs. These funds were appropriated from the Community Preservation Undesignated Fund Balance.
- \$165,000 *Roudenbush Design Funding (Historical Commission)* For the design funding for safety and accessibility improvements to the historic building located at 65 Main Street and any other related costs. These funds were appropriated from the Community Preservation Undesignated Fund Balance.

### Administrative Funds

- \$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.

### 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

**Eric Fahle**  
*Chair*

**Peter Mahler**  
*Vice Chair*

**Robert Boonstra**  
**John Cunningham**  
**Marilyn Frank**  
**Jim Gozzo**  
**Ann Jefferies**

**Staff**

**William Turner**  
*Conservation/Resource  
Planner*

The Conservation Commission is the Town body responsible for administering the State Wetlands Protection Act and local non-zoning wetlands bylaw so as 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.

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

Continuing a trend that started last year, FY '14 saw no filings for any significant residential or commercial projects. Nearly all the applications were for construction of single family residences. Two interesting exceptions were for completion of the remaining section of the Bruce Freeman Rail Trail, an approximately 700 foot stretch from Carlisle Road to the Carlisle town line, and for installation of a zip line facility at Kimball Farm.

The main construction activity during the year was significant work at the Princeton Westford Apartment Homes housing project located off Littleton Road near the Chelmsford town line, and the reconstruction of Littleton Road in the vicinity of Minot's Corner.

The Commission issued 4 enforcement orders during the course of the year. These were issued in relation to unpermitted disturbance in or near wetlands. Any kind of new disturbance, not just construction of new structures, such as clearing of vegetation or excavating or filling of land in or within 100 feet of wetlands requires the approval of the Commission. If you are considering such work, please contact the Commission's agent, William Turner, at 978-692-5524, who will be happy to advise you whether the proposed work is near wetlands, and if so, what the permitting requirements will be.

## **East Boston Camps**

Marcus Lewis Day camp completed the first season of its lease of the Boys Camp facilities, which now brings \$40,000 to the town annually and the Recreation Department continued its popular programs during the summer at the Day Camp.

The Recreation Department now runs the facilities licensing program for EBC. Certain buildings are available for overnight stays, functions or other programs. More information on the summer programs and licensing is available at the Recreation Department website at: <http://westfordma.gov/pages/Government/TownDepartments/>

All fees from leasing and licensing of facilities are now deposited into a Town Meeting-approved revolving fund that is used for maintenance of the facilities. In FY '14 a total of \$49,557 was collected.

## CONSERVATION COMMISSION—CONTINUED

As always, volunteers were actively involved with the camps. The Westford Academy Service Team returned for a fifth year to the Camps. With the guidance of faculty advisers Libby Porter and Cory Roman the team spent Saturday, May 3, 2014 on a variety of projects across the camp grounds, including placement of new sand and replacement of a bench at the Girls Beach, installation of a new fire pit at the Day Camp and painting of the Duplex building at the Boys Camps, as well as various clean up and maintenance tasks to assist in opening up the camps for the season.

The Friends of East Boston Camps continued their very popular Fall and Spring fundraising events, and in the spring of 2014 won a grant from the Cummings Foundation in the amount of \$100,000 which will now make construction of a new bath house at the camps possible. Construction is expected to begin in the fall of 2014.

Special Town Meeting in the Fall of 2013 approved a change to the town's general bylaws that renamed the East Boston Camps lands acquired from the Hyams Foundation and the land acquired from the Stepinski family to Stony Brook Conservation Land. The area of the actual camp facilities will continue to be called East Boston Camps.

### **Other Conservation Lands**

The Commission has over 2,000 acres of land under its care and custody throughout the town providing important outdoor recreation opportunities. On these lands volunteers also are a critical part of their maintenance. The Westford Trail Stewards, led by Bill Harman, provided important work on keeping these lands accessible and clean. If you are interested in participating in this group, contact Bill Harman of the Stewards Steering Committee (692-3907).

Eagle Scout candidates as always provided valuable projects to enhance the Town's lands, including Sean Cheng who developed a new trail system on the Burn's Hill Conservation area west of Rome Drive, Ian Macbeth who developed, created and installed a new trail head marking system, and Taha Rangwala who built a new crossing for Reed Brook between the Blanchard and Day Middle Schools.

There were important additions to the Town's inventory of conservation lands in FY '14, which included 2.9 acres bordering the Beaver Brook marshes donated as part of the Beaver Brook Village project. The 40-acre Edwards parcel located between Tyngsboro and Forrest Roads was voted from the care and custody of the Selectmen to the Conservation Commission by Special Town Meeting in the fall of 2014. Annual Town Meeting in March of 2014 conveyed care and custody of a one acre parcel from the Tax Possession Sale committee to the Conservation Commission. This, combined with the generous donation of a trail easement from Brenda Gould, has provided for public access to the previously landlocked 13 acres of the land donated by the Kloppenburg family.

## CONSERVATION COMMISSION—CONTINUED

The Commission spent considerable time working to resolve issues related to an incursion into land subject to a permanent conservation restriction associated with the Graniteville Woods housing project. In association with the construction of an adjacent unit, vegetation had been cleared and land regraded over an area of approximately 5,000 square feet that was supposed to be left untouched. In order to resolve the issues and address concerns of the unit owner, the developer and the Conservation Commission came to an agreement to amend the conservation restriction to allow the modifications to remain in return for the developer adding an additional approximately 19,000 square feet of undeveloped land to the conservation restriction.

### **Other volunteer efforts**

The stream water quality monitoring program for the Stony Brook and Nashoba Brook watersheds begun in 2006 continued under the leadership of Kate Hollister and Diane Duane with support from the Commission and the Westford Conservation Trust and in association with the Organization for the Assabet River, contact Kate Hollister at 978-392-6802 or [kdemh@comcast.net](mailto:kdemh@comcast.net) for more information or to volunteer. All training is provided.

Ron Gemma and Lisa Groves of the Westford Conservation Trust, in cooperation with the Sudbury-Assabet-Concord River Watershed Cooperative Invasive Species Management Area program, continued to head up the valiant efforts of the Westford Invasive Species Control Group as they seek to contain a number of plant species that are detracting from the natural beauty and resources of the town. In addition to scheduled “pulling” events the group offers assistance to property owners in control efforts focusing on the following species: Mile a Minute Vine, Japanese Knotweed, Phragmites, Glossy Buckthorn, Burning Bush and Asian Bittersweet. If you would like to learn more about this program and are interested in becoming involved, you can find more information and register at: [www.westfordinvasivespecies.webs.com](http://www.westfordinvasivespecies.webs.com)

Our continuing thanks to all the groups and individuals for their hard work and dedication towards preserving, protecting and enhancing the community’s natural resources and also our thanks to the Parks, Recreation and Cemetery Department, the Highway Department and the School Department for their help in caring for conservation land.

### **The Commission**

Commission members also participated on other town committees. John Cunningham serves on the Public Works Initiative Committee, Capital Planning Committee, Registered Medical Marijuana Dispensary Committee and Master Plan Implementation Committee. Jim Gozzo is a member of the Town Forest Committee and Hunting Policy Committee and is also an Election Officer (Precinct Warden). Marilyn Frank serves on the Community Preservation Committee as Vice Chair and also served on the East Boston Camps/Stepinski Naming Study Committee. She is also an Election Officer (Warden). Bob Boonstra serves on the Drew Gardens Task Force.

## CONSERVATION COMMISSION – CONTINUED

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

### CONSERVATION COMMISSION STATISTICS\*

Summary, Filings Received, 2005 – 2014 (2004 to 2010 on calendar year basis, Thereafter on Fiscal Year Basis (FY)(FY ’11 is from July 1, 2010 to June 30, 2011, FY ’12 is from July 1, 2011 to June 30, 2012, etc.)

Year	Requests For Determination	ANRAD	Notices of Intent	Emergency Certificates	Violations/ Enforcement Orders
2005	12	5	34	16	3
2006	18	6	28	16	2
2007	17	4	24	7	7
2008	12	5	29	10	5
2009	12	0	29	13	12
2010	15	1	41	7	4
FY ’11	13	0	36	7	4
FY ’12	13	0	39	13	4
FY ’13	8	0	27	6	6
FY ’14	11	0	26	7	4

\*The work by the Commission involves several types of review: (1) “Request for Determination” in which the Commission is asked to approve relatively minor work within 100 feet of wetlands; (2) Abbreviated Notice of Resource Area Delineation (ANRAD) in which the Commission is asked to approve a surveyed plan showing wetland boundaries. (NOTE: The ANRAD process was adopted in 2000. Prior to that the Request for Determination filing was used for confirmation of wetlands boundaries); (3) “Notice of Intent” meaning that an applicant has notified the town of an intention to build a structure or any type of work in a wetland or the land around a wetland; (4) Emergency Certificate, when rebuilding a septic system or some other emergency work necessitates alteration of a wetland or nearby land on short notice. The Commission issues Enforcement Orders in relation to violations of the State Act or local bylaw when work commences within a jurisdictional area without a proper permit from the Commission, or work is conducted in violation of the conditional requirements of a permit issued by the Commission.

## COUNCIL ON AGING

**Helena Crocker**  
*Chair*

**Nancy Cook**  
**Dorothy Hall**  
**Patricia Holmes**  
**George Rogers**  
**Robert Tierney**  
**Kathryn Wilson**

The Council on Aging (COA) is here to promote physical, emotional, and economic well-being of older adults and to promote their participation in all aspects of community life. Our vision is to improve the quality of life for those aged 60 or older and to provide services, advocacy and information. Our Cameron Senior Center is a focal point where older adults come together for services and activities that reflect their experience and skills, respond to their diverse needs and interests, enhance their dignity, support

their independence and encourage their involvement in and with the center and community.

The senior population is over 4,500 residents. We encourage all that are age sixty and over to stop by and see what we have to offer. Please visit our website at [westfordma.gov/coa](http://westfordma.gov/coa) to gather information on an activity or service we provide. Our monthly newsletter is posted on our website and we will gladly put you on our mailing list by contacting [cfrance@westfordma.gov](mailto:cfrance@westfordma.gov). Our facility is 23,000 square feet and was renovated and expanded in 2010. We are air conditioned and have a generator to act as a shelter during power outages and heat waves. Free Wi-Fi is available for those in need of using the internet.

We accepted Dini Healy-Coffin's resignation this past spring and would like to express our thanks to her for serving as a Board member for the past two years. We would like to welcome Kathryn Wilson who was appointed to the Board.

New initiatives this year at Cameron were a National Memory Screening Day in November, Diabetic Shoe Clinic in the Spring and a Lunch and Learn session monthly. Our volunteer appreciation celebration recognized the 200 volunteers who provided 20,638 volunteer hours for the town. Volunteer Hal Schreiber completed 232 income tax returns for seniors and Fred Baumert guided 47 seniors through the health insurance options as our SHINE Counselor. Our dance socials returned in June with much success; they will now be a quarterly occurrence. A Cultural Council Grant sponsored afternoon entitled "Meet Julia Child"; and other entertaining programs such as "Music is Love" which featured magic and comedy.

Our award winning artists of Cameron who participated in the State House Holiday Card Contest are Marie Stabile who won in the oils category; Peggy Jungbluth, taking second place; and Mary Arnold winning third honorable mention. The acrylics field, Carol Korash won first place; Ann Cullerton second and Theresa Cryan third. The Cameron quilters should be recognized for their generosity to the Senior Center, hospitals and neighbors in need of a homemade quilt. These ladies include Inge Berry, Pat Granfield, Oi Chan, Gabriella DiPrizio, Davida Gilmore, Tina Poist, Jean Schott, Joyce Newton, Roberta Tatelman and Jill Tatelman.

## COUNCIL ON AGING—CONTINUED

The Cameron “Upbeats” provided music and entertainment at over two dozen events in the area and are made up of local musicians John Pyra, Mike Priest, Fran Forest, Dot Smith, Lois Hartley, Alice Bonney, Anne Pinard, Joyce Minosh, Pat Bernard, and Phyllis Carrow. The Cameron Music Makers are our choral group who entertain throughout the area and participants include Ann Bennett, Pat Reppucci, Carolyn and Tom Lumenello, Marian and Bill Harman, Bob Ireland, Don Domeij, Walter Fisher, Gail Held, Ann Miller, Gabriella DiPrizio, Joan Gehrig, Janine McCormack, Sandra Jewett-Ensor, June Evans, Judy Curless, Mary Jensen and Carolyn Harlow.

The staff and volunteers spend many hours focusing on the needs of the homebound to make sure that they remain safe in the community. A strong focus is placed on wellness activities and socialization.

### **Social Services**

The social service team at the COA provides a wide range of support, consultation, guidance, referral, advocacy, assessment, and resources to residents in need. We strive to focus on the wishes and goals of the individual, while considering the concerns of family, friends, and professionals. We can provide social work services in person—office or home visit, by phone, or by email. We have continued to provide one-time consultations as well as in-depth, long-term contact, depending on the needs of the clients. As the only social work agency in town, we also assist younger clients who may be challenged with disabilities, financial struggles, family issues, or other problems. These clients have become more numerous in recent years as the financial climate has become more difficult. It has been helpful to develop relationships with many residents in their fifties, who may otherwise not use the senior center, but who need assistance and will soon be eligible for many of the elder services in the region.

## CULTURAL COUNCIL

The Westford Cultural Council received a total of \$4250 from the Massachusetts Cultural Council to distribute to organizations and individuals who applied for grants to support cultural activities that benefit Westford residents. This year, the council awarded \$4123 in grants, thus adding \$127 to its reserve. In awarding grants, the council seeks to serve a broad spectrum of Westford's population. The council received 22 applications and awarded grants to the following 16 applicants:

<b>Norman Bristol</b> <i>Chair</i>
<b>Angela McAlister</b> <i>Treasurer</i>
<b>Patricia Chagnon</b>
<b>Denali Delmar</b>
<b>Yen Yen Lim</b>
<b>Brian Pitts</b>
<b>Lynda Vernalia</b>

<b>Applicant</b>	<b>Purpose</b>	<b>Grant Amount</b>
Jameson, Scott	Contact: The Magic of Communication	\$500
Cameron Senior Center	Welcome to the Graveyard	\$250
Robert Creeley Foundation Inc. (RCFI)	14th Annual Robert Creeley Award	\$70
The Discovery Museums	Free Friday Night Fun	\$200
The Marble Collection, Inc. (TMC)	High School Magazine for the Arts	\$53
Georgia McAlister for Beyond Words Club	Beyond Words Literary Magazine	\$200
Stony Brook Middle School Theatre/MA Educational Theater Guild	Massachusetts Middle School Drama Festival	\$400
Westford Chorus	A Stroll Down Broadway	\$400
Delvena Theatre Company	All The Presidents' Women	\$400
Nashoba Valley Concert Band	Concert on the Common by the Nashoba Valley Concert Band	\$250
Indian Hill Music	Bach's Lunch concert series	\$200
Contemporary Arts International Inc. (CAI)	2014 Stone Carving Sculpture Symposium	\$300
Sahay, Sunanda	Essence of India	\$300
Fruitlands Museum	Fruitlands Centennial; Anniversary Programs	\$200
Open Door Theater	ASL Interpretation for Performance of "Working"	\$100
Tierney, Heidi	Squirrel Stole My Underpants	\$300

## CULTURAL COUNCIL – CONTINUED

<b>Grants For Current and Previous Years</b>				
<b>Year</b>	<b>Number of Applicants</b>	<b>Number of Grants Approved</b>	<b>MCC Distribution</b>	<b>Grant Total</b>
2014	22	16	\$4250	\$4123
2013	25	14	\$3780	\$3780
2012	27	16	\$3870	\$4315
2011	24	14	\$3785	\$4000

For more information on the Cultural Council, see our page on the town's website under Community, [www.mass-culture.org/Westford](http://www.mass-culture.org/Westford) or email [culturalcouncil@westfordma.gov](mailto:culturalcouncil@westfordma.gov).

## ECONOMIC DEVELOPMENT COMMITTEE

The Economic Development Committee (EDC) is appointed by the Board of Selectmen 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 second year of operation, the Economic Development Committee had numerous highlights and accomplishments as follows:

- Two EDC members served on the Sign Bylaw Committee to provide updates and clarification to the sign bylaw. The Committee's recommendations were approved by the Board of Selectmen and passed at Annual Town Meeting.
- Published and distributed the first Westford Business & Community Guide sponsored by local businesses to be used as a marketing tool to promote the Town of Westford to potential new businesses and employees.
- Formed a Regional Economic Development group of Westford, Boxborough, and Littleton town management, which meets quarterly to discuss and solve regional economic development issue to benefit economic development in all three towns.
- Intended as a communication tool with Westford businesses, began publication of the "Westford Business Connection" quarterly newsletter.
- Updated the business mailing database with 1,500 Westford businesses to be used for communications between the town of Westford and Westford businesses.
- Joined the 495 Metro West Partnership which assists with economic development initiatives and infrastructure improvement.
- Supported Rotary Club membership for the Town of Westford.
- Initiated the organization of the Westford Business Association (WBA) which culminated in a group of approximately 20 business leaders serving on the organizing committee. A WBA organizing meeting at the end of June resulted in member's approval to move forward to form a WBA organization which will have a formal kickoff on October 1, 2014. The purpose of the WBA will be to address common issues among Westford businesses and work through common issues with town management and staff.

**Thomas Barry**  
*Chair*

**William Nussbum**  
*Vice Chair*

**Andrea Peraner-Sweet**  
*BoS Liaison*  
**Jodi Ross**  
*Town Manager*

**Chris Kluchman**  
*Director of Land Use Management*

**Ronald Caterino**  
**Eli Demetri**  
**Andrew Stern**  
**Perti Vulli**

**Alternates:**  
**Stephan Cannellos**  
**Mark Mathews**  
**Thomas West**

## ECONOMIC DEVELOPMENT COMMITTEE – CONTINUED

- Attended the Annual Economic Development Summit with emphasis on education, innovation, and infrastructure, which noted that manufacturing was rising as a key industry in Massachusetts.
- Based on a 2009 Comprehensive Master Plan recommendation to develop a transportation management plan, the EDC recommended to the BOS that Westford join the Cross Town Connect Transportation Management Association for FY2015. The BOS approved the recommendation.
- Joined State Representative Jim Arciero during the “High Tech Business Tours” to highlight businesses such as Juniper Networks, IBM, Sonus Networks, Netscout, and UTC Aerospace Systems.
- EDC sponsored an information booth at Westford’s Annual Strategic Planning Retreat held at Kimball Farm. Information included activities of the EDC and discussions of zoning in the Westford Villages.
- Initiated a project to develop an accurate inventory of empty, available space in Westford, to be used when working with potential new businesses.
- EDC voted to support the Westford Knight Project being undertaken by David Christiana, Westford firefighter.

For further information on the activities of the Economic Development Committee, please see the following link to the EDC webpage: [http://westfordma.gov/pages/government/towndepartments/boardsandcommittees/WestfordMA\\_edc/index](http://westfordma.gov/pages/government/towndepartments/boardsandcommittees/WestfordMA_edc/index)

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

## EMERGENCY MANAGEMENT AGENCY

**Joe Targ**  
*Co-Director*

**Tim Whitcomb**  
*Co-Director*

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

The severe weather this year was limited to some snow storms, none of which severely impacted the town nor qualified for any reimbursement. The storm pattern over the summer brought powerful thunderstorms to Massachusetts. These storms resulted in Westford receiving a number of tornado warnings. A couple of tornadoes did touchdown in the State, however Westford only saw the thunderstorms pass through.

Westford Emergency Management received an Emergency Management Performance Grant (EMPG) in the amount of \$4,530. These funds were used for the purchase of specialized communications equipment.

A new equipment trailer was placed into service this year. This trailer carries the equipment needed to open a shelter. The addition of this trailer will allow us to rapidly deploy and open the shelter more efficiently.

Communicating to the Town's residents during emergencies has become a priority. Getting important and critical information out accurately to as many residents as possible is important. The growth and ability of social media and the use of our reverse calling system; CodeRed, has greatly improved our ability to do this. Unfortunately, despite the advancements in technology, there have been problems with these methods when there are extended power outages from severe weather. Cell phone batteries can't get charged, cellular service is interrupted or internet phone backup battery power is exhausted. As a solution we began the installation of an Westford Information AM radio station to be used to close the loop on getting out our emergency warnings. The system is almost complete and can be used for emergency warnings also and it does broadcast emergency information from the National Weather Service. The station can be found at 1630am.

We would like to take this opportunity to congratulate Chief Rochon on his retirement and thank him for all the assistance to this department.

**EMERGENCY MANAGEMENT AGENCY – CONTINUED**



Installation of the telephone pole that holds the antenna for the AM radio station for Emergency Notifications.



Utility Task Vehicle purchased with EMPG grant funds

## ENERGY COMMITTEE

“Advising and assisting the town by researching, identifying, designing, recommending and implementing programs and equipment to encourage and achieve energy efficiency and conservation.”

From July 1st 2013 through June 30th 2014, the energy Committee continued to work towards the goal of supplying energy to the town at reduced cost, lowering environmental impact of energy needs, and decreasing demands for energy use through decreased use and improved efficiency. Our two main initiatives this year were the acquirement of a power purchase agreement with Nexamp and attaining status as a “green community” through the DOER green community initiative. The power purchase agreement has already begun production from a site in Hubbardston MA. Though an initial agreement fell through with Nexamp a subsequent one has been put in place and construction at this location has begun. The green community designation required the passing of the 2014 stretch code at town meeting and several other town commitments which took some effort. We have already received the first grant from this project and have improved LED lighting at several municipal locations including the police station, and senior center. With this funding we were able to replace two inefficient school boilers with one more efficient model. This year we have added some great new members now and are hopeful in the coming year.

The committee would like to thank Assistant Town Engineer Jeremy Downs and Assistant Town Manager John Mangiaratti for their continued assistance and support. John spearheaded the power purchase agreement project and coordinated the multiple requirements needed to move the Green Community initiative. We would also like to thank Valerie Wormell our Board of Selectman liaison for her guidance and support.

### **Power Purchase Agreement**

In 2010 the energy committee began receiving requests to enter into renewable energy power purchase agreements. Each year the value of these contracts improved due to renewable energy initiatives at the federal and state level (specifically Solar Energy Credits). These incentives created the right moment to pursue a power purchase agreement and in 2012-3 a request was made for power purchase agreement contractors. In 2013 these were evaluated by multi committee team with town management of which the energy committee was a part and a decision was made to contract with Nexamp. Though our initial contract for 5MW fell through in early 2014, this resulted in a 1.5 MW site that is already operational in Hubbardston, MA. The other project fell through financially, but has been re-issued at a higher pricing. It is expected that our town will save close to \$3-400,000 a year after all the production is online at current electric prices. As prices are going to go up more steeply this winter we are likely to save more this coming year as our prices are fixed. The work to have this approved and contract negotiated was largely carried out by John Mangiaratti.

**Jeff Geller**  
*Chair*

**Paul Mucci**  
*Vice-Chair*

**Noel Almeida**  
**Jim Jarvie**  
**Paul Mucci**  
**Bob Willis**  
**Zhaohui Zhang**

## **ENERGY COMMITTEE – CONTINUED**

### **Green Community Initiative**

At the beginning of 2013, the energy committee was asked to re-evaluate our decision in 2010 to not pursue becoming a “Green Community”. The committee looked at all the pro’s and con’s of becoming a green community and looked back at the previous committees ideas previously. In this review it became clear that becoming a “Green Community” was now in the interest of the town. The committee unanimously agreed to pursue the application for the “Green community”, this was confirmed by a unanimous vote by the Board of Selectmen in support. The town received Green community status earlier this year. The town has received \$143,000 in grant money from this initiative which has been used for efficient lighting and heat generation for the town. There are still remaining funds and this may be used for consultation, other projects, the process has been started to look at the possibility of solar generation at the landfill or high school roof location.

### **Energy Efficiency / Energy Reduction Plan**

In 2013-14 the committee continued to work with the town offices and the schools to advise on energy efficiency and improvements. As part of the DOER green community work towards efficiency we now have reliable measures from which to compare municipal buildings energy use. This can be used to target areas of high energy use and at the same time measure changes over time to efficiency changes.

### **Town Wide Initiatives**

Toward the end of this year, with new energy committee members inspired to help individual homeowners in our town, there has been a movement towards serving our individual citizens. Though still in formative planning, ideas are being created to make alternative energy available and efficiency options available at the individual level. This may be in the form of a power purchase. As this year progresses we hope to be more involved in education of our community, and connecting those who may benefit from shared power initiatives.

### **Conclusions**

In 2013-14 the Energy Committee has grown and was able to make significant progress in achieving energy efficiency and conservation. We are particularly grateful for the town’s greater interest in the savings of efficiency and the various programs that can help us achieve a smaller environmental footprint.

## ENGINEERING DEPARTMENT

Construction of the Littleton Road and Boston Road Intersection Improvement Project continued in 2014, and MassDOT is predicting that completion of the project will remain on schedule for completion in the Spring of 2015. Overall intersection operations and safety will be greatly improved by increasing the capacity of the intersection and providing better and more efficient access to Westford's largest commercial and employment corridor. The Engineering Department will continue to work with MassDOT, town officials and the contractor, E.H. Perkins Construction, Inc. through the successful completion of this project.

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

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

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

In 2014, the town contracted with the engineering firm TEC, Inc. for the design of two intersections on Groton Road, one at Oak Hill Road and another at Dunstable Road. The Engineering Department will be working with TEC over the next year to advance the design through MassDOT construction in 2017 for Oak Hill Road and 2018 for Dunstable Road. The preliminary designs for both intersections indicate that traffic signals will be required in order to address safety issues.

Design improvements at the Tadmuck Road and Littleton Road intersection reached the 25% milestone in 2014, and the proposed traffic signal and pedestrian safety improvements are scheduled for the 2016 construction season. Construction for this 2.1 million dollar project is being funded through the State Transportation Improvement Program, and will include new lanes, traffic signals, drainage system, crosswalks and sidewalks.

The Engineering Department is assisting consultants at Tighe & Bond in the preparation of Westford's first Stormwater Management Master Plan (SWMP). The SWMP and Healthy Lakes & Ponds Collaborative was one of the featured topics at the 2014 Strategic Planning Retreat and the attendees provided feedback on the value of protecting our natural resources. A Stormwater Advisory Group was also formed in order to provide guidance and direction through the master plan process.

The Engineering Department worked closely with the Planning Board and the Board of Selectmen in 2014 to get three more roads accepted at Annual Town Meeting. Hidden Valley Road, Sawmill Road and Musket Lane are now public ways.

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.

## ENGINEERING DEPARTMENT – CONTINUED

In FY2014, Engineering was involved with the following public projects:

- Millennium Student Drop-Off and Drainage Improvements Project.
- Safe Routes to School Assessment Application for the Nabnasset School along Plain Road
- Maintenance and operation of the Town Center Sewer System.
- Continued oversight of the landfill gas monitoring program.
- Staff support to the Planning Board, Conservation Commission, Zoning Board of Appeals, Energy Committee and Pedestrian Safety Committee.

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

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

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

# 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, Budget Solutions Task Force, 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 FY14 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 2013, the voters at the Annual Town Meeting passed a \$98,436,379 operating budget for FY14, an increase of about \$3,765,341 (3.90%) over the prior year, with the majority funding the Westford Public Schools budget (+\$1,660,283) and the Employee Benefits & Miscellaneous Budget (+1,138,226). \$1,995,414.45 in Free Cash was used to balance the FY14 budget. In the fall, Free Cash was certified at \$7,697,533. The Free Cash balance remaining of \$3,738,894 at the end of FY14 was added to our Stabilization Fund balance of \$3,476,755, leaving 7.75% 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 1.89%.

Fiscal Year 2014 continued to see economic challenges. Westford continues to rely more heavily on property taxes and local revenues as we received only a minimal increase (1.35%) in state aid. Westford's FY14 state aid of \$18,573,252 is \$125,460 less than received in FY09. Despite the lack of state support, Westford has been able to improve its financial status thanks in large part to the unprecedented new growth (\$1,728,677) in town. In addition, local revenues received from motor vehicle excise, licenses and permits, and the hotel and meals local options tax all increased. Lastly, the health insurance premium for enrollees under age 65 increased by only 1.44% as the town switched carriers from Tufts to Blue Cross Blue Shield. The Medicare rates for retirees aged 65 and older decreased by 36.55%, resulting in an overall decrease to the health insurance budget. These financial factors enabled Westford to increase its bond rating with Standard & Poors to a AAA rated community effective May 1, 2014. The town remains in good financial standing heading into Fiscal Year 2015.

The Finance Committee would like to thank Michael Princi for his nine years of dedicated service to the town, including three years as chairman. Westford's recently appointed Finance Director Dan O'Donnell provides invaluable financial updates and assistance to the Committee.

**Mark Kost**  
*Chair*  
**Jeanne Drula**  
*Vice-chair*  
**William Taffel**  
*Clerk*  
**James Conry**  
**Ellen Doucette**  
**Ingrid Nilsson**  
**Gerald Koehr**  
**Glen Secor**  
**Dennis Wrona**

# FIRE DEPARTMENT

**Joseph Targ**  
*Fire Chief*

## Paramedic Program

This year was our second full year of around-the-clock paramedic service. We feel that this brought the best and most efficient emergency medical service to our Town. This year also brought a change to the department as two of our paramedics resigned to pursue other opportunities; we would like to wish Al Gentile and Dan Quirk the best in their new endeavors.

## Capital Program

This year we ordered a new Pumper-Rescue that consolidated 2 engines into one saving the Town over \$500,000. We expect to take delivery in the fall of 2014. Our second oldest ambulance was sent out for refurbishment to extend its useful life and we continue to work with the Permanent Town Building Committee to select the best site for the Center Fire Station.

## Grants

We have again received a S.A.F.E grant (Student Awareness Fire Education) for \$5,265 which allows us to bring fire education material to the students in our schools. We would like to thank Lieutenant Parsons for his hard work on this important program.

## Personal

This year Chief Richard J Rochon retired after a long career with the Westford Fire Department. Chief Rochon started as an Auxiliary Firefighter in 1976, became a call firefighter in 1978, a full-time firefighter in 1985 and was appointed Chief on October 1, 1995. Best wishes to Chief Rochon on his retirement.

**Fire Chief**  
Joseph T. Targ

<b>Full Time Firefighter/EMT's</b>			
<b>A-Group</b>	<b>B-Group</b>	<b>C-Group</b>	<b>D-Group</b>
<b>Captain</b> David M. O'Keefe	<b>Acting-Captain</b> Harold A. Fletcher	<b>Captain</b> James P. Barrett	<b>Captain</b> Mark N. Valcourt
<b>Lieutenant</b> Jim F. Lamy	<b>Lieutenant</b> Shawn P. Girard	<b>Lieutenant</b> Paul Lemieux	<b>Lieutenant</b> Daniel A. Britko
<b>Firefighter/EMT's</b> Joseph D. Delpapa, Jr.	<b>Firefighter/EMT's</b> William Stone	<b>Firefighter/EMT's</b> Shawn M. Ricard	<b>Firefighter/EMT's</b> Andrew G. Anderson, Jr.
Susan Smith	Timothy Hall	David P. Christiana	David A. Devencentis
Michael Denehy	Don Greenwood	William Cashman	Donald Post
Darren Lanier	Tim Vigars	Mark Witherell	Justin Searles
Justin Geneau			

## FIRE DEPARTMENT – CONTINUED

Paramedics	Paramedics	Paramedics	Paramedics
John Tuomi	David Levebvre	Zachery Driscoll	Timothy A. Bellemore
Dan Quirk	Brian Baker	Ryan Monat	Matt Svatek
	Kutis Triehy	Jeff Douphinette	Scott Florio

On- Call Firefighters and EMTs			
<b>Firefighter/EMTs</b> Michael Cool	<b>Firefighter/EMTs</b> Brian Foley	<b>Firefighters</b> Peter Dennechuk	<b>Firefighters</b> James Joncas
James R. Klecak	Ernest W. Pudsey	Kevin Woitowicz	John Fox
<b>Firefighter</b> Stephen A. Wyke	<b>EMT</b> Nancy V. Burns	<b>Auxiliaries</b> Matthew Wyke	<b>Auxiliaries</b> Thomas Lemieux

Special Assignment Firefighters		
<b>Fire Training Director</b> Capt. David O'Keefe	<b>Fire Investigation Unit</b> Joe Delpapa Peter Dennechuk	<b>Code Enforcement, Emergency Management Co-Director</b> Chief Joseph T. Targ
<b>ALS Coordinator</b> Zachery Driscoll	<b>Clinical Coordinator</b> Timothy A. Bellemore	<b>Fire Prevention, Juvenile Fire Setters Program, SAFE, Community Service Officer</b> Lt. Donald Parsons
<b>Grants</b> Captain James Barrett	<b>Hazardous Materials Tech.</b> Lt. Harold Fletcher	<b>Website Information and Support</b> David Christiana

Fire Alarm Operators/Communications	
Colin Osgood	Jody Carroll
Brian Feddersen	David Avery
Douglas J. Cook-Part Time	

**Office Manager**  
Joseph Joyce

## FIRE DEPARTMENT – CONTINUED

<b>Fire Department Call Log</b>	
WORKINGON / SYSTEM TESTS	399
AMBULANCE CALLS	1670
REQUEST FOR ALS	863
ASSISTANCE	121
APPLIANCE	6
ENGINE MEDICAL ASSIST	1519
BOX ALARMS	184
TROUBLE ALARMS	84
BRUSH	19
SMOKE IN BUILDING	8
CO DETECOR	72
VEHICLE	8
FUEL	6
CHIMNEY	4
DISTRICT 6 HAZMAT	13
OUTSIDE ELECTRICAL	8
ALARM CO CALLS	67
NATURAL GAS LEAKS	41
SMOKE INVESTIGATION	134
ILLEGAL BURN	19
ELEVATOR RESCUE	8
LOCKOUT	41
FIRE IN BLUILDING	9
WATER PROBLEMS	13
FIRE, OTHER	17
MUTUAL AID OUT	18
MUTUAL AID IN	45
WATER/ICE RESCUE	2
CONFINED SPACE RESCUE	1
COOKING FIRE PERMIT	88
BRUSH PERMITS	705
BLASTS MONITORED	33
26F/26G INSPECTIONS	280
FIRE DRILLS	54
<b>TOTAL ENGINE RESPONSES</b>	<b>2467</b>

## FIRE DEPARTMENT – CONTINUED

<b>Mutual Aid Incoming</b>			
<b>Ambulance</b>		<b>Fire</b>	
LITTLETON	35 Ambulances	17 Engine Companies	
AYER	2 Ambulances	3 Engine Company	
MEDFLIGHT	5 Helicopters		
TRINITY	8 Ambulances		
ACTON		2 Engine Company	1 Rescue Truck
GROTON		4 Engine Companies	1 Tanker
TYNGSBORO		5 Engine Companies	
CARLISLE	1 Ambulance		1 Tanker
CHELMSFORD		5 Engine Companies	2 Rescue Trucks
LOWELL		2 Engine Company	
NASHUA		1 Engine Company	
DFS REHAB TRUCK			1 Rehab
<b>TOTAL</b>	<b>51</b>	<b>39</b>	<b>6</b>

<b>Mutual Aid Outgoing</b>			
	<b>BLS AMBULANCES</b>	<b>ALS AMBU- LANCES</b>	<b>Fire</b>
LITTLETON	20 Ambulances		3 Engine Companies
ACTON	4 Ambulances		1 Engine Company
CARLISLE			2 Engine Companies
CONCORD	1 Ambulance		3 Engine Companies
GROTON	18 Ambulances	9 ALS Ambulances	3 Engine Companies
TYNGSBORO			3 Engine Companies
CHELMSFORD	5 Ambulances		2 Engine Companies
LOWELL			3 Engine Companies
N. ANDOVER			2 Service 2 ATV's
HAVERHILL			1 Service 1 ATV
<b>TOTAL</b>	<b>48</b>	<b>9</b>	<b>26</b>

## FIRE DEPARTMENT – CONTINUED

Permit Type	# of Permits	Total Fees \$
Above Ground Storage Tank	4	300
Alarm Systems	25	950
Blasting	14	700
Explosive Storage	1	50
Flammable Storage	1	50
General Permit	6	300
Kitchen Ventilation Suppression System	3	150
Liquefied Petroleum Gas Tank	20	1000
Oil Burner Install or Alter	32	1600
Residential Resale or Refinance	280	14000
Residential Permit for Installation of Smoke Alarms and CO Detectors	109	5450
Sprinklers	64	3200
Sprinklers	55	2750
Tank Removal	24	1200
Transfer Tank	1	50
Underground Storage Tank-Gas Station	3	150
Welding and Cutting	3	150
<b>Totals</b>	<b>645</b>	<b>\$32,050</b>

# BOARD OF HEALTH

The Board of Health, an elected board, is responsible for developing policies and regulations and for enforcing state health and sanitary codes. The Board is charged with protecting the health and safety of the town. The Board of Health's web page is accessible from the Town of Westford's website: [www.westfordma.gov/BOH](http://www.westfordma.gov/BOH). Meetings are held the 2<sup>nd</sup> Monday of each month at Town Hall.

In 2013, the Board of Health continued its proactive approach to protecting the health of the community by updating the Well Regulations, amending the Tobacco Regulations and beginning the process of updating the Hazardous Materials Storage By-Law.

**Zac Cataldo**  
*Chair*

**Joanne Martel**  
*Vice-chair*

**Michele Pitoniak-Crawford**  
*Secretary*

**Sue Hanly**  
**Jillian Lokere**

The following personnel support the Board of Health:

Sandy Collins, R.N.	Health Director /MRC Director
Darren MacCaughey	Director of Environmental Services
Laurie Lessard	Administrative Assistant
Ray Peachey	Substance Abuse Prevention Coordinator
Gail Johnson, R.N.	Public Health Nurse
Rae Dick	Health Agent
Arnie Price	Food Inspector
Catherine McLarney /AndreaMcKinley	Registered Dental Hygienists
Nancy Burns (grant)	MRC Coordinator
Tracy Griffin (grant)	Secretary



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

## HEALTH CARE SERVICES

**Sandy Collins, RN**  
*Director*

We are dedicated to being proactive and preventative in addressing public health issues. The department provides a wide range of clinical and environmental services to monitor and improve the health of the residents of Westford. Diverse public health initiatives conducted by our staff promote positive health practices, protect the health of the community and encourage healthy behaviors across the life span.

Health services focuses on early detection of disease, elimination or control of risk factors for adverse health conditions, and the application of available preventative measures. Services address a range of health conditions and concerns. Programs and services include: communicable disease surveillance and communicable disease control; immunization programs including yearly community and school-based flu clinics; health fairs; educational health programs for community and schools; lead program; health screenings; mental health programs and 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 and 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/health](http://www.westfordma.gov/health).



Our Substance Abuse Services Coordinator, Ray Peachey, provides substance abuse education and referral services to community residents. He provided public awareness campaigns including a Town Hall Meeting on drug-abuse, and a Celebrate with Care promotion during the holidays. He

works collaboratively with the Police Department, Westford Against Substance Abuse (WASA), Westford Parent Connection (WPC), and other organizations to educate the public on increasing trends in drug usage.

This year we also amended our tobacco regulations to increase the required age for purchasing tobacco products to 21. This was prompted by research that showed that delaying smoking until age 21 makes it far less likely that an individual will begin to smoke. We also added e-cigarettes to the regulation to restrict purchase by minors. Ray worked with area businesses and municipal departments to ensure adherence to our regulations.

One service that we continue to make a priority is the establishment of a self-sustaining shingles program. This year we were able to raise another \$10,000 through various gifts and grants to offer our uninsured or underinsured residents the opportunity to receive this important and needed immunization. Thanks to all our funders, Emerson Hospital, Westford Charitable Foundation, Friends of the Cameron Senior Center, Whitney Herrick Fund and Westford Rotary for their support.

## HEALTH CARE SERVICES—CONTINUED

Our Medical Reserve Corps (MRC) had its most productive year to date. The MRC continues to train for emergencies and to promote public-health initiatives between disasters. Regionally, the unit supported many activities, twenty-four of which were in Westford. In our 11<sup>th</sup> year, our membership is sustained at 550. Dedicated volunteers from all backgrounds provided a range of community services. In Westford alone, MRC members provided CPR, First Aid, Chokesaver skills to municipal employees and food service workers, and supported a Red Cross blood drive. Volunteers promoted the Let's Move! campaign to fight childhood obesity. All of Westford's public flu, pneumonia, and shingles clinics were supported by MRC volunteers. In total, MRC members staffed five community, nine school-based clinics and ten public events, which saved over \$10,000 in staffing costs.

Last year the Upper Merrimack Valley Medical Reserve Corps (UMVMRC) applied for and secured a \$7500 grant to develop an emergency sheltering plan for the functional needs patients in our region. We also trained our MRC members to become better responders and staff at medical-needs shelters. For more information about the UMVMRC, see [www.UMVMRC.org](http://www.UMVMRC.org). Thanks to Nancy Burns, our Coordinator, for her dedication to the unit.



*Fairs*



*CPR training*



*"Let's Move" activities*

The department and Town continue to address the issue of domestic violence within the community through the Westford Coalition for Non Violence. A number of training sessions were presented in the community. Resource materials were produced and distributed throughout the town. For more information and a listing of local resources go to [www.wcnv.org](http://www.wcnv.org).

Our dental health program continues in our schools for students in grades K-6. Dental hygienists Catherine McLarney and Andrea McKinley are committed to providing an excellent oral health program to the students. We solicited and received an additional \$7000 to continue the dental program for senior citizens. The grants, administered in cooperation with the Cameron Senior Center, provide high-quality dental care for underinsured seniors. We are extremely grateful to the Friends of the Senior Center, Westford Charitable Foundation, Whitney Herrick Fund, and Dr. Schofield and his staff who provide this vital service.

## HEALTH CARE SERVICES—CONTINUED

Long-time public-health nurse Ellen Donohue moved on to a new position in home care. We will miss her and wish her the best in her new endeavors. Our new part-time public health nurse, Gail Johnson, R.N., began in May and provides to residents clinical services through the department.

I would like to express sincere appreciation to the many individuals, town departments, Council on Aging, dentists, physicians, service organizations, school administration, school nurses, and local businesses and organizations who offer their time, expertise and financial support to assist us.

# HEALTH CARE SERVICES—CONTINUED

## HEALTH DEPARTMENT STATISTICS

### School Based Dental Program

Total in program: **260**

Total fluoride/cleaning/screening: **49**

Total number of screenings: **276**

**Total number of referrals:** Caries: **37**    Orthodontics: **41**    Sealants: **80**

#### Totals by class:

Kindergarten: <b>62</b>	2 <sup>nd</sup> grade: <b>30</b>	4 <sup>th</sup> grade: <b>24</b>	6 <sup>th</sup> grade: <b>16</b>
Pre/1 <sup>st</sup> grade: <b>55</b>	3 <sup>rd</sup> grade: <b>67</b>	5 <sup>th</sup> grade: <b>22</b>	

<b>Communicable Diseases</b>		<b>Services</b>	
Campylobacter	7	School Flu Immunizations	337
Norovirus	0	Seasonal Flu Immunizations	1993
Giardia	0	Cholesterol Screening	7
Strep Group A	0	Immunizations	105
Strep Group B	0	Pap Smear Clinic	6
Hepatitis C	5	Home Visits	79
HGA	0	Well Child Clinic	3
Legionella	1	Hypertension Screening	425
Lyme Disease	23	Animal Bite Consultation	30
Salmonella	8	Hearing Testing	25
Yersiniosis	0	Tuberculosis Testing	34
Toxoplasmosis	0		
Hepatitis A	0	<b>Educational Programming</b>	
Hepatitis C	5	Number of Programs	17
Hepatitis B	0	Participants	758
Pertussis	1	Employee Health Programs	12
Varicella	0	Number of Participants	272
Cryptosporidiosis	1		

## HEALTH CARE SERVICES—CONTINUED

### Documents and Applications Processed

<b>Septic Related</b>		Hauler/Installer Applications	85
Portable Chemical Toilet Applications	3	Soil Evaluations and Percolation Testing Applications	86
System Construction Applications	150	Title 5 Inspection Reports Reviewed	249
<b>Well/Water System Related</b>			
New or Replacement Well Applications	11	New or Replacement Water System applications	10
<b>Recreational Water Related</b>			
Bathing Beach Applications	14	Bathing Beach Inspections / Testing	189
Swimming/Wading Pool Applications	20	Swimming/Wading Pool Inspections	24
<b>Camp/Camping Related</b>			
Day/Overnight and Rec Camp Apps	7	Day/Overnight + Rec Camp Inspection	6
<b>Food Service Related</b>			
Annual Establishment Applications	158	Catering Licenses	4
Farmer's Market Applications	21	Food Establishment Complaints	9
Food Establishment Plans Reviewed	5	Residential Kitchen Application	12
Seasonal Establishment Applications	21	Temporary Event Applications	87
Other (Frozen Dessert, Milk/ Cream )	101		
<b>Other Miscellaneous</b>		<b>Mobile</b>	
Stabling and Piggery Inspections	18	Beaver Related Permits and Inspections	4
Building Permits Applications	168	Housing Inspections	37
Pre-demolition Inspections	12		

## ENVIRONMENTAL SERVICES

**Darren R.  
MacCaughey**  
*Director*

**Rae Dick**  
*Health Agent*

**Arnie Price**  
*Food Inspector*

### **Environmental Services**

In stressing the importance of knowledge and education, the Westford Health Department organized and hosted a number of free health seminars to townsfolk. This year our topics included information on Title V Septic Systems and Private Drinking Water Wells as well as a Healthy Lakes and Ponds 101, both of which help to maintain the quality of our surface and ground water

supplies which feed into the aquifers we depend on for our Town's drinking water supplies. Additionally, we wrote and produced an Environmental Updates program that aired on Westford's local cable access television (Westford CAT) and was also featured on their website.

Keeping with the protection of our environment and our natural resources, the Health Department was finally successful in having Spring Town Meeting pass our amended Hazardous Materials Storage Bylaw. The new amendments to the bylaw require better documentation of where hazardous materials are stored in Westford. This will help the Health and Fire Departments identify what hazardous materials are being generated, used, and stored in town. In an emergency situation, knowing the location and identity of hazardous materials in town can be vital information. By adding a new inspectional component to the bylaw, we will be able to identify poor storage practices and help prevent injuries, emergencies, and the contamination of the environment.

The Health Department, through coordination with Westford's Healthy Lakes and Ponds Collaborative (HLPC), was able to obtain \$47,000 in funding from the Community Preservation Committee for the study of the town's lakes and ponds. Our goal is to study certain ponds and to analyze the management programs already performed on certain lakes and ponds. We want to develop a master plan for the ongoing assessment of the health of our lakes and ponds, which are important natural resources. We want to identify any threats or problems that might compromise the short or long term health of the lakes and ponds. Further, we wish to develop management strategies that will assure the future preservation of the health of our lakes and ponds.

This year the Westford Health Department enrolled in and applied to the FDA's Retail Food Program Standards grant program. We were awarded \$2400 to develop a written compliance and enforcement program. With the grant, we will also develop an inspection report that records and quantifies the compliance status of risk factors and interventions for Westford's food establishments.

The Health Department's Food Program again offered the nationally recognized Certified Food Protection Manager's food safety class and certification exam (at cost) for local businesses, nonprofits, residents, and other local organizations. Administered by Food Inspector Arnie Price, the exam was given to thirty-five people in the attempt to attain this often required food-service certification. In addition, we licensed seven new establishments and responded to nine food-related complaints.

# HIGHWAY DEPARTMENT

**Richard (Chip) Barrett**  
*Superintendent*

During FY 2014, the Highway Department performed the following work:

## **Town Roads**

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

This year 9,452 tons of bituminous concrete was used for repair and maintenance of town roads.

## **Roads Resurfaced**

The following streets were resurfaced with bituminous concrete:

- Hildreth Street
- Hartford Road
- South side of Tadmuck Road
- Portion of Cold Spring Road
- Patten Road
- Dunstable Road (hot in place and nova chip) 18,574 square yards
- Portion of Lowell Road (nova chip) 17,884 square yards
- Portion of Russells Way (grind and hot top) 4,982 square yards
- Morrison Lane (grind and hot top) 6,302 square yards

The following streets were crack filled:

- Portion of Groton Road
- Polley Road
- Stony Brook Road

## **Drainage Town Roads**

The following streets had drainage installed:

- Nutting Road 30' of drainage pipe
- Graniteville Road 480' of 12" leach pipe
- Hildreth Street 80' of 12" drainage pipe

In addition to the above drainage work, the Department replaced or installed 19 new catch basins and repaired 38 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 6,098 tons of road salt, 319 tons of sand and 6,000 gallons of liquid anti-icing product.

## HIGHWAY DEPARTMENT – CONTINUED

<b>Dates the Highway Department was called out to treat or plow the Town's roads</b>		
November 26, 2013	Light Snow	Salt
December 1, 2013	Ice/Freezing Rain	Salt
December 6, 2013	Light Snow/Ice	Salt
December 9, 2013	1" Snow/Freezing Rain	Salt/Sand
December 14, 2013	9" Snow	Salt/Plow
December 17, 2013	8" Snow	Salt/Plow
December 23, 2013	Freezing Rain	Salt
December 24, 2013	Black Ice	Salt
December 26, 2013	1" Snow	Salt
December 30, 2013	Black Ice	Salt
January 2, 2014	10" Snow	Salt/Plow
January 4, 2014	Black Ice	Salt/Sand
January 6, 2014	Freezing Rain	Salt/Sand
January 10, 2014	Light Snow	Salt
January 11, 2014	Freezing Rain	Salt/Sand
January 15, 2014	Black Ice	Salt
January 18, 2014	7" Snow	Salt/Plow
January 19, 2014	1" Snow	Salt
January 21, 2014	1" Snow	Salt
January 25, 2014	Light Snow	Salt
February 3, 2014	1" Snow	Salt
February 5, 2014	12" Snow	Salt/Plow
February 9, 2014	1" Snow	Salt
February 13, 2014	11" Snow	Salt/Plow
February 15, 2014	4" Snow	Salt/Plow
February 18, 2014	10" Snow	Salt/Plow
February 19, 2014	4" Snow	Salt/Plow
February 20, 2014	Black Ice	Salt
February 21, 2014	Snow/Sleet	Salt
March 10, 2014	Light Snow	Salt
March 13, 2014	1" Snow	Salt
March 31, 2014	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 go to the Board of Selectmen and Town Manager for their full cooperation and support to all members of the Highway Department.

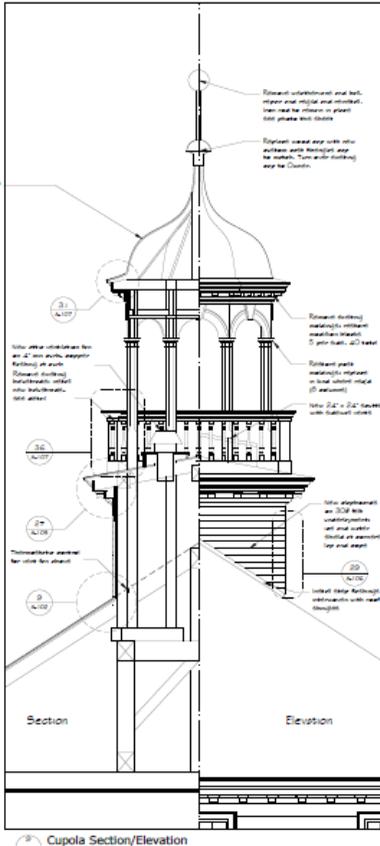
# HISTORICAL COMMISSION

**David Gutbrod**  
*Co-Chair*  
**Brian Alcorn**  
*Co-Chair,*  
*Co-Secretary*  
**Brian Langenfeld**  
*Co-Secretary*  
**Robert Stafford**  
*Treasurer*  
**Brenda Grant**  
**John Cunniffe**  
**Phil Gilbert**  
*Alternates*

## Goals

The effort of the Historical Commission for the year of 2014, was focused primarily upon the rehabilitation of the former Westford Academy, known as the Westford Museum. This building built in 1794 is a unique town treasure. It currently houses many of the artifacts of former families and their farms who helped define Westford since the area was first settled during the later part of the 17<sup>th</sup> century.

The Westford Historical Commission is proud to announce that the grant applied for during the previous Town Meeting cycle was awarded to the town and Historic Commission for the matching funds to rehabilitate the museum.



This project as well as the grant was a concerted effort by many volunteers and town employees. The Massachusetts Historical Commission, Town Manager's office, Building Department, Historical Society, many individual letters of support, as well as many hours by the historic planner hired by the Commission, Dianne Sergei. The award was above and beyond the attempted \$50,000 and totaled \$70,000 dollars. This is a great accomplishment for the town and the Westford Historical Commission that will be essential to restore the former Westford Academy and insure its survival for the next generations.

Several other projects managed by the Commission are ongoing. One is the monitoring and recording of historic houses that fall under the recent pressure of construction and development.

These houses are often from a time and era gone by, a time with different pressures on family and land. Many houses which were built close to the road to maximize the family farm were of a smaller architectural design. Often these were one and half story cape styles or colonial two story, stone-wall lined with foundations quarried and created here in Westford.



## HOUSING AUTHORITY

The Westford Housing Authority (WHA), established in 1971, is the local body responsible for the expenditure of State and Federal housing grants. During fiscal 2014 the Authority managed 87 units of subsidized, rental housing for the elderly/disabled, families and persons with special needs. In addition to the State public housing inventory, the Authority owns three condo units at the Brookside Mill Condominium Complex. These homes are rented to moderate-income families.

**Christine Pude**  
*Executive Director*

**Muriel Drake**  
**Carol Engel**  
**Diane Holmes**  
**Corrine Ryan**  
**Nancy Wimberg**

During fiscal 2014, the Authority was the property manager for the 36 unit, federally-funded Village at Mystery Spring, located at 67 Tadmuck Road, a supportive living development for seniors. At the end of the fiscal year, the Chelmsford Housing Authority assumed these responsibilities. Consequently, the WHA's administrative offices re-located to the Felix Perrault Community Building at 65 Tadmuck Road and the Administrative Staff, including the Executive Director, reduced their hours to part time. The office is now staffed Monday through Thursday from 8:30am to 2:00pm and is closed on Friday.

The WHA's housing programs are subsidized and regulated by the Commonwealth and Federal government, and receive no funding through Westford's annual operating budget.

A Board of Commissioners, four of whom are elected by the town for five-year terms, and one who is appointed by the Governor, set policy and oversee the Authority's operations. The Executive Director, Christine Pude, and her staff carry out the day-to-day activities. In September of 2013, the WHA said goodbye to long-time Administrative Assistant Lisa Larrabee and welcomed Barbara Hogan to the position. Board members meet monthly on the second Thursday of the month at 7pm, alternating locations between senior developments located at 65 Tadmuck Road and 7 Cross Street.

In the fall of 2013, Janet Berube resigned her position on the Board. Her position was filled in the May 2014 town election by Diane Holmes, a long-time advocate for affordable housing. Board member, Carol Engel began her 22nd year as a WHA commissioner. In the fall of 2013 Corinne Ryan was appointed by the Board of Selectmen to fill Scott Hazelton's position when he stepped down to become a Selectman. Mrs. Ryan was then re-elected in the May 2014 town election to fill the remainder of Mr. Hazelton's term. Muriel Drake was re-elected in May and will begin her fifth, five-year term as a Commissioner. In May 2014, Nancy Wimberg, the Governor's appointee, was elected to serve as Chairman of the WHA Board and continues to represent the WHA on the Community Preservation Committee. The WHA ended fiscal year 2014 with a full complement of Board members.

## HOUSING AUTHORITY—CONTINUED

During fiscal 2014, the WHA continued to take advantage of capital improvement and modernization grant opportunities offered by the Department of Housing and Community Development for our State-subsidized developments. An existing roof was replaced at one of our homes for special needs residents and additional repairs to driveways and walkways were carried out. Substantial tree work was done to eliminate any potential damage to the buildings at 65 Tadmuck Road. At the end of fiscal 2014, the WHA is planning the replacement of 32 existing toilets and showerheads with low-flow models at our Graniteville Housing developments.

The Housing Authority continues its duties as the one-stop affordable housing resource for the Town of Westford. By serving as staff to the Affordable Housing Committee and the Affordable Housing Trust Fund, the Executive Director is able to coordinate and oversee many aspects of the affordable housing program in Westford. This allows interested parties to call one agency to get answers to their questions regarding the purchase/rental, re-sale or construction of affordable units. Residents may contact the Housing Authority by phone at 978-692-6011 or at [westfordhousing@westfordma.gov](mailto:westfordhousing@westfordma.gov).

# HUMAN RESOURCES DEPARTMENT

## Mission Statement

1. To recruit, retain and service a valued workforce that supports the mission, vision and values of the Town.
2. To contribute to the bottom line of the Town by controlling costs through sound auditing practices, annual bidding of the benefits plans and HRIS controls.
3. To foster a workplace that promotes employee feedback, open communication, personal accountability, teamwork, respectful interactions and quality services.

<p><b>Pamela P. Hicks</b> <i>Director of Human Resources</i></p> <p><b>Deborah Fleming</b> <i>Benefits Coordinator</i></p> <p><b>Bettianne Steffero</b> <i>Administrative Assistant</i></p> <p><u><b>Personnel Advisory Committee</b></u> <b>Joan Bennett</b> <b>Susan Flint</b> <b>Judith Ramirez</b></p>
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## Overview

The Human Resources Department works closely with the Town Manager, all departments, employees and retirees, and ensures compliance with state, federal and local personnel laws and regulations.

The span of the Human Resources Department continues to grow with ever increasing shifts in managing all areas of subscriber enrollments to in-house via web-based technology, reporting requirements, mandates, complex issues, online submissions and tracking.

Some of the daily responsibilities include fielding questions and assisting employees and retirees, working closely with Payroll/Accounting in administering union contract benefits and ensure compliance, leaves/absences and payments, benefit changes, FMLA leaves, workers comp and 111F administration (Police & Fire Accident Insurance), recruitment process, auditing and reconciling benefit bills, turnovers, HRIS changes, accruals, and processing PAF's (Personnel Action Forms).

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

## Health Insurance

Managing the health insurance is an ongoing challenge and top priority with changing legislation, federal reform including the Affordable Care Act (ACA) and trends that affect premiums and coverage levels. This past year the Town successfully went out to bid, negotiated, and moved coverage from Tufts Health Plan to Blue Cross Blue Shield of Massachusetts in November of 2014.

The carrier change resulted in the following:

- The switch to BCBS resulted in a 1.44% premium increase to non-Medicare plans and a -36.55% premium decrease to the Medicare supplemental plan for a total town savings of \$678,616.31. The switch resulted in a total employee and retiree savings of \$406,230.89.
- Negotiated one of the largest Wellness benefits awarded to date with BCBS (\$30,000 that included flu vaccines).

## **HUMAN RESOURCES DEPARTMENT** – CONTINUED

The Town currently insures approximately 60% of those who are eligible for coverage resulting in 992 employees and retirees on the active plans and 315 retirees on the Medicare supplemental plan.

### **OPEB Liability Reduction**

Switching to the BCBS Medicare supplemental plan that runs in conjunction with Medicare Part “B” resulted in a significant premium decrease of -36.55%. This premium decrease reduced the Town’s OPEB liability from an estimated \$72 million to \$50 million, resulting in a \$22 million reduction in liability.

### **Voluntary Ancillary Lines of Coverage**

The Town also changed carriers for all of its voluntary lines of coverage that resulted directly in employee premium savings. The Town does not contribute to these plans.

Successfully went out to bid, negotiated, and moved coverage from Assurant to AIG (Blue Cross Blue Shield):

- -37.60% premium decrease - Long Term Disability (LTD)
- -7.74% premium decrease - Short Term Disability (STD)
- -10.03% premium decrease - Life Insurance
- 0% rate hold – Dental

The Human Resources Offices obtained approximately 3,092 original applications for all lines of coverage during open enrollment to change carriers.

### **Programs and Services**

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.

The following are some of the areas the Human Resources Office manages the administration of:

#### **Insurance**

- Securing, coordinating and administering the benefits for over 1,200 employees and 400 retirees (approximately 3,092 total subscribers including dependents) enrolled in the health insurance, Town life insurance, voluntary dental insurance, voluntary long term disability, voluntary short term disability, and voluntary life insurance plans.
- Benefits changes and enrollments
- Credible coverage notices and general notices for Town and School employees and retirees.
- Coordinating open enrollment for Town and Schools
- Self-pay and COBRA payments
- Monthly auditing of all benefit bills
- Workers Comp for Town and School
- Administration of police and fire accident insurance (111F)

## HUMAN RESOURCES DEPARTMENT – CONTINUED

### **Retirees**

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

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

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

### **Administration**

- Maintaining all permanent personnel records
- ADA compliance as it relates to employment issues
- Handling Family Medical Leave Act leaves
- Human Resource Information System (HRIS)
- Human Resources website
- Workers compensation reporting for Town and Schools
- Employee accruals
- Annual rollover of the payroll system

### **Accounting**

- Flexible Benefit Plans
- Monthly benefit withholding audits
- Authorize payments of Town and School benefit accounts payable
- Town and School retiree benefit turnovers

Communication is always a priority and the department maintains an open door policy with department heads, employees, and retirees to assist and advise on a broad range of personnel issues. The Employee Assistance Program (EAP) is available to all employees in a completely confidential manner. Town and School Human Resource Departments work closely to ensure consistency and accountability in the day-to-day administration of shared responsibilities.

The Human Resources web page can be found at [www.westfordma.gov](http://www.westfordma.gov) under Town Departments.

## J.V. FLETCHER LIBRARY

FY14 was notable for the J. V. Fletcher Library's launch of new initiatives, collections and services to the Westford public, including:

**Ellen Rainville**  
*Library Director*

- Zinio – a new downloadable digital magazine service
- IndieFlix- a streaming video service of award-winning independent films
- Book Train - a graphical “train” displaying our newest titles on the website - westfordlibrary.org
- Device Advice - one-on-one tutorials on how to navigate smart devices and download eBooks and eAudiobooks
- Rosetta Stone – a language learning resource with thirty different languages
- Culturegrams Database – a shared resource with the Westford School Libraries
- New Drive-through Book Drop with dual slots for media and books
- Library notices via texting for smart devices
- Public scanning service

### Public Forums and Planning and Design Grant

Facility and space comments from the *J. V. Fletcher Library Strategic Plan 2014-2018* and fall public forums supported the library in its pursuit of a state-funded *Planning and Design Grant* to assess the feasibility of future space enhancement. The grant application was submitted in January 2014 and in June the Town of Westford learned it was one of twenty Massachusetts communities to receive a \$50,000 two-to-one matching grant from the Massachusetts Board of Library Commissioners. The library thanks the Permanent Town Building Committee for their expertise and assistance during the grant application process, and over the next two years of the projected Feasibility Study.

### Programs

New Youth Services programming in FY14 included:

- New 6<sup>th</sup> grade book club
- Mini Masters Art book club
- SNAP Circuits [a STEM program]
- Summer Herbal Fun
- Two additional Mother/Daughter Book Clubs grades 3-6
- Program collaboration with the Lowell Humane Society
- Cartooning and Comic Book Art
- Internet Safety for Parents and Teens
- New Year's Party Cookery Program
- Project Runway for Teens & Tweens
- Flag Day celebration with a gift from James Hansen and donation from the Westford Veterans Services
- Three Touch-a-Truck programs with the Westford Highway and Westford Recreation Departments!
- Westford Academy Junior Job Shadow Day
- Library Henna and Spa Program for teens and tweens
- From Brain to Book for Teens with picture book artist Jeff Czeka

“The Westford Library has the nicest, most helpful staff around. They easily accommodate you and are much easier to deal with than other libraries.” *Library Suggestion Book*



## J.V. FLETCHER LIBRARY – CONTINUED

Adult programming offered the monthly *Library Book Discussion Group* and the weekly *Westford Job Seekers Network* hosting motivational and practical sessions to job seekers, now celebrating its *five-year anniversary*. Other adult programs in FY14 included:

- Cook Book Club
- Co-hosting Westford's third Westford Authors event, along with the Westford Museum
- Attracting Birds, Bees, and Butterflies to Your Garden
- Tracking the Eastern Coyote
- Visit Nepal without Ever Leaving the Library
- Nutcracker Suite Piano Concert
- Transform Your Home Into A Peaceful Retreat
- Dirt On Your Hands Soil in the Garden
- MEFA: Planning and Saving for College
- Pastel Portraits: Van Gogh's Sunflowers and Starry Night



The three FY14 Summer Reading Programs (child, tween and adult) netted almost 2,400 registrants from June 2013 through August 2013, with thousands of program attendees. The 2013 state-wide reading themes were: *Dig into Reading* (Juvenile); *Beneath the Surface* (Tween/Teen) and, *Groundbreaking Reads* (Adult). The busiest season of the Library year – with circulation increasing 33% per day - this program-packed summer read-fest was funded by the Friends of the J. V. Fletcher Library, Inc. and the Massachusetts Library System.

### Gift- and Grant-Funded Initiatives and Awards

Again in FY14, the Friends of the J. V. Fletcher Library Inc. supplemented the materials budget with more than \$27,000 in funds, and one-half of the library's MVLC annual membership was paid with State Aid to Public Libraries funds. The library thanks those gracious donors who gave to the Friends' fall 2013 "*Stream into the Future!*" campaign to raise and supplement Town funds for new media and technology purchases. The Friends are also thanked for funding multiple museum passes, all library programming, the annual Wishlist and for ALL the ways their support expands and enhances daily library service.

We thank the Westford Garden Club for their ongoing gift of passes to the popular Tower Hill Botanic Garden facility in Boylston and for the seasonal beautification of the library's Main Street entrance.

The Library entry in the Festival of the Trees at the Westford Regency won 2<sup>nd</sup> Place and the People's Choice Award. Kudos to the Youth Services staff for their biblio-built tree.



*Festival of the Trees Winner*

## J.V. FLETCHER LIBRARY – CONTINUED

Vinny Linegrove's magical shadow puppet show was supported in part by a \$300 grant from the Westford Cultural Council (a local agency which is supported by the Massachusetts Cultural Council) and a private donation from Mr. James Hansen. The Library enters FY15 having been awarded a \$2,000 FAIR (Family Adventures in Reading) Preteen Book Club Grant from Massachusetts Humanities.

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

The Library thanks all staff here for their flexibility, creativity, originality and teamwork, as library programming, circulation and attendance increased, despite having to hold the line on costs. We thank here the many volunteers – both adult and juvenile – who assist us in these efforts. We also 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.

“I LOVE this library and all it offers.  
Mother Goose Story time was wonderful...” *A Library Patron*

### **Professional Development and Town Civic Activity**

Library staff continued to be active in various professional organizations, with director Ellen Rainville serving as MVLC Assistant Treasurer, Nancy Boutet serving as President of North of Boston Youth Services (NOBS) and also as the Youth Services Section liaison to the Massachusetts School Library Association (representing the Youth Services Section of the Massachusetts Library Association). Additionally, Boutet and Youth Services staff gave a featured presentation at the NOBS Program Power Breakfast, and also presented at the annual Massachusetts Library Association conference in Worcester. Staff professional development included participation in the following professional associations or activities, and the Board of Library Trustees is here thanked for their sponsorship of professional memberships and activity:

- Massachusetts Library Trustee Association/ Massachusetts Friends of Libraries
- NELA (New England Library Association)
- MLA (Massachusetts Library Association)
- MLS (Massachusetts Library System)
- Merrimack Valley Library Consortium (MVLC)
- MassLNC
- ALA (American Library Association)
- MSLA (Massachusetts School Library Association)
- Boston Book Festival
- Stewards of Children training
- A.L.I.C.E. and other emergency training
- Staff development training on operating all major smart devices

## J.V. FLETCHER LIBRARY – CONTINUED



### Facility and Space Issues

Facility and space constraints continue to limit collections and genres, impact technological offerings, curtail programs, and diminish library outreach and service to the community. As a result, the Board of Library Trustees received \$20,000 at the March 2012 Annual Town Meeting as matching funds for the competitive *Planning and Design Grant* which was received in June 2014. The Feasibility Study conducted with this grant

should poise the town for the next competitive matching grant round for the Commonwealth's *Public Library Construction Grant* in FY16 or FY17. While completely cognizant of the current fiscal climate, the Board of Library Trustees and library administration are committed to planning for 21<sup>st</sup> century library services for Westford residents in a facility designed for those services. Receipt of this grant marks the beginning of a decade-long expansion process, with the most recent renovation now twenty-six years old.

### Facility Maintenance

In FY14 the Library tackled systems and maintenance issues within the facility, the first via the Finance Committee's generous support of a Reserve Fund Transfer request:

- Heat pump #6 replaced
- East chimney repairs completed
- Black champion oak resistance test, pruning & cabling completed
- Meeting room ramp and elevator foyer ceiling tiles installed
- Maintenance and safety issues addressed as identified in MIIA Insurance walkthroughs
- Funded via the Friends of the J. V. Fletcher Library, Inc. Wishlist: a new microfiche reader/printer/scanner, Browsing Room custom stack end, computer and Harter side tables for public use, and an administrative filing cabinet



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

### **Library Staffing FY14:**

**Director** -- Ellen D. Rainville

**Asst. Director** – India Nolen

### **Senior Librarians:**

Head of Circulation – Holly Sheridan-Pritchard

Head of Youth Services – Nancy Boutet

Head of Reference & Information Services - Kristina Leedberg

Automation/Systems/Head of Technical Services - Dina Kanabar

### **Staff Librarians:**

ILL/Serials Librarian – Sarah Regan

Young Adult Specialist/Asst. Youth Services – Kira McGann

Local History/Genealogist – Virginia Moore

Substitute – Maureen Barry (*retired 6/30/14*), Charles Schweppe

### **Library Associates:**

Cataloger/Classifier – Alla Brovina

Fine Arts/AV Librarian/Acquisitions/Fund Accounting – Carol McCahon

Juvenile Reference/Program Assistants – Ellen Apicco, Jacki Dibble, Seana Rabbito

Data Entry & Statistics/Patron Registration – Pat Matheson

Circulation and Reader's Advisory – Jean Butler, Laura Fowler, Mayleen Kelley,

Judy Madsen, Paula McWilliams, Deborah Santoro, Chantale Shepard, Seana Rabbito, Substitute – Amy Spadano

### **Library Technicians:**

Order and Acquisition Receiving – Karen Welz (*retired 6/26/14*)

Inter-Library Loan Support -- Julia Franzek (*resigned 4/25/14*), Lauren Evans, David Wesson

Substitute – Mary Boutet

**Maintenance Worker I** – Dennis Mulligan

**Maintenance Worker II** – Evelyn Desharnais, Carole Climo

**Records Supervisor/Administrative Analyst** – Zoe Daniel

**Library Pages (4)**

**Volunteers** (averaging 25 volunteer hours per week or .67 FTE)

# J.V. FLETCHER LIBRARY – CIRCULATION STATISTICS

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Yr. To Date Total
Adult Books	7,541	6,847	5,711	5,875	5,145	5,601	6,195	5,623	6,483	6,142	5,995	6,067	73,225
Young Adult Books	2,775	2,312	1,663	1,349	1,317	1,465	1,397	1,510	1,609	1,536	1,552	2,274	20,759
Children's Books	18,571	13,776	11,092	12,596	10,802	9,575	11,451	11,367	12,972	11,794	10,942	15,511	150,449
Adult Magazines	836	776	585	539	600	555	596	586	639	656	594	586	7,548
Young Adult Magazines	52	34	45	24	19	9	14	13	11	13	2	9	245
Children's Magazines	209	121	101	121	147	147	102	115	85	108	103	122	1,481
Adult CD's	1,889	2,055	1,799	1,585	1,471	1,700	1,593	1,526	1,784	1,660	1,769	1,510	20,341
Young Adult CD's	175	163	125	84	92	152	117	106	116	133	130	123	1,516
Children's CD's	327	288	283	337	287	248	248	256	322	265	237	231	3,329
Adult Cassettes & Books on Tape	4	5	5	3	6	10	16	9	13	7	6	13	97
Young Adult Audio Books	2	2	2	4	4	0	2	1	0	0	2	2	21
Children's Cassettes	5	8	5	4	7	3	9	12	3	6	4	6	72
Adult Videos	2,065	1,998	1,525	1,427	1,350	1,796	1,743	1,715	1,853	1,630	1,531	1,507	20,140
Young Adult Videos	3	3	1	0	2	4	4	2	3	3	4	4	33
Children's Videos	1,134	936	568	621	713	797	774	886	907	812	710	891	9,749
Downloadable Overdrive	783	730	617	703	673	765	815	763	757	850	1,167	861	9,484
Downloadable OneClick Digital	31	39	28	49	27	33	41	34	28				310
Freel Music	229	207	142	169	134	127	210	252	246	305	323	318	2,662
Tumblebooks	254	114	583	1,246	1,782	1,672	995	418	1,093	467	662	808	10,094
IndieFlix					61	33	54	13	50	4	61	38	314
Zinto							133	330	365	172	189	311	1,500
Adult Electronic Format	1	1	0	1	0	0	1	1	1	0	0	0	6
Young Adult Electronic Format	1	0	0	0	0	0	0	0	0	0	0	0	1
Children's Electronic Format	29	38	32	33	41	27	32	12	16	25	19	32	336
Adult Miscellaneous	9	7	9	14	4	18	29	22	16	67	43	14	252
Young Adult Miscellaneous	0	1	0	0	0	2	0	0	0	0	0	0	3
Children's Miscellaneous	2	2	5	3	0	2	2	4	4	2	5	12	43
Museum Passes	319	348	170	140	147	145	167	171	178	225	179	218	2,407
Adult Playaways (Scat 1267)	229	213	174	170	138	142	162	134	140	136	134	163	1,935
Children's Playaways (Scat 1270)	196	181	130	146	166	125	132	148	126	131	139	198	1,818
Homebound (BWF)	71	40	61	94	79	61	105	41	56	58	80	32	778
Foreign Language Deposit	16	43	7	20	14	15	7	4	8	3	9	10	156
<b>TOTAL :</b>	<b>37,758</b>	<b>31,288</b>	<b>25,468</b>	<b>27,357</b>	<b>25,228</b>	<b>25,229</b>	<b>27,146</b>	<b>26,074</b>	<b>29,884</b>	<b>27,210</b>	<b>26,591</b>	<b>31,871</b>	<b>341,104</b>

# J.V. FLETCHER LIBRARY – CIRCULATION STATISTICS

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
Previous Year FY13:	32,421	30,708	24,542	26,312	23,557	22,033	27,505	26,909	28,366	26,164	25,312	30,456	324,285
Percent Change:	16.46%	1.89%	3.77%	3.97%	7.09%	14.51%	-1.31%	-3.10%	5.35%	4.00%	5.05%	4.65%	5.19%
OPAC Renewals	2,853	2,619	2,101	2,419	2,161	2,207	2,215	2,174	2,602	2,487	2,614	2,091	28,543
Renewals	3,816	4,047	3,180	3,531	2,652	3,337	3,377	3,107	3,245	3,143	3,443	2,970	39,848
Network transfers IN	4,416	4,233	3,583	4,084	3,078	3,494	3,839	3,759	4,169	3,698	3,550	3,465	45,368
Network transfers OUT	3,029	2,896	2,555	2,681	2,494	2,378	2,645	2,261	2,714	2,564	2,737	2,732	31,686
Inter-Library Loans IN	68	37	46	43	46	49	63	38	69	71	70	42	642
Inter-Library Loans OUT	20	14	10	3	27	1	4	9	19	27	37	28	199
Database Sessions, Fletcher													19,621
Database Sessions, MVL/C/Region													8,075
Reciprocal (LOANED)	2,271	2,047	1,648	1,969	1,848	1,720	1,687	1,716	2,074	2,564	1,762	1,852	23,158
Reciprocal (BORROWED)	3,141	3,063	2,588	2,894	2,859	3,028	2,786	2,737	2,835	1,986	2,818	2,644	33,379
Hold Requests	4,913	4,464	4,178	3,928	3,390	3,994	4,521	3,959	4,837	3,987	3,931	4,499	50,601
New Registrations	113	95	94	78	40	48	82	63	67	68	35	105	888
Total Reciprocal	5,412	5,110	4,236	4,863	4,701	4,748	4,473	4,453	4,909	8,605	8,546	4,496	56,537
% of Circ to Reciprocal	14.33%	16.33%	16.63%	17.78%	32.25%	18.82%	16.48%	17.08%	16.43%	31.62%	32.14%	14.11%	20.33%
Meeting Room Reservations	121	109	121	186	178	167	176	173	152	136	132	122	1,773
Days Open	26	27	23	26	23	25	29	25	31	28	25	25	313
Hours Open	242	242	231	242	205	212	236	180	253	240	224	231	2,738
Library Website Sessions	9,534	8,581	7,448	7,567	7,408	7,421	9,313	8,747	8,519	7,318	6,746	8,530	97,132
Boopsie Hits	4,978	3,783	2,437	2,462	2,859	3,102	3,587	3,777	3,870	5,799	4,529	7,107	48,290
Internet Users	413	345	304	407	310	374	329	281	359	332	279	245	3,978
Adult Program Attendees	122	115	117	186	124	85	120	116	187	227	130	99	1,628
Adult Programs Offered	7	7	5	13	10	3	8	9	12	10	9	9	102
YA Program Attendees	148	38	12	39	52	58	0	71	32	42	11	1,854	2,357
YA Programs Offered	6	1	1	3	2	3	0	5	3	3	2	36	65
Children's Program Attendees	1,083	740	167	1,698	1,309	615	197	1,093	1,671	612	373	1,444	11,002
Children's Programs Offered	14	5	4	34	26	16	3	27	41	15	6	34	225
Average Circ Per Day	1,452	1,159	1,107	1,052	1,097	1,009	936	1,043	964	972	1,064	1,275	1,090
Previous Year:	32,421	30,708	24,542	26,312	23,557	22,033	27,505	26,909	28,366	26,164	25,312	30,456	324,285
Sum of previous year FY13:	32,421	30,708	24,542	26,312	23,557	22,033	27,505	26,909	28,366	26,164	25,312	30,456	324,285

## TRUSTEES OF THE J.V. FLETCHER LIBRARY

**Susan Flint**  
*Chair*

**Robert Price**  
*Treasurer*

**Buffie Diercks**  
*Secretary*

**Kathleen Canavan**  
**Marianne Fleckner**  
**Hajo Koester**



This was an exciting and busy year for the J. V. Fletcher Library. It culminated in our library being awarded a \$50,000 2-1 matching Planning and Design Grant from the Massachusetts Board of Library Commissioners in June 2014. This grant will allow us to assess the feasibility of future library space expansion. We will continue to work on the library building expansion project for the next several years. The J. V. Fletcher Library Trustees pursued the following goals, many of which were met through the hard work of the Trustees, the Library Director and her entire staff, and of course, the support of Westford taxpayers:

### **Trustee FY14 Goals**

- The Board of Library Trustees will pursue funding for the re-design of the Library driveway, islands, traffic flow, book drop location, lighting, dumpsters and parking lot as an FY15 Capital request. (This remains one of our Trustee goals).
- The Board of Library Trustees will advocate to restore the J. V. Fletcher Library operational services and annual appropriation to meet the Municipal Appropriation Requirement for FY15, incorporated in an override if required. (This goal was achieved).
- The Board of Library Trustees will further the J. V. Fletcher Library Building Expansion project by financially supporting the Library Management Team in the successful application for a Planning and Design grant. (This goal was met).
- The Board of Library Trustees will further the objectives of the J. V. Fletcher Library Strategic Plan by funding:
  - two staff-determined Staff Development activities
  - two facility improvements (beyond the annual operating facility repair budget and the Capital budget) (This goal was met).

### **Library Expansion Project**

Our library was awarded a \$50,000 matching two-to-one Planning and Design Grant to conduct a feasibility study. We hope to address the current limitations due to space constraints and inadequacies of our facility in the feasibility study over the next few years. We look forward to working with the Permanent Town Building Committee and all town residents during the feasibility work.

### **Trustee Collections, Funds and Board Activities**

The Trustees paid for: memberships and dues; the staff & volunteer Recognition brunch; petty cash; printing of semi-annual events mailer; consultant and public forum costs related to planning and design grant preparations.

## TRUSTEES OF THE J. V. FLETCHER LIBRARY – CONTINUED

The Trustees hired Cheryl Bryan, a Space Planning Consultant, and paid expenses related to public forums conducted as part of Planning and Design Grant preparations. We also funded arborist care and tree resistance test for the champion Black Oak. Much of our work last year involved approving and submitting a Planning and Design Grant to the Massachusetts Board of Library Commissioners in January 2014, which received a \$50,000 award in June.

As usual, the trustees attended many important meetings throughout the year including the MA Friends of Libraries and MA Library Trustee Association (MLTA/MFOL) annual meeting, legislative advocacy meetings, and many strategic planning meetings at both the board and town level.

### **Library Policies, Revised or Approved**

- Trust Fund Policy (7/7/2014)
- Guidelines for Awarding Staff Development Funds (4/15/2014)
- Library Conference Attendance (5/12/14)
- Meeting Room Policy (7/7/2014)
- Friends Book Sale Policy (5/14/2014)

### **Recognition**

The Trustees thank the staff for absorbing reduced staffing, while still enhancing and expanding our program innovations, and always providing excellent service to our patrons. The Recognition Brunch honored Staff Anniversaries occurring between January 1, 2013 - December 31, 2013:

- *10 Years:* Judy Madsen, Library Associate; Sarah Regan Staff Librarian
- *15 Years:* India Nolen, Assistant Library Director; Deborah Santoro, Library Associate

We awarded Library Associate Seana Rabbito an *Ellen D. Rainville Staff Development Award*, in pursuit of her MLS degree. Sadly we said good-bye to both Maureen Barry (retiring a “second” time from a Substitute position) and Karen Welz (after 24 years), upon their June retirements.

### **Volunteers**

The J. V. Fletcher Library Trustees thank our many volunteers for their commitment to the J. V. Fletcher Library – they gave us 1,313 volunteer service hours over the year -- service equaling .67 FTE’s per week in-house volunteers. The Friends thanked the many dedicated library volunteers at their November 2013 Annual Meeting and at the Annual Recognition Brunch in November 2013 that is jointly sponsored by the Trustees and the Friends. The Trustees also thank the Link to Literacy Program for their many ESL tutors.

## TRUSTEES OF THE J. V. FLETCHER LIBRARY—CONTINUED

### **Friends of The J. V. Fletcher Library, Inc.**

The Trustees thank the Friends of the J. V. Fletcher Library for their invaluable support of our library including:

- Fall 2013's Annual Appeal raising "Stream into the Future" funds
- Museum passes & reservation software; summer reading programs; holiday programs; popular videos & bestseller books; equipment, computers and furnishings; computer room; public relations; book sales (4); juvenile, teen and adult programs
- Joint work with the Trustees on establishing a *J. V. Fletcher 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](http://www.westfordlibrary.org). The Trustees may be reached through its website and all library policies are available there for public viewing.

**TRUSTEES OF THE J. V. FLETCHER LIBRARY – CONTINUED**

YEAR END REPORT: J. V. FLETCHER LIBRARY TRUST FUND ACCOUNTS FY14												
DATE:	7/1/2013	6/30/14	7/1/13	7/1/13	7/1/13							
ACCT. NAME & NO.	DEP./EXP. CODE	NON-EXPENDABLE FUNDS	EXPENDABLE FUNDS	ANNUAL DEPOSITS	ANNUAL INTEREST	ANNUAL EXPENSES	ANNUAL FEES	ANNUAL BALANCE	TOTAL ASSETS			
81610860	81610	598100	570000									
Library Book Fund #674	860	\$13,000.00	\$2,507.70	\$0.00	\$202.42	\$0.00	\$28.65	\$2,738.77	\$15,738.77			
81610861												
Library Lecture Fund #675	861	\$30,000.00	\$786.27	\$0.00	\$401.78	\$0.00	\$56.93	\$1,244.98	\$31,244.98			
81610862												
Library All Purp. Fund #673	862	\$17,347.58	\$213.33	\$0.00	\$227.37	-\$398.08	\$31.92	\$74.54	\$17,422.12			
81610863												
Library Trustee Fund #672	863	\$61,137.50	\$460.16	\$0.00	\$ 800.92	-\$627.75	\$113.01	\$746.34	\$61,883.84			
82610864												
J.V.Fletcher Lib. Trust #676	864	\$0.00	\$51,124.52	\$0.00	\$611.28	-\$9,214.32	\$79.14	\$42,600.62	\$42,600.62			
81610865												
E. D. R. Cont. Educ. #677	865	\$83,855.00	\$1,057.88	\$0.00	\$1,094.60	-\$1,835.00	\$153.89	\$471.37	\$84,326.37			
TRUST FUND TOTALS:		\$205,340.08	\$56,149.86	\$0.00	\$3,338.37	-\$12,075.15	\$463.54	\$47,876.62	\$253,216.70			
(Bartholomew & Co. Management)												
BENEFACTORS' FUND*:	866	\$71,270.22							\$79,893.36			
(TD AMERITRADE)												
<b>TOTALS:</b>		<b>\$276,610.30</b>	<b>\$56,149.86</b>	<b>\$0.00</b>	<b>\$3,338.37</b>	<b>-\$12,075.15</b>	<b>\$463.54</b>	<b>\$47,876.62</b>	<b>\$333,110.06</b>			
<b>TOTAL ASSETS:</b>		<b>\$332,760.16</b>							<b>\$333,110.06</b>			

\* Held by the Board of Library Trustees.

# MUSEUM & HISTORICAL SOCIETY

**Penny Lacroix**  
*Museum Director*

**Geoff Hall**  
*President*

**Charlie McColough**  
*Vice President*

**Mike Harde**  
*Treasurer*

**Dan Lacroix**  
*Secretary*

**David Brody**  
**Jim Clark**  
**Kaitlyn Doolin**  
**Elizabeth Elliott**  
**Sandy Johnston**  
**Patti Mason**  
**Newell Tillman**

*Retired board members  
as of 30 September  
2014:*

**Doug Cook**  
**Elizabeth Elliott**  
**Robert Oliphant**  
**Beth Shaw**  
**Bob Shaw**

The Westford Museum is located at 2 Boston Road. The Westford Historical Society (WHS) offices and collections storage are located in the Cottage at 4 Boston Road. Board meetings are usually the 4<sup>th</sup> Wednesday of the month at 7:15 p.m. Website: [www.westford.com/museum](http://www.westford.com/museum) Email: [museum@westford.com](mailto:museum@westford.com)

## Membership

Total membership for the year was 116 units, compared to 127 units the previous year.

## Visitors

1699 visitors came into the Museum during the year, compared to 1736 the previous year. Third graders from the Crisafulli and Abbot Schools and students from WA accounted for 451 of the visitors.

## Collections

During the year, 55 items were added to the PastPerfect database, for a total of 6384 items comprising objects, photographs, books and archives. Items in the database are searchable on-line through the Museum's website.

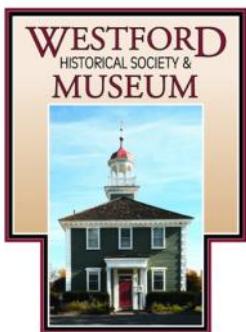
## Project highlights

### New exhibits

- Forge Village; Its People and Places (temporary)
- The Mystery of the Westford Knight
- Lake Shore Theatre (temporary)

### Public events sponsored by the WHS

- Genealogy lecture
- Annual Meeting featuring a Westford Academy Theatre Arts original production on life in Forge Village
- Hosted the World Premier of *American Templars*, a movie filmed primarily in Westford based on *The Cabal of the Westford Knight*, a novel by David Brody
- An Afternoon with Local Authors, in cooperation with the J. V. Fletcher Library
- West Street Serenaders Concert
- Forge Village multimedia presentation, given on several occasions at different locations around Westford
- Minuteman Open House
- Talk by John Hanson Mitchell: Westford, a Sense of Place
- Tapas & wine tasting fundraiser at the Westford Regency



## MUSEUM & HISTORICAL SOCIETY—CONTINUED

### Volunteers

During the year, countless individuals donated over 2200 hours of volunteer time at the Museum and Historical Society office. Transcriptions, scanning, research, genealogy, cataloging, support to WA students, museum docenting, administration, exhibit preparation, event management, membership management, facilities support, and PR all count among the volunteer activities.



Prescott's Tavern that stood at the intersection of Pleasant St., West Prescott St. and East Prescott St. in Forge Village, where Spinner's Package is now located. It was torn down in 1976, to the surprise and dismay of local residents.

# NASHOBA VALLEY TECHNICAL HIGH SCHOOL

100 Littleton Road, Westford, MA 01886

[www.nashobatech.net](http://www.nashobatech.net)

978-692-4711

Nashoba Valley Technical High School is a regional technical high school established in 1969 to serve students grades 9–12 and also provides post-graduate programs for those between the ages of 18 and 25 years old in all career areas on a space available basis. Nashoba has earned an impressive reputation for producing community leaders as well as providing a vast amount of community projects for our district towns. With an enrollment of 760-plus students from eight communities, Nashoba Valley Technical High School offers career preparation in 18 technical programs.

## School Committee Members

**Mark Desrochers**

**Raymond Riddick**

**Ronald Deschenes**

*Alternate*



## Administration

Dr. Judith L. Klimkiewicz	Superintendent
Ms. Denise Pigeon	Principal
Mr. Matthew Ricard	Assistant Principal
Ms. Jeanne Savoie	Business Manager
Dr. Carol Heidenrich	Director of Technology
Ms. Gabriella White	Director of Curriculum
Ms. Kyla Callahan	Coordinator of Guidance and Admissions
Ms. Wendy Hood	Coordinator of Special Education and Team Chair
Mr. Paul Jussaume	Coordinator of Technical Programs and Cooperative Education
Mr. Jeremy Slotnick	Coordinator of Academics and Testing

# NASHOBA VALLEY TECHNICAL HIGH SCHOOL – CONTINUED

**Accreditation:** New England Association of Schools and Colleges.

*The Learning Schedule:* Three 12-week trimesters consisting of eight 45-minute periods set in a four block schedule, five days per week. The school schedule alternates one week of academic classes with a week in a career-technical area for grades 9 through 12.

## **The Year in Review**

Nashoba's enrollment continued to grow during the school year and once again we welcomed a significantly larger student body. This year our security system was updated with additional security monitors at the front and rear entrances. Construction has completed on our new athletic facilities including a new sports complex that consists of a multipurpose turf field, tennis complex and a practice field, as well as state-of-the-art track, new softball and baseball fields, tennis courts and field hockey. To complete the renewal of our athletic facilities, the final touch was to add new bleachers and gym floor. Our Dance and Art studio is near completion and will enhance our pre-school and Theatre Arts and Design & Visual Communications programs by allowing students to showcase their talents.

Nashoba continues to embrace educational opportunities for our teachers through summer professional development opportunities as well as by serving as a satellite campus for many local colleges' advanced graduate programs.

As we continue through a time of economic uncertainty we can assure you that at Nashoba Valley Technical High School, students will still receive a technical education of the highest quality with the most current state-of-the-art equipment while still providing our district members with a fair and equitable assessment. Our Engineering Academy, entering its second year at Nashoba Tech, is a selective program targeting high achieving math and science students who are interested in entering various engineering, electronics/robotics, or bio-manufacturing fields.

## **Vocational-Technical Programs (Secondary & Post Graduate)**

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

# NASHOBA VALLEY TECHNICAL HIGH SCHOOL – CONTINUED

## Special Academic Programs

Advanced Placement, Honors and College Preparatory courses are available in all core subjects. Foreign language, music, theatre and additional elective courses are offered for all four years to all interested students.

## Dual Enrollment

The Dual Enrollment program is a state sponsored program that allows eligible NVTHS students the opportunity to enroll in courses at a local college while they are still in high school. The Dual Enrollment Program is available to any junior or senior who meets the criteria adopted by both the State and the School District. Juniors who are eligible and recommended by teachers/administration may elect to enter the Dual Enrollment Program and take courses their junior and senior years at a two- or four-year public college or private institutions in Massachusetts or New Hampshire. The program allows a student to attend Middlesex Community College, Mt. Wachusett Community College, U Mass Lowell or Fitchburg State University on a full time basis, while still enrolled at NVTHS as a high school student. Credit for the courses applies to both the high school and college transcripts. Upon completion, students receive their high school diploma from Nashoba and one or two years of college credit. Many Nashoba students in recent years have graduated with an Associates degree from a college and their high school diploma at the same time. Also, individual study programs for talented students are directed to their area of excellence. Many of our students are accepted at such distinguished institutions as MIT, Ithaca College, Emerson College, Boston University, and University of Massachusetts, among others.

## Community Service Projects

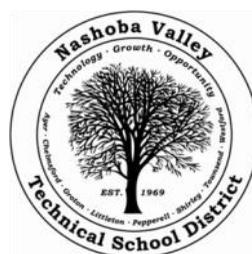
Nashoba is unique in its approach to community service and its relationship to its district towns. Students and their instructors travel to various sites within our district to work on community service projects that have been approved and selected for their benefit to the community and the learning of our students. The students perform all necessary work for the district towns to complete their requested project. The Community Service Program educates students in a real world setting and allows the towns the benefit of observing Nashoba students at work, creating a lasting tribute to their efforts and having a major project completed without over expending limited town resources for capital improvement.

## Student Activities

Nashoba sponsors an extensive program in intra-scholastic sports including varsity teams in 16 current high school sports, with equal opportunities for both male and female students. Next year we hope to add tennis and crew as new team sports. Other extracurricular activities include Student Council, National Honor Society, Music Honor Society, Yearbook, Kick Off Mentors, Students Against Destructive Decisions (SADD), Skills USA, Student Leadership, Peer Mediation, Chorus, Drama, and many special interest clubs. **No user fees** are imposed on any sport, school sponsored club, or activity.

## Continuing & Community Education

More than 700 adult students per semester attended the Continuing Community Education Program in late afternoon and evenings at Nashoba. More information can be found on the NVTHS website.



# NORTHERN MIDDLESEX COUNCIL OF GOVERNMENTS

The Northern Middlesex Council of Governments (NMCOG) was established in 1963 under Chapter 40B of the Massachusetts General Laws and is one of thirteen (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 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.

<p><b>Kelly Ross</b> <i>Councilor, Board of Selectmen</i></p> <p><b>Darrin Wizst</b> <i>Councilor, Planning Board</i></p> <p><b>James Silva</b> <i>Alternate</i></p>
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The agency strives to bring a regional and interregional perspective to all areas of planning and resource management by fostering cooperative efforts between municipalities and encouraging collaboration between the public and private sectors. NMCOG promotes the interests of the local communities at the state and federal levels, and often acts as a liaison between the municipalities and other levels of government.

The Council maintains a staff of professional planners and technicians to assist in developing and implementing its policies. The Council meets monthly (usually the third Wednesday of each month) at 40 Church Street, Lowell, and all meetings are open to the public. Each NMCOG member community pays an equal per capita assessment, which is used to provide the local match for various State and Federal grant funding programs. The Council's annual budget includes \$79,970 in local assessments, of which \$6,135 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 Phase 2A of the Bruce Freeman Bike Path; studying parking and transportation issues in the Town Center, and evaluating safety conditions at the intersections of Route 40 and Oak Hill Road, Route 40 and Dunstable Road, and Route 110 and Tadmuck Road.

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

# NORTHERN MIDDLESEX COUNCIL OF GOVERNMENTS

— CONTINUED

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

NMCOG prepared the Annual Comprehensive Economic Development Strategy (CEDS) Update for 2010-2013 for the Greater Lowell region under contract with the Economic Development Administration (EDA) of the U.S. Department of Commerce. The document provides a blueprint for addressing the economic development problems in the region, and strives to achieve a balance between the implementation of economic development initiatives and maintaining the quality of life for area residents and businesses. NMCOG, in partnership with the Montachusett Regional Planning Commission (MRPC), developed a Renewable Energy Facility Siting Plan for both the Northern Middlesex and Montachusett regions. This plan was also funded by EDA

NMCOG is working with Westford and other communities throughout the region, on initiatives to regionalize and collaborate on the delivery of certain municipal services. This project is funded by the Massachusetts Department of Housing and Community Development (DHCD), using funds made available by the legislature under the District Local Technical Assistance (DLTA) Program. The DLTA projects include analyzing opportunities for regional procurement of goods and services, and identifying areas in which communities can work collaboratively in addressing stormwater management issues. The Northern Middlesex Stormwater Collaborative was expanded over the past year to encompass thirteen communities, including Westford.

Over the past year, NMCOG staff provided technical assistance to the Town in developing Economic Opportunity Area and Tax Incentive Finance Zone applications for the expansion of Cynosure. NMCOG is currently assisting the Town's Agricultural Commission in quantifying the impact of agricultural economy within Westford, and identifying strategies to promote local agricultural. NMCOG staff is working with the Westford Planning staff and the Economic Development Committee to examine commercial and industrial zoning issues within the town villages, including Graniteville, Forge Village and Nabnasset.

In early 2014, councilor Kelly Ross (Westford Board of Selectmen) left NMCOG. The Council appreciates his years of service. The Council also welcomes new member Don Siriani who replaces Kelley Ross as the Selectman representative.

## PARKERVILLE SCHOOLHOUSE COMMITTEE

Westford's #5 Parkerville Schoolhouse had a fairly quiet year, if you do not count the nineteen boisterous but well-behaved and inquisitive third grade classes (in addition to three second grade classes from Acton) that visited during the popular Living History Program. This program is done in conjunction with the local history curriculum and continues to be a highlight of many elementary students' memories. During this past spring, these students experienced the Old School Days curriculum of 'rithmetic on slates, dip-pen writing, marching to the wind-up Victrola, old-fashioned games and local history. The students are encouraged to wear period clothing of the early 20<sup>th</sup> century and are excited to take on the name of a former student such as Elizabeth Nesmith, Frank Jarvis, Bernard Wilder, Fred Griffin, Harold Vose,

Selma Williamson or Connie Succo, many whose names still echo today in street and road names in Parker Village. A wonderful addition to many of the students' experiences comes from the 'schoolmarms' who volunteer their time, most whom are retired teachers: Ruth Guild, Dolly Michaelides, Bonnie Oliphant, Melva-Jean Shepherd, Emily Popolizio, June Kennedy and Heidi Hatke. However, more schoolmarms are needed to make sure that every class can have this experience so please consider joining this group in bringing history alive.

In addition to being rented for parties and occasional adult meetings, the schoolhouse is "rented" free of charge to local student or child-based groups such as scouts or 4-H. The only payment the Board asks in return for this free usage is help with the annual spring cleanup which usually involves raking up and moving a lot of dirt and rocks which have been pushed onto the lawn by the snowplows. Included in the annual town-wide mailing sent out by the Friends of the Parkerville Schoolhouse each October, donations are requested for annual repairs but also volunteer service is requested for various jobs including gardening, baking for the Open House or help with interior spring cleaning.

Bob Oliphant comes to most meetings and handles publicity and grant writing. This past year Bob wrote a proposal honoring June and Charlie Kennedy for their long time tireless support for the schoolhouse. In March 2014 they received a Service Award from the Country Schools Association of America (CSAA). This award comes a few years after the building itself was placed on the National Register of the CSAA.

<b>Dolly Michaelides</b> <i>President</i>
<b>Roger Plaisted</b> <i>Vice President</i>
<b>John Wilder</b> <i>Treasurer</i>
<b>Heidi Hatke</b> <i>Recording Secretary &amp; Rental Liaison</i>
<b>June Kennedy</b> <i>Corresponding/ Archival Secretary</i>
<b>Bonnie Oliphant</b> <i>Living Historian Liaison</i>
<b>Charles Kennedy</b>

## PARKERVILLE SCHOOLHOUSE COMMITTEE – CONTINUED

Although the Town owns and insures the building, many of the Schoolhouse maintenance projects such as exterior painting and floor refinishing are done via fund raising and grant writing. Most small projects are handled in-house by the Board members. This past winter we needed to have a new water pump installed, the old one having lasted since the schoolhouse was overhauled over 20 years ago. The cost for this new pump was covered by the Town.

The schoolhouse has old-time charm with its rows of old desks and chalkboard-lined walls, but also has buffet tables and chairs to accommodate up to fifty people. However, the parking is more restricted, especially in the winter. If you would be interested in renting or using the schoolhouse for a meeting, activity or party for a nominal fee, please contact Heidi Hatke at 978-392-6827 or at [h.hatke@verizon.net](mailto:h.hatke@verizon.net). The rental agreement and rules can be found on our website [www.ParkervilleSchoolhouse.org](http://www.ParkervilleSchoolhouse.org). The Board meets on the 3<sup>rd</sup> Wednesday of most months. If you would like to come to meeting or are interested in joining our group, please contact Heidi.

## PARKS AND RECREATION COMMISSION

**Kevin “Kacy”  
Caviston** *Chair*  
**Carolyn Metcalf**  
*Vice-chair*  
**Colleen Barisano**  
**Gus Bickford**  
**Cindy Freud**  
**Ken Hanly**  
**John McNamara**  
**Richard McCusker**

Alternates  
**Chris Barrett**  
**Jack Clancy**

The Parks and Recreation Commission acts as a policy-setting committee for the Parks, Recreation and Cemetery Department. The commission oversees short- and long-range planning for recreational facilities and site acquisition, as well as the development and maintenance of existing recreational facilities. The seven members of the commission are appointed by the Town Manager. The Commission meets the first Monday of each month, September – June and as needed July and August. The Commission wishes to thank Cindy Freud for her service and participation on the Commission. She completed her term in June and Chris Barrett has taken her place as a full time member. See Cemetery Commission for report on Cemetery Division.

The Parks, Recreation and Cemetery Department is responsible for recreation programming, parks and grounds maintenance, cemetery maintenance and operations. Department Staff: Patricia Savage, Director; Sandra Habe, Assistant Director; Debra Barry, Office Administrator; Danielle LeBlanc, Senior Assistant; Pam McNiff, WPC Curriculum & Program Coordinator; Merideth Goddard, Middle School Rec Club Coordinator; Karla Ferrini, Office Reception. The following staff members are shared positions with Highway Department: Jonathan Revis, Parks/Grounds Operations Supervisor, Robert Upperman, Parks/Grounds Crew Leader, Richard Nawoichik, Cemetery Supervisor; Brian Auger, Lloyd Leach; Glen McCarthy and Brian Shipley, Heavy Equipment Operators. The administrative office is located at 35 Town Farm Road. Website: [www.westfordma.gov/rec](http://www.westfordma.gov/rec)

At the March Annual Town Meeting funding was approved for a Recreation Master Plan. The plan will assist the Commission as to the direction of the department for development of programs, areas, and facilities. It is anticipated the plan will be complete in 2015.

### **Parks and Grounds**

Parks and Grounds maintain parks and recreation areas as well as other town properties. In addition to mowing, seeding, deep tine aeration, and weed and pest control during the spring-through-fall season completes additional work that is site specific.

*American Legion ball fields - Graniteville* is the principal location for youth baseball and softball. Major work was completed in converting a field (G5) from a 60' diamond (distance of base paths) to a 70' diamond for the new youth baseball Cal Ripken Major League 70' Division. The new 70' diamond will allow an intermediate transition for the players from little league 60' diamond before going to play on the 90' diamonds. The success of the new division will determine if additional fields will be converted. The 70' division will allow greater opportunities for players to develop better skills in an appropriate field space. In addition to the change in base paths from 60' to 70' the pitching distance is also increased from 46' to 50' and players are allowed to lead off bases in the 70' division.

## PARKS AND RECREATION COMMISSION – CONTINUED

### **Community Fields at Nutting Road**

The Community Fields are synthetic or artificial turf fields lined for soccer and lacrosse. In addition to Westford Youth Soccer, Westford Youth Lacrosse, and Over the Hill Adult Soccer League, Westford Academy has use of the fields during the week in the spring and fall. This arrangement has been successful and helped out WA teams. There has been an increase in requests for use of these fields as weather conditions do not prevent play except for snow.

The completion of the donor brick park is on-going with finalization of a design and costing out the installation and materials. This is the last phase of the initial project and should be completed by 2015.

Repairs to a damaged chain link fence (a tree fell on it) and installation of a wooden fence have been completed.

*Jack Walsh Field – Parker Village* is the principal location for youth and adult soccer. Summer camps and clinics are also held at Jack Walsh. Half of the fields were shut down so the Parks Crew could do some needed seeding. More material (wood fiber carpet) was added to the playground surface. The material compacts over time with use and additional material is needed to maintain the surface.

*The Town Common, Town Hall complex, Library, and Triangle area* host a number of events throughout the spring, summer, and fall. The crew maintains the property which has seen an increase in the number of permits approved by the Board of Selectmen. The crew did some additional seeding and aeration in the fall due to the wear and tear on the grass over the warm season. Several major events take place on the Town Common and there have been more request for barrels, grass cutting, and general clean up prior to these events.

*VFW/Forge - Forge* is the principal location for adult softball, adult baseball, and older youth baseball using a 90' diamond. Minor repairs continue to be made to the irrigation system and lighting system. The diamonds are used extensively through spring, summer, and fall.

*Cameron, Greystone, Frost, Whitney Playground and Hamilton fields* are additional sites for youth soccer, baseball, and softball as well as recreation programs. Greystone also has tennis and basketball courts and trails. St. Onge playground's concrete structures were painted in the spring. The tennis courts include a back board and see frequent use as part of the Frost/Whitney playground area. The cricket patch at Greystone field has worked out as a good location for the sport. The crew cut out the patch and added stone dust to the surface area. Hamilton has tennis and basketball courts are in need of repair and will be submitted at the next Capital Budget request

*Edwards Beach and Forge Pond* continues to see an increase in summer usage as people have discovered these local beach areas. Both beaches are tested weekly for bacteria and there were no incidences during the season of levels exceeding the standard. Information on testing results is available on the Board of Health website [www.westfordma.gov/boh](http://www.westfordma.gov/boh)

## PARKS AND RECREATION COMMISSION – CONTINUED

### **Bruce Freeman Rail Trail**

The Bruce Freeman Rail Trail (BFRT) is cleared regularly of debris by Trail Stewards. The Parks Crew does a major clean up winter debris in the spring and leaves and pine needles in the fall of. The Highway Department with Parks Crew cut back the brush will the brush mower keeping the trail from being overrun by weed growth. Emily Teller and Chris Barrett of Friends of BFRT [www.brucefreemanrailtrail.org](http://www.brucefreemanrailtrail.org) have worked closely with the stewards, the department and Commission in funding and communicating issues related to the trail and have been of tremendous help. See the annual report on BFRT.

*Ronan McElligott Memorial Playground- because every child deserves a place to play*  
The playground is a barrier-free playground accessible to children of various ages and abilities and continues to attract users, weather permitting. The poured-in-place surfacing continues to have a specific area in two sections of the playground. The surface cracks and ultimately develops into holes in the surface exposing the under layer. We have worked with the playground company and surface company to address this problem. The surface is under warranty and had been repaired with various colors and designs.

Stephanie and Steve McElligott, along with family, friends, and a group of volunteers from Congregation Shalom for their annual Mitzvah Day did a major clean up of the playground, flower beds and surrounding area in June. This has become an annual event and provides a great service to the community in keeping the playground looking good. More information is available at [www.westford.com/ronansplayground](http://www.westford.com/ronansplayground)

As time and labor permit, the crew has helped the Conservation Commission with mowing at Pond St., placement and removal of docks at East Boston Camps, and mowing of the grassy area at the main camp. Additional requests are addressed as needed in cleaning up areas for ceremonies/dedication or for annual events. The crew completes other tasks and projects throughout the year. The crew has strung holiday lights at the Town Common. The annual holiday lighting ceremony is held the Sunday after Thanksgiving and is coordinated with the Girls Scouts and the Common Restoration Committee. The crew assisted with the installation of the Chanukah Menorah on the Town Common, hang and take care of the flags along Main Street and North Main Street for Memorial Day through July 4<sup>th</sup> and from Veterans Day through Pearl Harbor Day – Dec. 7<sup>th</sup>, and crew helps Veterans Agent Terry Stader with the set up for the Memorial and Veterans Day Ceremonies held at the Town Common and with clean up of memorials/monuments.

### **Recreation Programs**

The Town established a Recreation Enterprise Fund that began in fiscal year 2009. The Enterprise Fund gives the Town the flexibility to account separately for services for which a fee is charged. The Town provided a subsidy in Fiscal Year 2014 which helps as the timing of expenses and revenues overlap fiscal years. The Enterprise Fund ended the fiscal year with a small sum of retained earnings.

## PARKS AND RECREATION COMMISSION – CONTINUED

A variety of programs are offered throughout the year. A brochure is mailed to Westford residents twice per year and it is available on line. Programs are offered in twenty-eight general categories from Archery to Wrestling, with close to 4000 participants signing up for classes or program sessions. Registration for most programs is available on line at [www.westfordrec.com](http://www.westfordrec.com). Some of the larger programs are highlighted below.

### *Westford Area Community Crew (WACC)*

The program has expanded under the direction of Coach Eddie Bruce. Paul Bea and Harrison Finch joined the coaching staff. Coach Ann Devorak once again was able to join us for the summer programs. The crew program continues to grow and offer a variety of rowing, sculling, erging, and regatta competitions for high school age and adult rowers. The middle school program has started and has proven to be successful.

The crew team competes in spring and fall regattas. The crew teams are competitive and have had success in many regattas. Three student athletes, Amelia Shein, Sophie Anderson and Haley Doucette, received college scholarships for crew.

*Kids Club, Destination Exploration, Leadership Training, Basketball*, continue to be very popular summer programs. New this summer was Peak Adventure utilizing WA ropes course and East Boston Camps (EBC) zip line.

*Tennis Coach* Donna Holmes had a successful summer USTA Junior Tennis Team (JTT) season. The Westford Aces once again were selected to compete in the USTA Jr. Team Tennis Sectional Championship held at Mount Holyoke College in South Hadley, MA. Team members Marcus Acosta, Caleb Amidon, Jonathan Cao, Victoria Donescu, Anna Murray, Maeve Proulx, Manisha Ramprasad and Tommy Welham had a great experience competing against some well-established teams and clubs.

*Westford Partnership for Children After School Enrichment* program operates in all six elementary schools and for middle school participants, at Stony Brook Middle School. The program offers a variety of activities with new choices being added each registration period. The WPC offers special programs during school professional development days. A review of the current fee structure and program policies has been undertaken with changes to be made for the next school year session

### **East Boston Camps Agreement With Conservation Commission**

An agreement between the Conservation Commission and the Parks and Recreation Commission for scheduling the East Boston Camps property has worked out well with limited rental facilities and dates. There has been an increase in rental requests for use of the property, in particular Scout troop and Live Action Role Playing (LARP) groups.

## PEDESTRIAN SAFETY COMMITTEE

**Karen Hudson**  
*Chair*

**Peter Ewing**  
**Erik Nielsen**  
**Gunars Zagars**

**Michael Croteau**  
*Safety Officer*

**Scott Hazelton**  
*Selectman*

**Kate Hollister**  
*Planning Board*

**Robert Stafford**  
*Historical Commission*

The Pedestrian Safety Committee is charged with identifying and evaluating options for improving pedestrian safety in Westford. Such options might include, but are not limited to: sidewalks, paths, crosswalks, speed bumps, speed and other warning devices, bicycle lanes, and pedestrian and driver education. The evaluation process shall consider not only the effectiveness of each option for pedestrian safety, but also the cost of each option and possible funding sources. The Committee shall present recommendations to the Board of Selectmen. The Committee meets on the second Wednesday of each month, at 7 PM, in the First Floor meeting room in Town Hall.

The Pedestrian Safety Committee met ten times during FY14 and held three site walks. Accomplishments for the year were:

- Application was made to Massachusetts Safe Routes to School to expand the reach of an existing sidewalk network at the Nabnasset School. Specifically, the application sought funding for approximately 1900 feet of sidewalk traveling East along Plain Road from the Nabnasset School to Carolina Lane. This was identified as a high priority for pedestrian safety improvements by the Pedestrian Safety Committee. Many thanks to the Board of Selectman and Engineering Department for their support and assistance with this application.
- Work continued with the Engineering Dept. to develop a sidewalk expansion plan on Concord Rd/Rt. 225 toward Robinson School. High priority areas such as Kimballs Farm, the commercial district along Rt 110 to the Tadmuck Road intersection, and others continue to be monitored as we look forward to construction later this Summer/Fall.
- Residents of the Vose Hill Road neighborhood approached the PSC in November, 2013 seeking a link from their neighborhood to the Bruce Freeman Rail Trail. Site walks were held at this location to study the best solution. Ultimately, the PSC voted unanimously to support safe pedestrian access along Acton Road (Rt 27) from Vose Hill Road to the Bruce Freeman Rail Trail and to seek support from the Board of Selectman.
- Pedestrian safety at the Town Center was studied by the PSC after requests were by received from residents and the Board of Selectman seeking comment on the Draft Westford Center Traffic & Parking Study prepared by NMCOG. A site walk was conducted to review recommendations presented in the Study. The Pedestrian Safety Committee provided comments to the Board of Selectman.

## PEDESTRIAN SAFETY COMMITTEE – CONTINUED

- Karen Hudson was re-elected Chair of the PSC in June, 2014. Tom O'Donnell resigned from the Committee and Erik Nillson was appointed in his place. The Board of Selectman approved PSC's request to increase the size of the Committee by two to include representation from the School Department/PTO and the Recreation Department.
- The Westford Pedestrian Safety Committee Map continues to be updated as needs arise. It is a tremendous working tool and special thanks to Chris Coutu of the GIS department for his constant support of this effort.

## PERMANENT TOWN BUILDING COMMITTEE

The Permanent Town Building Committee (PTBC) has spent the last year focused on two major projects, the Center Fire Station and the Window Replacement Project at the Day and Robinson Schools. In addition, the PTBC participated in the Town Wide Facility Study, Roudenbush Community Center Facility Study, and completed the handicap shower installation at the Cameron Senior Center.

### Center Fire Station Study

At the Special Town Meeting in October 2013, the PTBC requested that the Town appropriate \$350,000 to begin studying and testing the Boston Road site as the location for the new Center Fire Station. The PTBC had reviewed several alternative locations in Town and recommended that the Town construct a new Fire Station on a 4.8 acre parcel of Town-owned land on Boston Road at the intersection of Blake's Hill Road. Our recommendation was to construct a new fire station at this location which would provide better service to the Route 110 business district and increase response times to the Parker Village area of Town. After a considerable debate at Town Meeting, the article failed to receive a majority vote.

After Town Meeting, the PTBC met with Town Manager Jodi Ross, newly appointed Fire Chief Joseph Targ and the Board of Selectmen to determine the strategy moving forward. It was agreed by all parties that the Town should hire a consultant to study the needs of the Fire Department, and recommend the size and location of the new station. It was also decided that the selected consultant should evaluate the feasibility of incorporating combined dispatch into the new facility, and whether the Technology Department should be relocated to the new facility.

At Annual Town Meeting in March 2014, Town Meeting approved spending \$50,000 to conduct the Center Fire Station Study. The PTBC issued a Request for Proposals and received responses from eleven firms. Interviews were conducted with four firms in June and the architectural firm of Dore and Whittier from Newburyport, MA was selected to complete the study. The study is expected to be completed by the end of 2014 so that recommendations can be presented at the 2015 Annual Town Meeting.

### Robinson and Day Schools Window Replacement Project

In June 2013 the Town was notified by the Massachusetts School Building Authority (MSBA) that the School Department's application to Accelerated Repair Program for the replacement of the windows at the Col. John Robinson and Norman E. Day Schools was accepted. The MSBA assigned Gale Associates as the architect for the project, and Strategic Building Solutions as the Owner's Project Manager. At Special Town Meeting in October, 2013, the Town appropriated \$350,000 for the architectural and engineering services and Owner's Project Manager services required to complete the design of the project. This appropriation supplemented a previous \$50,000 appropriation for this project.

**Thomas Mahanna**  
*Chair*

**Kirk Ware**  
*Vice Chair*

**Paul Davies**  
*Treasurer*

**Nancy Cook**  
*Secretary*

**Karen Cavanagh**  
**Doug Fannon**  
**Gary Lavelle**

**Tom Ellis**  
*Alternate*

## PERMANENT TOWN BUILDING COMMITTEE – CONTINUED

During the Preliminary Design Phase in the fall 2013, tests conducted at the Col. John Robinson School determined that low levels of polychlorinated biphenyls (PCB's) were present in the caulking surrounding the windows. The design team submitted the results of the testing along with two different abatement methods to the Environmental Protection Agency (EPA) for approval. The abatement methods will require either removing the masonry surrounding the windows, or the least expensive method of encapsulating the masonry. The EPA will have to approve the abatement method before the project can be publicly bid.



Col. John Robinson School

At the 2014 Annual Town Meeting, an additional \$4.1M was approved for the construction of the Window Replacement Project at both schools. The project is eligible to receive up to 46% reimbursement from MSBA on the eligible costs of the project. The design is expected to be completed in fall 2014 and bids should be received by the end of 2014. Construction is expected to begin in the spring 2015 and be completed by the end of 2015.

### **Senior Center Handicap Shower**

The PTBC completed construction of a new handicap accessible shower on the second floor of the Cameron Senior Center. The shower was added to the newly renovated facility to meet the request of the users of the Fitness Center and because the Senior Center was designated as an Emergency Shelter. The construction contract was awarded to Henry L. Fontaine Builder, Inc., of Dunstable, MA. Construction was completed in the November 2013 at a final cost of \$34,765.

### **Meetings**

Our meetings are generally held on the first and third Mondays of the month at 6:30 p.m. at the Cameron Senior Center. Information about our committee and our meetings can be found on our webpage at [www.westfordma.gov/ptbc](http://www.westfordma.gov/ptbc).

# PLANNING BOARD

The Planning Board typically meets at 7:30 PM on the first and third Monday of each month in 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 web page. Throughout the 2014 Fiscal Year, the Planning Board held twenty-three regular meetings and five Executive Sessions. Here is a brief summary of significant events and activities of the Board.

Highlights of the year include:

- Amended Section 218-19 of the Subdivision Rules and Regulations to provide consistency with the Zoning Bylaw for instances where the requirement for construction of onsite sidewalks is waived.
- Sponsored Zoning Bylaw Amendments relating to the Sign Bylaw.
- Sponsored Zoning Bylaw Amendments relating to Registered Marijuana Dispensaries.
- Sponsored Zoning Bylaw Amendments relating to revised Floodplain Maps.
- Established a Master Plan Implementation Committee (MPIC) to carry out the goals set forth by the Town's Master Plan.
- Adopted a policy regarding Roadways and Abandoned Subdivisions to provide guidance and a consistent process for acceptance of abandoned roads.
- Reviewed application for Special Permit for Major Commercial Project, Site Plan Review & Stormwater Permit for Workers' Credit Union located at 294 Littleton Road.
- Oversight for projects that are being built or nearing completion, including: St. Augustine Drive & Preliminary Subdivision Plans for Phase II, Beaver Brook Village, Cider Mill Road and Laughton Farms.
- Continued work with Planning and Engineering Staff on unaccepted roads, which included Sleigh Road, Strawberry Lane, Boxwood Road, Hidden Valley Road, Musket Lane and Sawmill Road, which were accepted by Town Meeting.

**Michael Green**  
*Chair*

**Dennis Galvin**  
*Vice Chair*

**Katherine Hollister**  
**Matt Lewin**  
**Darrin Wizf**  
**Staff**

**Chris Kluchman, AICP**  
*Director of Land Use Management*

**Jeffrey Morrisette**  
*Town Planner, Planning Board Staff*

**Danielle Evans, AICP, Assistant Planner (From December 2013 to Present)**

**Victoria Johnson**  
*Administrative Assistant*

## Applications

The following table is a summary of the number of applications received and acted on by the Board as of the end of the 2014 fiscal year:

## PLANNING BOARD – CONTINUED

<b>Planning Board Application Summary</b>			
<b>Application Type</b>	<b>Status</b>		
	<b>Approved</b>	<b>Denied</b>	<b>Withdrawn</b>
<b>Site Plan Review</b>	<b>3</b>	-	<b>1</b>
<b>Storm Water Management Permit</b>	<b>3</b>	-	-
<b>Special Permits</b>	<b>15</b>	-	-
Water Resource Protection District	-	-	-
Major Commercial Project	1	-	-
Planned Commercial Development	-	-	-
Common Driveway	1	-	-
Open Space Residential Development	-	-	-
Flexible Development	1	-	-
Sign Permit	8	-	-
Floodplain	3	-	-
Parking	1	-	-
Other Special Permits	-	-	-
<b>Modification of Prior Approvals</b>	<b>4</b>	-	-
<b>Subdivision</b>	<b>8</b>	<b>1*</b>	-
Approval Not Required (ANR)	7	-	-
Preliminary Subdivision	-	1*	-
Definitive Subdivision	1	-	-
<b>Scenic Road</b>	<b>1</b>	-	-
<b>Earth Removal Permit</b>	-	-	-
<b>Administrative Approvals</b>	<b>4</b>	-	-
<b>Totals</b>	<b>38</b>	<b>1*</b>	<b>1</b>
*Disapproved (as opposed to denied)			

## **PLANNING BOARD**—CONTINUED

In FY 2014, the Board established zero, reduced three, released zero and called zero bonds relating to approved subdivision projects. The Board authorized the expenditure of one previously called bond to conduct pavement repairs and road acceptance plans. The Board also approved three Lot Releases for ongoing subdivision projects.

Throughout the fiscal year, the Board authorized the staff to conduct Administrative Review and Approval of four minor projects or modifications to previously approved projects.

At the May 2014 Annual Town Election, Board member Michael Green was re-elected. At their regular meeting held on June 2, 2014, the Board conducted their annual reorganization and elected Michael Green as Chair and Dennis Galvin as Vice Chair.

### **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 bylaws;
- To administer the Subdivision Control Law which establishes the process for development of new roads and new housing. A developer's proposed plans are carefully scrutinized for roadway design, drainage, soil conditions and a host of details related to proper sighting; and
- The Board is also designated as the permitting authority for various site plan submittals under the town's Zoning Bylaws.

Planning staff acts as professional advisors to the community and its leaders. Staff members organize and attend meetings, provide technical assistance, offer professional opinions, and guide residents, developers and businesses through the Town's various permitting processes. Staff members also offer technical advice and expertise to several boards, committees, and town departments including the Planning Board, Zoning Board of Appeals, Affordable Housing Committee, Historical 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.

# POLICE DEPARTMENT

**Thomas M. McEnaney**  
*Chief of Police*

**Walter R. Shea**  
*Deputy Chief*

**Mark Chambers**  
*Captain*

**Victor Neal**  
*Captain*

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. As a regulatory agency of local government, 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.

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; and
- Performing public service and law enforcement tasks so as to provide leadership to the police profession.

## **Drug Recognition Expert**

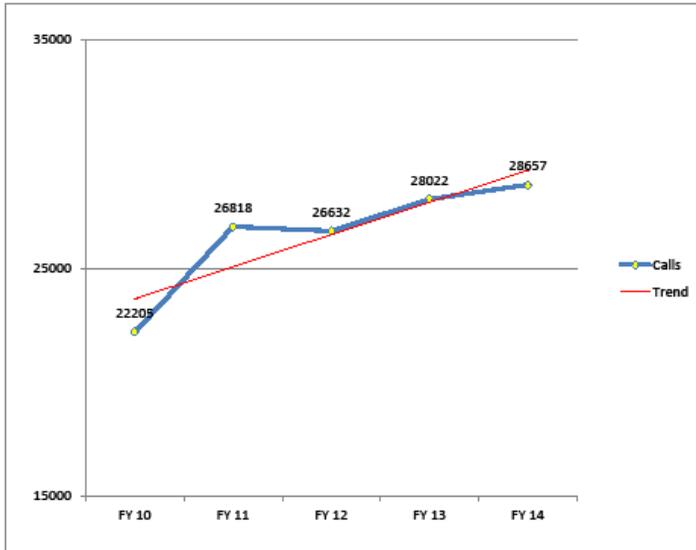
Officer Geoffrey Pavao has recently completed an intensive and highly specialized form of training in the field of drug impairment recognition. Officer Pavao has been certified by the International Association of Chiefs of Police as a DRE (drug recognition expert). A DRE is trained to identify drug impaired persons as well as drug impaired drivers. If during a motor vehicle stop an officer encounters a person who is clearly impaired but does not register a breathalyzer reading, Officer Pavao can be called to the scene to determine whether or not the subject's impairment is drug related and if so that subject would be separated from the operation of the motor vehicle. Officer Pavao's training and certification as a DRE is critical when presenting evidence in court and it will be a valuable addition to the police department and to the safety of the community.

## **Impact of Town Growth to the Police Department**

As the town grows commercially and residentially, both areas of growth have an immediate impact on the demand for police services. Residential growth in Westford increases the calls for service to the police department from new residents and it expands the residential area to be patrolled by officers in cruisers. Commercial growth in Westford increases general calls for service, it increases the number of building/security checks to be performed by officers when the business is closed, and it increases crime and the opportunity for a crime to be committed. Both areas of growth add to traffic and more motor vehicles on the road which need to be regulated by the police. The following graph outlines the increase in a myriad of calls for police service from residents as well as officer initiated actions such as motor vehicle stops, the investigation of suspicious activity, property checks, and more.

# POLICE DEPARTMENT – CONTINUED

## WESTFORD POLICE DEPARTMENT ACTIVITY



Fiscal year Officer initiated actions and calls for service.

# POLICE DEPARTMENT CALL LOG

## POLICE CALL LOG July 1, 2013 Thru June 30, 2014

9-1-1 Calls-TOTAL	3138	Lock Out	296
9-1-1 Hang up	152	Maintain the Peace	15
9-1-1 Non-Emergency	248	Medical	1266
9-1-1 Other Jurisdiction	81	Message Delivery	48
Accident Industrial	2	Missing Person/Child	20
Accident MV-Injury	70	Mutual Aid	85
Accident MV-No Injury	597	MV Abandoned	11
Alarm/Burglar	843	MV Disabled	348
Alarm/Fire	504	MV Stop	5210
Animal Control Officer Call Out	300	MV Violations Issued	4123
Animal Cruelty	13	Officer Wanted	230
Arrest	217	Order Served-Court/Restraining	275
Assault & Battery	18	Park and Walk	689
Assault-Simple	30	Property Found	98
Bank Escort	110	Property Lost	37
Bomb Threat	1	Property Take Possession	13
Business/House Check	4384	Protective Custody	4
Breaking & Entering	40	Radar Assignments	950
By-Law Violation	78	Repossession	9
Car Seat Installation	101	Restraining Order Violation	11
Child Abuse/Neglect	38	Robbery	0
Commitments	29	Rubbish Disposal	16
Counterfeiting	2	Safety Hazard	169
Disturbances	184	Search Warrant	15
Domestic Violence	119	Sexual Assault/Adult & Child	13
Drug Law Violations	9	Sudden Death	12
Firearm Violations	1	Suicide/Attempt	22
Fire MV/Bldg/Brush	64	Surveillance MV	75
Fireworks Violation	7	Surveillance Person	41
Funeral Escort	7	Suspicious MV/Person	458
Harassment	34	Telephone Harassment/Obscenity	56
Identity Theft	145	Traffic Hazard	452
Injury to Property	99	Transportation/Citizen/Prisoner	136
Larceny	102	Trespassing	26
Larceny From MV	14	Truancy	4
Larceny MV-Auto	9	Vehicle ID Number (VIN) Check	9
Liquor Law Violations	70	Well Being Checks	265

# POLICE DEPARTMENT ROSTER

## Chief of Police

Thomas McEnaney

## Deputy Chief

Walter Shea

## Captains

Victor Neal Jr

Mark Chambers

## Lieutenants

Det. Lt. David Connell  
Ronald Paulauskas

Hervey Cote  
Donald Pick

## Sergeants

Stephen Keins  
Marc Proia

Gregory Marchand  
Brian Gendron

James Peloquin  
Christopher Ricard

## Patrol Officers

Torace Armstrong  
Timothy Galvin  
Timothy Jansen  
Daniel O'Donnell

David Bettencourt  
Derek Hartley  
Timothy Larkham  
Geoffrey Pavao  
David Silton

Michael Breault  
Jon-Allen Haslam  
Ian McEnaney  
Corey Peladeau K-9  
Joseph Walker

Jonathyn Byrne  
Brandon Holmes  
Christopher Musick  
Michael Perciballi  
David Welch

Michael Croteau  
Scott Hyder  
Robert Musto  
Paul Selfridge

## Special Services

Sgt. William Luppold-Prosecutor

Det. Matthew Furlong  
Det. David O'Hearn  
SRO Justin Agraz

Det. Nirissa Nicoletti  
Det. Dennis Rogers  
SRO Joseph Eracleo

## Operations Administrator

Timothy Whitcomb

## Telecommunicators

Ryan Cobleigh  
Chrystal Pepple

Ashley Hartenstein  
Kayla Sheehan  
Tricia Targ

Timothy Hughes  
Andrew Sherman

## Office Personnel

Jo Cobleigh

Michelle Wright

Linda Zarzatian

## Custodial

Donald Guillmette

## 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 Committee continued regular meetings throughout FY 2014 focusing on four major initiatives: consolidation of contracts; the maintenance and operation of waste water treatment facilities and sub-surface septic systems for town facilities; consolidation of Town land and grounds maintenance; and the consolidation of facilities maintenance for school and town facilities.

The Assistant Town Manager continued contract consolidations as the opportunity arose adding to some contracts and renewing others. Committee discussion and efforts on this initiative continued to be held in abeyance pending the results of the Facilities Condition Survey and the expected opportunities for further consolidation of contracts.

The PWIC's involvement in the contracting for the operations and maintenance of the Waste Water Treatment Facilities (WWTFs) has continued to be one of observation and support for the efforts of the Town Manager and the Water Commission to award a new operations and maintenance contract and to identify budget resources to provide for adequate maintenance and bring the facilities up to code. The results of the new contract for operations and maintenance have been gratifying. In addition the committee has identified over fifty septic systems that fall within the responsibilities of building occupants and departments and which have an uneven history of maintenance. Building on the success of the WWTFs the committee is investigating the potential of assigning the responsibility to a single department and/or a single contractor.

**John Cunningham**  
*Conservation Commission, Chair*

**Gus Bickford**  
*Parks and Recreation Commission at  
Large, Vice Chair*

**Mark Kost**  
*Capital Planning Committee*

**Hugh Maguire**  
*Water Commission*

**John Mangiaratti**  
*Assistant Town Manager, Clerk*

**Valerie Wormell**  
*Board of Selectmen  
(July 2013– May 2014)*

**Andrea Peraner Sweet**  
*Board of Selectmen  
(May 2014– present)*

**Robert Price**  
*Library Trustee*

**Judith Culver & Terry Ryan**  
*School Committee*

**George Rogers**  
*Council on Aging*

**Non-Voting Members:**  
**Richard Barrett**  
*Highway Department*

**Pat Savage**  
*Recreation Department*

## **PUBLIC WORKS INITIATIVE COMMITTEE**—CONTINUED

The PWIC continued discussions on the maintenance of public lands and grounds. Once again the Committee focused on the demarcation between what should reasonably be the responsibility of the individual departments and what could be better maintained by a Town Public Works entity. The draft questionnaire to better define department needs, maintenance standards and costs of Town-owned land was shelved in favor of a sub-committee to address the issues of the maintenance of conservation land. The Committee subsequently decided to establish a task group of stakeholders to develop standards of maintenance and propose a budget and responsible organizations to ensure the upkeep of public lands. The committee is in the early stages of developing the membership for the task group and the committee charge for the group's tasks.

The Committee agreed to suspend initiatives for the consolidation of facilities maintenance functions until the completion and acceptance of the Facilities Condition survey. Meanwhile, the Committee investigated successful efforts of other communities to consolidate facilities maintenance. Three members traveled to Hanover, Massachusetts for a meeting with the Director of Public Works and other key players in managing facilities maintenance for Hanover. The members came away with a better understanding of what it might take to effectively consolidate facilities maintenance in Westford. The Facility Condition Survey is expected to be finalized in September and will, depending on the requirements and priorities, be used by the committee to develop options for future consolidated public works maintenance activities.

The Committee will miss the experience of Valerie Wormell whose last meeting as a member was April 11, 2014 . The committee recognized Valerie for her contributions working on this Committee as well as for her efforts on the ad-hoc committee in the development of goals and recommended actions that form the charge for this committee.

The Committee will continue in FY 2015 to pursue the goals set forth by the Board of Selectmen initially focusing on the four initiatives currently under consideration.

## RECORDS & ARCHIVES MANAGEMENT COMMITTEE

**Virginia Moore**  
*Chair*

**Ellen Harde**  
**Pat Louch**  
**Sandy Martinez**  
**Robert Oliphant**  
**Kaari Mai Tari**

FY2014 was marked by continued records and archives management efforts by Town departments, a detail of which is presented below.

- Shredding Day: On August 22 many Town departments gathered 150 boxes together for shredding.
- Electronic Records Archivist from the State Archives, Veronica Martzahl met with RAMC members and department heads to discuss the importance of electronic records management.
- The property record card digital archiving project was completed allowing preservation of the last seven years of these historical records.
- Town Meeting digitization project: The Town Clerk's office has been collaborating with WestfordCAT to convert VHS tapes to digital media.
  - Lisa Klisky converted forty-eight VHS tapes to digital media: twenty-three Selectmen's meetings and twenty-five town meeting tapes were uploaded to archive.org, part of the national archives. Additionally, a DVD copy was made.
- Vault organization: Westford has benefited from archives support of a Simmons College archives student thanks to a Community Preservation Grant. Laura Carter worked on the following projects:
  - relabeled and reorganized shelves in the vault and off-site storage locations
  - conducted physical inventory of the vault and imported into ArchivesSpace, where she creating finding aids
  - updated cemetery finding aid
  - built phase boxes to house fragile volumes
  - rehoused all birth, death and marriage records into clamshell boxes
  - created file list of Drew Farm Committee documents from 1980s-1990s and scanned minutes
  - created a file list and index of street layout plans from 1930s-1980s
  - conducted a survey of public welfare records
  - rehoused School Committee minutes
  - created a folder list of all reports and studies currently in the vault to share with departments for the purpose of adding to that collection

## RECORDS & ARCHIVES MANAGEMENT COMMITTEE

- Cindy Conry helped organize boxes of hazardous materials storage registrations, began organizing reports and studies, arranged boxes of collector's cash and poll tax books in chronological order prior to shelving
- Bob Oliphant organized election ballots as well as election and town meeting warrants into large format boxes

### Additions to the vault included

- School Committee minutes that were moved from Central Office to the vault
- Minutes from the Library were moved to the vault in order to make room for increased circulation needs
- The Historical Society asked that eighteen small format boxes of historic Assessors field cards be stored in the vault with its environmentally controlled preservation storage environment

# RECYCLING COMMISSION

The mission of the Recycling Commission is to: increase awareness of recycling benefits to the Town of Westford; educate Westford residents on recycling options; provide opportunities for non-curb-side recycling; and implement programs that encourage diverting recyclables from the trash.

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



## **Program Monitoring and Service Improvement**

After the implementation of Mandatory Recycling Enforcement in FY 2013, the Westford Recycling Commission (WRC) spent FY 2014 reinforcing this policy with both residents and the trash and recycling contractors. This year, the Town extended the trash contract in advance of the expiration date, and the Commission helped refine the language and expectations in the contract and continues to work with Acme, the contractor, to assure implementation. The Commission also closely monitored the Town's recycling vendor and is pleased to have provided input into the RFP for these services in FY 2015. In addition, the Commission collected data on the number and size of trash containers used by households in order to better understand the trends in town. Finally, the Commission continued to actively engage with Town departments responsible for waste removal from parks and fields, with the schools and with other municipal facilities to maximize recycling and reduce trash, and worked with the Drop Box Committee and the Planning Board.

## **Focus on Composting**

The Commission continued our focus on residential composting. Since Westford pays by the ton for our trash to be hauled and incinerated, composting our heavy food scraps is an effective way to reduce the cost of solid waste disposal.

Sales of residential Earth Machine composters grew by 25% this year and our conversations with residents indicated an increased awareness of composting as well as a willingness to adopt this habit. Residents may also choose to build or buy other types of composters for organic materials, or simply designate a portion of their land for composting yard waste.

The WRC continues an active role in composting in the schools because food waste represents a very large percentage of the solid waste tonnage generated in our schools. Students at Crisafulli School and Blanchard School separated their lunch food waste and kitchen staff at Day composted as well. Thanks to Sharon Chew who collected and weighed the school food waste twice every week, diverting just over five and a half tons of compostable waste to Fat Moon Farm in town from these three schools. Crisafulli students also used paper trays rather than Styrofoam one day a week. The Commission was actively involved in implementing Foam Free Fridays at Norman E. Day School, another environmental education initiative, replacing Styrofoam trays with cardboard trays.

## RECYCLING COMMISSION – CONTINUED

### **Education and Outreach**

The WRC increased our focus on our web site, [www.westfordma.gov/recycling](http://www.westfordma.gov/recycling), as a vehicle of communication, outreach and education. The Commission also established a Facebook page.

The WRC established relationships with new vendors this year, such as United Teen Equality Center’s mattress recycling program, and promoted Zero Waste Days, Re-Foam It Styrofoam recycling events and DCU shredding days through the web site. All are popular with Westford residents and provide an environmentally sound outlet for the disposal of items not collected or processed curbside.

The WRC enclosed notices in the tax bills to encourage residents to recycle, stressing the financial benefits of doing so. The Town Manager’s newsletter and Town email distribution lists were additional outlets for publicizing our events and for distributing quarterly recycling tips addressing specific seasonal recycling concerns. In addition to our efforts in the schools, outreach included a table at the Farmer’s Market.

The Commission donated an Earth Machine to Geoffrey Thomas, an Eagle Scout with Boy Scout Troop 195, for use in the greenhouse he built in the courtyard of Norman E. Day School for the use in the Living Lab Program.

### **Distribution of Large Recycling Toters**

The recycling hauler, Integrated Paper Recyclers (IPR), was able to make 300 additional black and yellow 64-gallon toters available free for the use of Westford residents on our waiting list. The Commission held multiple events to distribute the toters, successfully eliminating the waiting list.

Residents also purchased 198 green 64 gallon toters at cost from the Commission. Girl Scouts from Westford Troop 60560 bought one of the toters with funds they raised as part of an educational initiative on saving energy and recycling. “The girls wanted to make someone’s life a little bit better,” says Troop leader Lynne McEwan. They asked the WRC to identify a resident who was passionate about recycling but could not afford a toter. Marie Ward, at right, had recently called the Commission to inquire about a free container when none were available. She seemed like a terrific match. Her toter was delivered in February, just in time for Valentine’s Day



# RECYCLING COMMISSION – CONTINUED

## Additional Ongoing Events in FY 2014:

- Two E-cycling Events to collect used electronics, diverting 32 tons from the waste stream over the course of the year
- Earth Machine sales and delivery – 64 this year -Thank you Denise Seyffert
- Toter sales and distribution – 198 purchased
- WestfordCAT programming
- “Discover Books” walk-in book recycling container at Water Department
- Recycling Education for seniors, students and Scouts
- Providing recycling toters at recreational fields
- New England Clothes Recycling containers at three schools
- Spring and Fall brush chipping at Town Highway Garage – Thank you, Highway Department crew
- Leaf pickup in the fall
- Mercury audit at Westford Academy
- Litter League Green Team -Thank you, Highway Department
- Bulk stickers for the disposal of large items – Thank you Wendi Foley
- Web site design and maintenance – Thank you Town IT

## Capturing the Savings

Recycling tonnage increased by 132 tons or 4.6% in FY 2014 while trash tonnage decreased by 93 tons, or 1.2% over the same period, for a savings to the Town of \$6,805.06.

## Recycling Commission Revolving Account Summary – FY14

Balance July 1, 2013: **\$ 7,523**

	<u>Income</u>	<u>Expenses</u>
64 gallon toters (198)	\$ 8,920	(\$ 9,675)
Composters (64)	2,885	( 1,720)
RECYCLE stickers		( 112)
Composting bags for schools		( 162)
Insert for tax bills		( 172)
NE Clothes Recycling payments	500	
Covanta grants	643	
Postage & printing		( 173)
Totals	\$12,948	(\$12,014)

Balance June 30, 2014: **\$8,457**

## RECYCLING COMMISSION – CONTINUED

### Other Key Information

- Cynthia Peraner jumped right into her membership on the Commission in FY 2014 by eliminating the Polar bottled water dispenser at Westford Academy, in favor of filtered water, inspiring Sustainable Westford’s Tap WA-ter Initiative and other schools in town to promote and implement the same change.
- WRC members and volunteers are active in industry groups and attend solid waste conferences to keep up to date on developments in the market and anticipate any future needs. Many members attended educational sessions on the Conflict of Interest and Open Meeting Laws.
- The Commission meets the second Thursday of each month from 7 to 9 p.m. at the Roudenbush Community Center. All residents are welcome.



## SEALER OF WEIGHTS & MEASURES

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

**John Mangiaratti**  
*Assistant Town Manager*

The town has worked closely with the Division of Standards to identify businesses to add to the inspection list each year. Since the Division of Standards conducts inspections on a calendar year basis, the information presented in this report represents calendar year 2013 inspections. The total revenue received in fiscal year 2014 for the fees assessed for the calendar year 2013 inspections was \$6,050.

### Calendar Year 2013 Inspection Activity

The table below represents all of the annual inspections that were conducted by the sealer during calendar year 2013. The sealer conducted inspections at twenty-seven businesses and two schools in Westford for a total of 216 inspections. Electronic checkout inspections occur every other year and 2013 was a year with inspections.

	<b>Type of Inspection</b>	<b>Number of inspections Completed</b>
<b>Inspections of Scales</b>	over 10,000 lbs	2
	5,000-10,000 lbs	1
	1,000 - 5,000 lbs	0
	100-1,000 lbs	3
	10-100 lbs	71
	less than 10 lbs	4
	Weights (all types)	0
<b>Inspections of Measuring Devices</b>	Gasoline Meters	125
	Vehicle Tank Pump	3
	Bulk Storage	0
	Taxi Meters/ Odometers	0
	Fabric Measures	0
	Cordage Measures	0
	Linear Measures (yard sticks)	0
<b>Misc.</b>	Reverse Vending (bottle return)	0
<b>Electronic Checkouts</b>	less than 4 units	2
	4 but not more than 11 units	6
	more than 11 units	2

# WESTFORD PUBLIC SCHOOLS

**Everett V. Olsen Jr.**  
*Superintendent of Schools*

The school system experienced another very successful school year as evidenced by the accomplishments of our students and staff. The excellence of Westford Public Schools is recognized regionally and across all of Massachusetts. The quality of our staff and programs and services continues to attract families with school aged children to Westford.

In the 2013/2014 school year the school system enrolled 5221 students as of October 1, 2013. Our annual enrollment depends on the number of births each year and the mobility of families both in and out of Westford. In 2013 there were 149 births in Westford compared to 125 in 2012. If an upward trend continues we can expect our PreK to 12 enrollment to stabilize and possibly begin to increase. The significant unknown is the in/out migration factor. The turnover of the existing housing starts usually results in young families with children reoccupying the property. Additionally, continued residential construction of apartments, condominiums and free standing houses will continue to bring more students to the school system. These variables will continue to present a challenge in projecting class sizes and enrollments across all grade levels.

Additionally, Westford participates in the state's School Choice program. Each spring we assess our enrollment for the following school year and determine whether or not Westford has the capacity to accept students who live in other communities. The School Committee is provided with a recommendation of the number of available seats and either accepts or modifies the recommendation. During the 2013-2014 school year seventy-seven students were enrolled via the School Choice program. As parents recognize the high quality of education that the district provides, Westford generally has many more applications than available seats.

During the 2013/2014 school year a Facilities Utilization Committee was established to develop a model that could be used to assess projected enrollments along with building capacity and utilizations. Members of this committee included George Murray, Dennis Wrona, Angela Harkness and Superintendent Everett Olsen. The model developed will be utilized annually to assess the level of utilization of our facilities so that the administration and School Committee can make informed decisions on the number and use of school facilities.

The academic performance of students continues to be excellent. Westford has an outstanding staff, rigorous curriculum and talented students from supportive families and residents who value excellent education. Graduates continue to be admitted to the finest colleges and universities throughout the nation and students continue to rank in the top 3% to 10% of all students across the state on the Massachusetts Comprehensive Assessment System (MCAS) in both English Language Arts and Mathematics. Although scores are excellent Westford will always seek to improve its school system. Westford's spring 2013 MCAS results are presented below:

## WESTFORD PUBLIC SCHOOLS – CONTINUED

### MCAS Results: Spring 2013

Percentage of Students Scoring Proficient or Higher  
(District/State Comparison)

Grade	Subject	District	State
3	Reading	79	57
3	Mathematics	89	66
4	ELA	75	53
4	Mathematics	73	52
5	ELA	91	66
5	Mathematics	89	61
5	Science	80	51
6	ELA	90	67
6	Mathematics	88	61
7	ELA	94	72
7	Mathematics	86	52
8	ELA	95	78
8	Mathematics	87	55
8	Science	76	39
10	ELA	99	91
10	Mathematics	97	80
HS	Science & Tech/Engin	96	71
All Grades	ELA	89	69
All Grades	Mathematics	87	61
All Grades	Science & Tech/Engin	84	53

## WESTFORD PUBLIC SCHOOLS – CONTINUED

Percentage of Students Scoring Proficient or Higher  
(Comparable Districts, as determined by the state)

<b>Comparable District</b>	<b>ELA</b>	<b>Mathematics</b>	<b>Science</b>
Belmont	89	84	79
Duxbury	86	78	73
Hingham	87	81	75
Hopkinton	87	80	80
Medfield	87	77	73
Nashoba	83	79	70
Natick	84	78	73
Needham	85	81	75
Scituate	86	82	71
Wachusett	84	76	70
Westford	89	87	84

Westford is very proud of the many accomplishments of our students and staff. These accomplishments are in the classrooms, music and staff rooms, athletic fields, on stage and in art studios. Students have been recognized locally, regionally and nationally for their accomplishments. Our school system has been recognized for its excellence by both Boston Magazine and U.S. News and World Report.

Included in this report are many and varied accomplishments. The list of awards and accomplishments grow annually. The support received from the School Committee, Board of Selectmen, Finance Committee, Town Administration, parents and the entire Westford community is invaluable. A strong partnership and commitment to educational excellence will continue to serve students well and prepare them for the very competitive world they will face in the future.

# STUDENT ACCOMPLISHMENTS

## STUDENT ACCOMPLISHMENTS

### ELEMENTARY

#### **Nabnasset School**

- Each week, second grade recycling captains at the Nabnasset School collect and weigh paper products recycled from each classroom. Nabnasset students have saved more than 18 trees – Students see the practical value and application of various math and science skills as they employ weighing by difference to find the amount of paper collected per classroom, tally the total weight collected by the school each week, and convert pounds collected to trees saved each week. Students predicted pounds of paper collected, recognizing the pattern of increased collections around holiday project periods.
- Nabnasset’s R.I.S.E. Certificate Stars Program – recognizes students for modeling behavior in the areas of respect, inclusion, safety, and encouragement. Students are acknowledged in their classrooms, receiving a certificate for their actions and they place their name and Star of Honor on R.I.S.E bulletin boards throughout the school.
- Numerous Enrichment Activities have expanded Nabnasset students’ learning opportunities throughout the year. “Rhythm Kids” performed for kindergarten and pre-first classes; visiting Author Emily Boone helped first grade students to create and publish their own books; and meteorologist Gary Burbank enchanted students with his weather wisdom and probing questions. Future presentations include “Helen Keller”, “Chinese Acrobats”, “Wingmasters”, “A Day in Ghana”, and “The Art of Keeping Bees”.
- The 100<sup>th</sup> Day of School Community Celebration was a great success. Students felt like professional athletes entering the gymnasium through the 100 Banner while the Olympic Theme was played. Then fifteen students correctly guessed which jar had 100 items in it.
- Nabnasset’s Librarian, Val Loughman, organized a mock Caldecott book award election and a Caldecott book design competition. Nabnasset second graders voted on their favorite picture books of 2013. Mr. Wuffles by David Wiesner won the first annual Nabnasset Caldecott Award
- Monthly Community Meetings have featured various classes. Mrs. Richards’ class taught Nab friends to sign the Pledge of Allegiance and Mrs. Archibald and Mrs. David’s classes shared morning greetings and energizers.
- Kindergarten students collected 168 hats for the annual “Hats Off For Cancer” drive. Hat data from this service-learning activity was graphed in a hand on Everyday Math activity.

#### **Abbot School**

- Abbot School held its 3<sup>rd</sup> annual Souper Bowl of Caring. Student collected 756 non-perishable items that were donated to the Westford Food Pantry.
- Abbot School will be performing the musical, “How to Eat Like a Child”. 70 students auditioned for parts in the musical.
- Grade 5 students at the Abbot School participated in their yearly Colonial Day on Friday, February 28, including many colonial activities from, rope making, candle making, soap carving, lantern making and finger sewing.

## STUDENT ACCOMPLISHMENTS – CONTINUED

### **Abbott School**– Continued

- The Abbot School has successfully completed their second DIBELS Administration and Data Team meetings.
- Teachers and students are finding success with the new (W.I.N), What I Need block.
- The student generated Abbot School Newspaper is going strong in its 11th year, with four issues of 'The Abbot Times' published so far this year.

### **Rita Edwards Miller School**

- Miller School children wrote letters to veterans in honor of Veterans Day and delivered to the Veterans' hospitals and homes.
- The Miller School community completed the annual Lowell Wish, The Magic of Christmas Project. Generous donations by staff and students provided Christmas gifts, food and household items for over thirty families this year.
- Miller students will complete the annual Pennies for Patients Fundraiser this spring.
- First graders in Julie Sullivan's class created and sent valentine cards to a local nursing home.
- The Annual Dance for a Cause was held this fall; a donation of \$250 was given to the National Down Syndrome Congress (NDSC).

### **Norman E. Day School**

- Fifth grader, Shriyaa Chittibabu was selected for the All-State Treble Chorus and will be performing in March with 200 other students from across Massachusetts at the All-State Music Conference.
- In December the second annual National Geography Bee was conducted for students in grades four and five. Classroom champions were determined with ten of the thirteen students participating to determine the school champion. Suraj Rajiv earned the honor of school champion, for the second consecutive school year. Suraj completed a written assessment as part of the process to qualify for the state competition.
- During the fall a school-wide School Attendance Poster Contest was conducted. The top artists per grade level were: Grade Three- Aashi Gurtata, Grade Four- Stephanie Xu and Grade Five- Fiza Khan.
- Day School students were invited to participate in the annual contest to design the front and back covers of the school yearbook. The three gifted artists whose entry was identified as the grade level winner are: Grade Three- Arsh Sharma, Grade Four- Katie Stuparu and Grade Five- Kirti Madhipatla.
- Former Day School student and Westford Academy Junior Geoffrey Thomas constructed a Greenhouse in the Day School courtyard as part of his Eagle Scout project.
- The annual grade 5 Play, "A Kid's Life", will be performed in March. The play and music director is Tina Marcouillier.
- Student Senate members organized a toy drive to deliver holiday gifts to children in hospitals and shelters "For The Love of Erika" toy drive.
- Student Senate members will organize a fundraiser to raise proceeds and awareness for juvenile diabetes working with the Juvenile Diabetes Research Foundation.

## STUDENT ACCOMPLISHMENTS – CONTINUED

### **Col. John Robinson School**

- In October, the Robinson School invited families in for a Madagascar 3 movie night. It was a sold out show that both students and parents enjoyed.
- The Robinson School continues to participate in their service learning projects. Grade 1 organized a collection for the Westford Food Pantry, Pre-First collected hats and mittens for the House of Hope in Lowell, Kindergarten will collect pet food and supplies for an animal shelter and Grade 2 will coordinate a Pennies for Patients collection.
- This year Robinson started a blog that highlights student work, school events and several other happenings that take place at our school. The Robinson blog can be viewed directly on our main website.
- Robinson first grade students continued to participate in the Book Buddy Program with Crisafulli fourth grade students. Once a month the students meet and engage in literacy projects that are designed to enhance the reading skills of both grade levels.
- The Robinson School was awarded an Upcycle Grant through Sustainable Westford. We used these funds to purchase books on recycling for each classroom and an additional Upcycle bin for the Dining Hall. The students are also working towards a Spirit Day by collecting 100 pounds of Upcycling materials.
- During the week of Read Across America, the Robinson School celebrated Dr. Seuss. Each day during the week of March 3rd, Robinson students and staff chose a book written by Dr. Seuss to incorporate into their wardrobe: hat day, fun socks day, mismatched clothes day, color day, and shirt with writing day.
- Robinson first and second grade students will be presenting musical performances directed by Laurie Oliver. The first grade will present a patriotic program in May titled “America: Of Thee We Sing.” This presentation integrates the first grade Social Studies curriculum’s study of American symbols. In April, grade two will perform “Artists Around the World” which integrates the students’ Art curriculum. Both performances will incorporate acting, singing, dancing and playing instruments, as well as scenery created by the students and Olivia Reyelt.

### **John A. Crisafulli School**

- The composting program is back in all grade levels and the kitchen. Each day the students and kitchen staff put compostable materials in a separate bucket to be collected by a volunteer and brought to Fat Moon Farm in Westford.
- Every Tuesday, the Crisafulli Café serves lunch on paper trays, which are compostable. The students “tap and stack” their trays and the trays are then put in with the composted food items. The students also “tap and stack” their Styrofoam trays to compact the trays and cut down on the amount of trash bags that are used each day. This has been a collaborative effort with the Westford Recycling Commission.

## STUDENT ACCOMPLISHMENTS – CONTINUED

### **John A. Crisafulli School– Continued**

- Each day there are daily announcements that include a “Daily Good.” We have announced students who help others without being asked, for example a student who dropped their folder was assisted by another student without being asked or holding the door for others and using kind and caring language. We compliment the accomplishment of our students who have participated in artistic performances such as concerts, plays or readings. The staff share “Daily Goods” about each other to express their appreciation. We have also have students share “Daily Goods” about the staff.
- The students participate in monthly community meetings that focus on PAWS – **P**ower of our Words, **A**ceptance of Others, **W**illingness to Help Others and **S**elf-Control. A literature book is read that supports PAWS and rich discussions take place to reinforce the importance of being respectful community members. We have had student performances by the Student Council to introduce our Community Compassion projects and classrooms who share a Responsive Classroom Greeting or Energizer.
- Five fourth grade classes at Crisafulli have continued with the Book Buddy Program with five first grade classrooms at Robinson School.
- The fifth grade play “Treasure Island” is in production and we look forward to the May performances.
- The Crisafulli School participated in the PTO “Shoe Box Recycling.”
- The Crisafulli and Blanchard Staff combined effort to help a family who suffered a house fire in December. The schools were able to provide donations to purchase clothing, gift cards and Christmas presents.
- The Crisafulli Staff donated 38 pounds of Halloween candy to Operation Shoebox, an organization which creates care packages for our troops overseas.
- The students and staff at Crisafulli participated in the “For the Love of Ericka” toy drive and a new book drive for children who are less fortunate than others.
- The students at Crisafulli created Veteran’s Day cards that were handed out at the Westford Veteran’s Day Ceremony.
- The Crisafulli Staff continued their “Power in Pink” to raise funds for the Westford Wonder Women’s Making Strides Walk.

### **MIDDLE SCHOOLS**

#### **Blanchard Middle School**

- The Blanchard Student Council has received recognition for their outstanding community involvement and service.
  - National recognition in the form of the 2013 Gold Council of Excellence awarded from the National Association of School Councils.
  - 2013 Gold Council of Excellence from the Massachusetts Association of School Councils.
  - 2013 Top 5 Project Award given by the Massachusetts Association of School Councils.

## STUDENT ACCOMPLISHMENTS – CONTINUED

### Blanchard Middle School-Continued

- The Blanchard Student Council has participated in several community service projects:
  - Coats For Kids, a partnership with Anton’s Cleaners where they collected winter coats for donation to those in need.
  - Let’s Give Hunger A Scare, on Halloween night, during the evening of Trick or Treating hours, students went door-to-door throughout the town collecting non-perishable food items for the Westford Food Pantry.
  - Toys For Tots, for two weeks we collected toys to donate to the Toys for Tots program.
  - U.S. Marines Toy Distribution. This was a weekend event where we distributed to needy families from the Nashoba Valley.
  - 8th grade Student Council members helped all day at the Marine warehouse packing up the remaining toys to be stored for the following year.
- The Blanchard Service Class shops for, helps prepare, and serves dinner at a shelter in Lowell one day each month. The students are learning to help out those less fortunate than themselves.
- In April of 2013, Blanchard hosted the METG Middle School Drama Festival. Eight schools presented 40 minute one act plays and were adjudicated for their work. Blanchard Theatre Arts presented "The Wall Plays: Over the Wall by James Saunders and Us and Them by David Campton." Blanchard earned the following awards: Blanchard Theatre Arts earned a gold medal; Beckett Azevedo, Morgan Bott, and Olivia Overington earned Excellence in Acting awards; Ericka Killian, Collette Ruelle, Sarah Balian, Erin Fletcher, Lorraine Reill, Julia Whelan, and Isabel Redman earned an Ensemble Award for being "the Wall"; Sarah McKinley earned an award for her projections and Lauren Demers earned an award for lighting design.
- Claire Shea is Blanchard's Geographic Bee champion and will be going on to the next level of the Bee.
- The Blanchard Destination Imagination Team placed first at the regional competition held last March in Chelmsford. They advanced to the Massachusetts state level competition where they placed forth!

### Stony Brook Middle School

- MMEA Eastern District Music Festival – Over 1000 students from the Eastern District auditioned during the MMEA Eastern District Music Festival, with only 45% of the students being accepted. The following students from Stony Brook were chosen to participate in this highly competitive music festival:

Richard Davis – Orchestra: Viola      Eric Han – Band: Alto Saxophone  
Matthew Mantenuto – Mixed Chorus: Tenor      Sakhi Pola – Treble Chorus: Alto  
Tony Wang – Band: Alto Saxophone      Michael Xiao – Band: Flute  
Celia Zhou – Orchestra: Violin

## STUDENT ACCOMPLISHMENTS – CONTINUED

### Stony Brook Middle School– Continued

- AMC Mathematics – 46 Stony Brook students participated in the AMC Mathematics national exam. There was excellent representation from all three grades including two students from Blanchard. Justin Huang (grade 8), Jerry Xu (grade 6), and Adithya Vellal (grade 8) earned Honor of Distinction. They were in the top 1% for students taking the exam. Nine other students earned Honor Roll, which is the top 5%. 20 students, including 2 Blanchard students, participated in the AMC 10 competition on February 4th. In order to qualify for this test, a student had to score a 16 or above on AMC 8.
- “Math-Athletics” from Stony Brook School won 6<sup>th</sup> Place in States MathCounts completion in Boston. As one of the top three front runners from Northeast Chapter, the Math-Athletics moved to compete at Massachusetts States in Boston on March 8 and placed 6<sup>th</sup> among 370 private and public middle schools in Massachusetts. Team members are Adithya Vellal, Harshal Sheth, Jerry Xu and Justin Huang. Abhimanya Bhargava also participated as an individual.
- For the second consecutive year, the Stony Brook Spanish Club held a most successful sale for the Pulsera Project, raising over \$1200 to aid Nicaraguan youth. The club sold hand-woven bracelets, all made by Nicaraguans.
- Helen Zhou is Stony Brook's National Geographic Geography Bee champion and has qualified as a semi-finalist in Massachusetts. She will be going on to the state Geography Bee on April 4<sup>th</sup>.
- After many years of bringing the performing arts to middle school students in Westford, Blanchard Stony Brook Productions passed the torch to Stony Brook Theater Arts, which became a school-based program in the fall of 2012. The first year brought students on a journey through France with an original musical version of *The Three Musketeers*, directed by Dr. Luke Jorgensen. Next, they traveled to the Massachusetts Educational Theater Guild's (METG) Middle School Drama Festival hosted by Blanchard Middle School. Stony Brook earned a gold medal for its production of *Mill Girls*, directed by WA Alum, Dennis Canty. Ali Bergeron, Haley Crogan and Fiona Redmond were recognized for Excellence in Acting and Madi Gallagher for Costume Design. This year, a nearly sold-out crowd enjoyed our production of *Charlie and the Chocolate Factory* in January, and we are currently preparing our entry for this year's METG Drama Festival, which is held in May.

## STUDENT ACCOMPLISHMENTS – CONTINUED

### WESTFORD ACADEMY

- Newsweek ranked Westford Academy #187 in the Country
- Boston Magazine ranked Westford Academy #22

### Foreign Language

- Westford German students were recently informed of the results of the 2014 National German Examination given to over 26,000 students nationally. This year was another great year for Westford with an impressive number of awards: 29 eligible for a free trip to Germany; 31 at or above 90<sup>th</sup> percentile; 57 at or above the 80<sup>th</sup> percentile! Students scoring above the 90<sup>th</sup> percentile are eligible for an all-expenses paid home-stay/study trip to Germany and will be honored at the AATG (American Association of Teachers of German) Banquet in the spring. The awarded students are: *GERMAN V - Gold Medal*: August Posch (99), Ben Woodward (98), Joyce Yan (98), Nathan Beningson (97), Amelia Shein (97), Kayla Flanagan (94), Anna Collins (92), Kevin Sun (92). *Silver Medal*: Sara Graziani (88), Derrick Naugler (87), Matt Raboin (87), Derek Feehrer (83), Neesa Severance (83), Christopher Noran (82). *GERMAN IV - Gold Medal*: Tori Weiss (96), Amaan Khimani (95), Sara Rottger (93). *Silver Medal*: Lily Hitelman (87), Nikhita Bhasker (86), Karina Luetjen (80), Alyssa Martinec (80), Sophia Tiano (80). *GERMAN III - Gold Medal*: Julie Woodward (99), Katherine Vlach (98), Felicia Zhang (97), Anupama Balasubramanian (96), Christina Welch (96), Jillian Nelson (94), Nancy Wang (92), Emily Earl (91), Sidney Shea (91). *Silver Medal*: Matthew Gagnon (88), Abigail Welch (88), Brendan Tierney (87), Emily Graziani (85), Angela Lee (83). *GERMAN II - Gold Medal*: Carolyn Hitelman (99), Jason Kottas (98), Marie Levandier (98), Marin Bolko (97), Claire Widmann (96), Logan Kuehl (94), Ali Bergeron (92), Ryan Harm (92), Victoria Lee (92), Samantha Stettner (92), Andrew Weber (91). *Silver Medal*: Elizabeth Deloia (89), Jack Laushine (89), Blake Mazzaferro (89), Krista Flanagan (88), Kaleigh Kuehl (84), Kavya Tumkur (84), Matt Ward (84), Brian Zhao (84), Yamini Kumar (84), Janice Kim (83). Congratulations to these outstanding students and their Middle School and High School teachers Lizette Greaves, Colin Ashby, Kristin Gillett, and Tim Welch.
- Mandarin has had another successfully year with 30 students participating in the program.

### Athletics

- The Westford Academy Athletic Department inducted five male basketball players into the 1,000 Point Club. The event took place on Monday December 23, 2013 at Westford Academy. The inductees include Marc Tocci '99 (1,034 points), Zach Ellis '02 (1,001 points), Peter Lynch '09 (1,219), TJ Jann '10 (1,121), and Matt Ellis '12 (1,070)
- Westford Academy recognized eight female basketball 1,000 Point Scorers. The ceremony and banner unveiling took place on Friday February 7, 2014. The 1,000 point scorers include: Kelley Gallo 1983 with 1,027 points, Carol Baresch 1986 with 1,890 pts, Julie Shelvey 1993 1,000+ pts, Elissa Larrivee 1998 with 1,016 points, Jessalyn Deveny 2001 with 2,195 pts, Alyssa Jann 2007 with 1,503 pts, Asia Ewing 2010 with 1,103 pts and current senior captain Samantha Hyslip.
- Hannah Hackley scored 1,000 points for her career in girls basketball on February 14, 2014,

## STUDENT ACCOMPLISHMENTS – CONTINUED

### Spring 2013

- Girls Lacrosse won the Dual County League Championship and MIAA North Division 1 Sectional Tournament for the 1<sup>st</sup> time in school history.
- Boys tennis won the Dual County League for the first time in school history. They were also MIAA North Division 1 Runner Ups.
- Softball, Baseball, boys lacrosse, boys tennis, girls lacrosse all made deep runs in the MIAA tournament in their respective sports.

### Fall 2013

- Boys golf won the Dual County League title. Coach Thibault announced his retirement from coaching after 19 seasons as the Grey Ghosts golf coach. During his time as head coach, the Ghosts won 13 Dual County League Championships.
- Westford Academy Athletics had 11 student athletes sign National Letters of Intent to attend NCAA Division 1 or 2 schools on athletic scholarships.
- Fall Cheerleading won the Dual County League Championship along with two other invitational competitions. They also placed 2<sup>nd</sup> in the MSSAA Co-Ed North Sectional Large School tournament.

### Winter 2013/2014

- The girls gymnastics team received the 2014 MIAA Girls Gymnastics Team Sportsmanship Award.
- Girls Swimming and Diving once again won the MIAA Division 1 State Championship on Saturday February 15th. They are three time defending D1 State Champions (2012, 2013, 2014). Event State Champs included the 200 Medley Relay Team of Jen Marrkand, Courtney Martin, Emma Gosselin, and Ali Kea with a new State Record Time of 2:01.56; Jen Marrkand won the 200 IM in a new state record time of 2:01.56 and the 100 Backstroke in a new state record time of 54.08. The 400 Free Relay team of Martin, Tori Weinstock, Mara Tynan, and Jen Marrkand also were state champs.
- Boys Swimming and Diving placed 2nd at the MIAA Division 1 State Championship Meet on Sunday February 16th. Event State Champs included: Jason Jung in the 200 Freestyle and 100 Freestyle, Brian Poon won the 200 IM and 500 Free, Jack Koravos won the 100 Butterfly, The 200 Free Relay team of Jung, Poon, Henry Jiang and Jack Koravos, and the 400 Relay team of Jung, Kyle Pilachowski, Koravos. The 400 Free Relay also set a new State record in a time of 3:08.24.
- Gymnastics competed in the MIAA North Sectional on Saturday. They finished 3rd and qualified for the MIAA State Championship meet next Saturday at Shrewsbury High School. Ashley Craig also qualified for the Senior National Team and was the MA High School Individual State Champ in the vault at the Coaches Invite on Saturday February 15th. Also, the gymnastics team was selected as the MIAA State Sportsmanship Award Winner.
- Indoor Track finished up the season at the MIAA Division 1 Meets and All State Meet over vacation. Top finishers included Cody Trudel's 7th place finish in the 55 dash at the D1 Meet and Qadir Bernard-Pratt finished tied for 14th in the high jump in the MIAA All State Meet with a jump of 6'2.

## STUDENT ACCOMPLISHMENTS – CONTINUED

### Winter 2013/2014-Continued

- Wrestling finished the season this past weekend at the MIAA Division 1 Meet. Tom McDonough was WA's top finisher with a 6th place in his weight class and will move on to the All State Meet.
- Boys basketball qualified for the MIAA tournament during the break with a win at AB.
- Boys hockey qualified for the MIAA Division 1 North Tournament by winning the Irish American Shootout Tournament at Woburn.
- Girls Ice Hockey played in a MIAA Division 1 Tournament game at Groton School vs. Needham High School.
- Boys and Girls Alpine Ski competed at the MIAA State Championship at Wachusett Mt.
- Girls basketball earned the #2 seed in the MIAA D1 Central Tournament. They also clinched the Dual County League Championship with a win at AB over vacation.

### Mathematics and Computer Programming

- This fall, Anne Stowe worked with 5 Westford Academy Students: Michael Gillett, Michael Colavita, Kevin Zhang, Derek Feehrer, and Ryan Cole achieved BEST IN NATION status in the Verizon Innovative App Challenge. The school received a \$20,000 grant to be used for innovative ideas and research. The students had to create a three minute video and 1000 word essay explaining their idea. Their video can be viewed at: <https://www.youtube.com/watch?v=RU2J-OJ1WUw>

### Music

- The following students were accepted to the Massachusetts Music Educators Association's Annual Festivals by fulfilling an audition of sight-reading, solo and scale performance:
  - Nick Nudler, Sam Nudler, Sophia Tiano: Eastern District Chorus Festival
  - Nicholas Nudler: All State Music Festival recommendation
  - Morgan Bott, Gillian Limbert: Eastern Junior District Chorus Festival

### Health and Wellness

- The newly formed PROJECT PURPLE group (a division of THE HERREN PROJECT) has joined WA SADD this year and is joining with WASA to promote taking a stand against substance abuse. The newly formed group, in just a few short weeks, currently has over 40 participants at Westford Academy and is still growing! Members of WA's PROJECT PURPLE group put together a video to help launch the second anniversary of PROJECT PURPLE nationwide. In the nationwide launch contest Westford Academy came in 5th place and was put on the official PROJECT PURPLE website: <http://goprojectpurple.com/2014-go-project-purple-launch-contest/> - as a result of this, students and staff were awarded tickets to the Celtics game on January 26th and a free t-shirt to wear the night of the game.
- Project Purple's success was also outlined in the Lowell Sun on January 27, 2014 and may be viewed at: [http://www.lowellsun.com/news/ci\\_25000502/color-purple-colorful-westford-academy-group-earns-trip?IADID=Search-www.lowellsun.com-www.lowellsun.com#](http://www.lowellsun.com/news/ci_25000502/color-purple-colorful-westford-academy-group-earns-trip?IADID=Search-www.lowellsun.com-www.lowellsun.com#)

## STUDENT ACCOMPLISHMENTS – CONTINUED

### Fine Arts

- Globe Show Awards – 2014. The Art Department is proud to announce that 35 WA students received recognition from the Scholastic Art Awards this year. The work is selected from among all of the schools in the state and is awarded Honorable Mention, Silver Key and Gold key for individual art pieces as well as for Art Portfolios: Xiaomei Chan, HM, Brian Chen HM, Emily Clina Silver, Maggie Cote Gold, Alyson Djuric HM, Liam Donaher Silver, Laura Gormley Silver, Maitlin Hansis Silver, Lauren Hartnett HM, Amber Johnston HM, Amogh Kare Silver, Jennifer Keane Silver, Kate Killion Silver, Jess Libby HM and Silver, Kate Ling Silver, Aubrey Ling HM, Tiffany Lu HM, Kate McCluskey Gold and HM, Hannah McGrath HM, Chris Noran HM, Vanessa Palermo Gold, Rashita Sanikommu Silver, Rebecca Shepherd Gold, Lee Spinoza Gold and Silver, Arran Tedstone Silver, Becca Tibbitts HM, Amanda Tobin Gold and Silver, Mara Tynan HM and Gold, Jenny Watts HM and Silver Art Portfolio, Abigail Welch HM, Kristen Westerhoff HM, Kate Whitney Gold Art Portfolio, Benjamin Woodward HM, Katherine Ye Gold and Silver, Kevin Zhang HM, Rachel Zhang Silver.

### English

- Fifteen WA students and their Advisor's, Janet Fonden and Jack Holbrook, spent four days in Boston (in November 2013) at the JEA/NSPA National High School Journalism Conference. Students competed against thousands of students from around the country in a number of write-off competitions and a quiz bowl competition with outstanding performances at the conference: Quiz Bowl Team - Ethan Walshe, Kyle Auger, Craig Brinkerhoff, and Abby Cianciolo for making it to the semi-final live buzzer round of this competition, Charlotte Redman for Superior (1st place) in Graphic Design: Logo, Craig Brinkerhoff for an Excellent (2nd place) in News Editing and Headline Writing, Abby Cianciolo for an Excellent (2nd place) in Editorial Writing, Jocelyn Cote for an Honorable Mention in Photo Story, Andy Dunn for an Honorable Mention in News Writing, Ellie Smith for an Honorable Mention in Feature Writing, Kyle Auger for an Honorable Mention in Sports Writing, Kathleen McAleese for an Honorable Mention in Commentary Writing.
- The Ghostwriter is looking forward to attending the New England conference in May, the national conference in Washington DC in the fall of 2014, and continuing to revitalize the student-run website and make it even more interactive.

### Westford Academy Speech and Debate Club

- With the Novice Tournament, held at Sacred Heart High School on October 12, 2013, the Speech and Debate Club has been off to a great start. A talented group of youngsters has had a very successful year participating in many tournament events. The Speech and Debate team practices every Tuesday evening from 6:30-8pm. Tournaments run from October to early April.

## STUDENT ACCOMPLISHMENTS – CONTINUED

### Westford Academy Speech and Debate Club-Continued

- Westford Academy Speech and Debate Team reached a major milestone by qualifying and participating in the National Forensics League (NFL) tournament at the end of January. The NFL is the largest interscholastic speech and debate organization in the U.S and is widely regarded as the highest standard of excellence in secondary school speech and debate. In 2013, NFL helped more than 120,000 high school and middle school students learn to be critical thinkers, effective communicators, and ethical citizens. It is a non-profit educational honor society established to encourage and motivate American high school students to participate in and become proficient in public speaking. The following students participated in the tournament, and advanced from the initial rounds: Anant Agrawal, sophomore: Advanced to Round 3, and then to Finals in Extemporaneous Speaking (Domestic). Christopher Zhang, Senior: Advanced to Round 3 in Lincoln-Douglas Debate.

### Visual and performing Arts

- Eastern District Senior Music Festival – Congratulates 62 students who auditioned to the Eastern District Senior Music Festival for their dedication and hours of practice time. The number of students auditioning was a new high and the quality was outstanding. An unprecedented 28 students were accepted to the band, chorus and orchestra and 14 of those are invited to audition for the All-State Festival. This is an outstanding achievement for the students and for our community: Rebecca Arnold, Kelly Bray, Joyce Downey, Lily Hitelman, Lily Hitelman, Fangru Jiang, David Ran, Jeffrey Yao, Justin Yao, Nicholas Nudler, Sam Nudler, Sophia Tiano, Alexander Bai, Ryan Chen, Jonathan Chen, Thomas Chen, Alex Cheng, Nicole Huang, Esther Kim, Joel Kottas, Angela Lee, Allison Leung, Andrew Leung, Karen Ni, Andy Shao, Sean Tseng, Ashley Wang, Nancy Wang, Faye Yang.

### Westford Academy Robotics Team

- The Westford Academy robotics team had two robots competing in a state qualifying tournament for the US FIRST and First Technology Challenge. Both robots performed well. At the end of the day they were placed 6<sup>th</sup> and 8<sup>th</sup> out of 16 teams. The 6<sup>th</sup> place team managed to get into the finals round, but did not compete well enough to stave off being eliminated.
- The Robotics team earned the INSPIRE Award as a team that US FIRST believes exemplifies the model of what all teams should work, act, and compete like. The award was recognition of the many hours that the team has put in designing, building and programming their two robots.
- The following students will compete in the state finals in March: Vikrant Rao, Alex Mckinley, Matt Raboin, Geoffrey Thomas, Amaan Khimani, Ryan Chen, Ashish Mistry, Brandon Wang, Eric Zhou, Niko Djuric, Saswata Mishra, Lilia Hienold, Ben Moore, Shiva Nathan, Andrew Markoski, Gregory Du, Thomas Vining, Michael Gillett, Derek Feehrer, Angus Chow, Matthew Lotti, Akash Sanghavi, Willie Su, Joel Kottas, Michael Colavitta, Anvay Buch, Colin Rockwood, Jeffery Wong, Joseph Karadizian, Sean Cheng.

## STAFF ACCOMPLISHMENTS

### Abbot

- Ruth Freeman has been selected as a member of new pilot Educator Effectiveness Teacher Cabinet program being launched by the state Department of Elementary and Secondary Education. Educator Effectiveness Teacher Cabinet is comprised of teachers from across MA who will provide thoughtful feedback and suggestions about educator effectiveness initiatives.
- Stacey Mulholland has been accepted to the DESE's Assessment Development Committee for English Language Arts Grade 5.

### Crisafulli

- Brenda Martin, SSS TA, completed her requirements and became a Certified Instructor for the Wilson Intensive Reading System.

### Day

- Alison Bates completed a Masters Degree program in Special Education: Reading Specialist this December.
- Julia Borger Green and Marianne Butterline were awarded a WEF Grant entitled, Using Technology to Meet the Needs of Language Based Learners.
- Marianne Butterline received a WEF Professional Development grant to attend Google Cloud Camp in November. As a result of this participation the Day School received a Google Chromebook.
- The District ITS Staff received a WEF Professional Development grant to attend the iPad Summit in Boston in November.
- Staff members provide a variety of after school program offerings for students, including, Math Club, Book Club, Ski and Snowboarding Club, Student Senate, and Science Club.
- The following educators completed the SEI Endorsement Course during the winter of 2013-14: Lisa Gonsalves, Jody Anderson, Barbara Cope, Beth Poirier, Ashley Blood, Donna Pobuk and Kevin Regan.
- The Day School community raised \$21,477 to purchase new technology through proceeds from Crazy Hat Days, Readathon, Pasta Nights, One Stop Shop, Nature's Vision, Basket Raffles and Holiday Shops. Other fundraisers such as Day School Apparel Sale and Movie Night will add to this community effort.
- Approximately twenty staff members voluntarily participant in the Daily Five Study Group facilitated by the school Literacy Specialist, Lori McDermott.
- Former Day School student Avani Sanghavi and his mother Avani, supported by Day School Instructional Technology Specialist Marianne Butterline, planned and delivered a series of after-school workshops titled "Introduction to Computers".

### Blanchard

- Lizette Greaves, Blanchard's German teacher has won a scholarship from the Goethe Institute to study in Germany for two weeks in July 2014. This Study Abroad program provides German teachers from around the world with insight into German culture as well as professional development in language and pedagogy.

### Westford Academy

- Westford Academy Principal James Antonelli was nominated and was a finalist for the Enterprise Bank and Trust Educator of the Year Award.
- Kristin Gillett was named the Rose Kemper Outstanding Educator of German award from the Associated German Societies of New England back in September.

## STUDENT SUPPORT SERVICES

Westford Public Schools offers a wide range of Student Support Services. We are fortunate to have talented and dedicated general and special education staff members who continuously strive to improve their practices in educating diverse learners. All students have the right to be educated in their neighborhood school and side-by-side to their age appropriate peers. Our first layer of services begins with hiring highly qualified teachers and related service providers who have a strong understanding and respect for the developmental stages associated with each grade level.

**Courtney L. Moran**  
*Director of Pupil Services*

Westford Public Schools supports 678 students with differing abilities. We provide a continuum of services that focus on inclusion. 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.

<b>Massachusetts percentage of students with special needs</b>	<b>Westford's percentage of student with special needs</b>
Approximately 17%	13%

*According to June, 2014 report*

Of the 678 students Westford Public Schools serve, 45 students are placed in private special education day schools, collaborative classrooms or residential school placements.

With financial assistance from the Department of Elementary and Secondary Education, the Special Education, Program Improvement Grant funded high quality professional development during FY14. Training activities included:

- Bully Proof Your School: Coordinated by the Health & Wellness Coordinator, Westford's assistant principals, guidance counselors, and wellness teachers took part in a "train the trainers" professional development. The research-based curriculum targets all students, by fostering a caring majority.
- Short- and long-term challenges continue to include narrowing the achievement gap among all our learners. In an effort to address the Level 2 status at the 3-5-grade level, the district is implementing the LANGUAGE! curriculum for students receiving specialized English Language Arts (ELA) instruction. The evidenced-based curriculum targets students with special needs who require intense intervention in the areas of reading, writing, spelling, vocabulary, grammar and spoken English.
- All school psychologists and student support leaders participated in a workshop discussing the changes to Diagnostic and Statistical Manual of Mental Disorders (DSM-5) and potential impact for special education.

FY14 awarded grants:

<b>Funding Source</b>	<b>Federal/state</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>
Grant 262	State	\$ 19,525	\$ 19,453	<b>\$18,244</b>
Grant 274	State	\$ 61,580	\$ 39,242	<b>\$22,614</b>
Grant 240	Federal	\$ 931,692	\$ 937,768	<b>\$900,568</b>

## SCHOOL HEALTH SERVICES

**Joan Mitchell, BS, RN, MEd**  
*School Nurse Leader*

“School nursing is a specialized practice of professional nursing that advances the well-being, academic success and life-long achievement and health of students. To that end, school nurses facilitate positive student responses to normal development; promote health and safety, including a healthy environment; intervene with actual and potential health problems; provide case management services; and actively collaborate with others to build student and family capacity for adaptation, self-management, self-advocacy, and learning.”  
 National Association of School Nurses 2010

### Clinic visits: As of May 29, 2014

Description	Quantity	Percentage
Return to class	30,272	92%
Dismissed due to illness	1,849	6%
Dismissed due to injury	292	0.3%
Other	239	1%
<b>Total</b>	<b>30,272</b>	

The following is a partial list of students’ physical/developmental conditions as gathered from emergency cards completed by parents during the 2013-2014 school year:

Category	Total Students 2013	Total Students 2014
ADHD/ADD	255	300
Depression	68	168
Allergies:		
Food allergies	318	349
Bee sting allergies	40	40
Latex allergies	17	13
Asthma	632	641
Cardiac conditions	30	20
Diabetes Type I	25	23
Migraine headaches	42	31
Celiac disease	60	60
Seizure Disorder	22	29

## SCHOOL HEALTH SERVICES—CONTINUED

Health Screenings Conducted	Total Students	Grade Tested
Hearing	2236	K-3, 7, 10
BMI	1543	1, 4, 7, 10
Oral Health*	270	1-6
Postural	2087	5-9
Vision	3014	K-5, 7, 10

\*in collaboration with Westford Board of Health

### Epi-pen Administration: 6

#### School nurses responsibilities include:

- first aid, illness assessment, mental/behavioral health support
- collaboration with guidance counselors for the social/emotional needs of students
- individual/classroom health education (i.e. depression/anxiety, sun safety, bullying, hand-washing, diversity, health and hygiene )
- immunization verification
- medication administration
- update and maintenance of school health records
- health education for students, staff, and parents
- management of individual health care plans and emergency plans
- health screening and referrals for health care and health insurance

**Staffing:** Each school has a school nurse and Westford Academy has two nurses.

#### Ongoing Projects in Schools:

- Project Interface-referral source for students with mental health issues-9/1/2013-4/30/2014- 76 students were given access to mental health services
- Over 1600 BMI calculations were sent to students' homes
- Mental Health Collaborative-small study groups about mental health
- Over 300 students were vaccinated for flu/H1N1
- Epi-pen training for all staff at all schools
- Medical updates as needed
- Hand washing/cough etiquette classes for grades K-8
- Diabetic care as needed-hourly, daily
- Vigilant lice screenings with constant communication with staff and parents
- WA Senior student interned for 7 weeks at 7 different schools
- Back pack awareness presentation
- Human growth and development presentation
- CPR/AED and First Aid classes for all the nurses
- SOS-Signs of Suicide presentation and questionnaire to 7<sup>th</sup> grade students at Stony Brook and Blanchard Middle Schools-parents called as needed
- The Day School program WOW (Walking Outside for Wellness) a walking program for students during recess.
- Lyme disease prevention presentation
- Ultimate Frisbee after school
- Water and pool safety presentation

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.

## CURRICULUM AND INSTRUCTION

**Christine Francis, Ed D**  
*Assistant Superintendent of  
Curriculum & Instruction*

The Westford Public Schools offer a variety of learning opportunities that meet and extend the Massachusetts curriculum standards, which incorporate the Common Core State Standards. As a result of this rigorous curriculum, our students continue to perform very well on standardized assessment measures (MCAS, ACCESS, AP exams, SATs). Even with these results, we continually look for ways to improve the school district through our work as a professional learning community. We are committed to improving the delivery of instruction and focusing our attention on curriculum that challenges all students. Using both current research on instruction and available data from assessments in all disciplines, we concentrate on teaching and learning and offer high quality, sustainable professional development for our staff members.

Curriculum Task Committees involve teachers in the areas of visual and performing arts, English/language arts, foreign languages, health/wellness, history/social studies, mathematics, and science/technology/engineering, to examine current curricula, refine common benchmarks at each grade level, upgrade assessments, and promote the goals in our strategic plan. The work of the Curriculum Task Committees is on-going and ensures that all aspects of the curriculum are relevant and meaningful. Curriculum Coordinators and teachers stay current on educational research through attendance at local and national conferences and by participation in discussion and study groups dealing with the most current educational literature. Using the Understanding by Design model for curriculum development, teachers continue to improve upon our content offerings. Adhering to a general curriculum model throughout all of the grade levels ensures a consistency that has improved the delivery system in all content areas.

The Massachusetts Department of Elementary and secondary Education (DESE) has created a new framework for Educator Evaluation, which Westford implemented fully during the 2013-2014 school year. The new framework applies to all educators, including all administrators, teachers, counselors, and nurses. Consistent with the recommendations of national experts, this framework focuses on student learning and professional growth. All educators are required to write two goals, one focusing on student learning and one on professional practice. These goals can be individual or team. There are five steps to the process: self-assessment, goal writing and plan development, implementation of the plan, mid-cycle review, and summative evaluation. Teachers are rated on four standards: Curriculum, Planning and Assessment; Teaching All Students; Family and Community Engagement; and Professional Culture. Administrators are evaluated on four similar standards: Instructional Leadership; Management and Operations; Family and Community Engagement; and Professional Culture. During the first year of implementation (2012-2013), as required by the DESE, we evaluated 50 percent of all Westford educators with the new framework. In 2013-2014, we completed the process by applying the new framework to 100 percent of educators. Throughout both years, we conducted training sessions for teachers and administrators, with the goal of continuous professional growth for educators and enhanced learning opportunities for all our students.

For the third year in a row, the district Leadership Team identified six priority topics and created related Professional Learning Teams. The 2013-2014 topics were: Accessing and Using Data; Digital Learning; Safety; New Teacher Induction; Educator Evaluation; and Strategic Planning.

## CURRICULUM AND INSTRUCTION—CONTINUED

Each of these teams researched a topic, created or revised documents related to the topic, and made recommendations for future progress at the end of the year.

Within the priority area of “Accessing and Using Data” the Leadership Team was involved in training, conducted by a researcher and trainer from RBT (Research for Better Teaching). The sessions, “Unleashing the Power of Collaborative Inquiry”, focused on: articulating a theory of action to connect data use to improved student achievement; distinguishing among five types of data; facilitating error and criteria analysis; and applying practical tools and frameworks to increase the effectiveness of educator teams. In June, twenty teachers and administrators began a six-day course to become Data Coaches (teachers/administrators who will lead “data teams” in their schools); this course will continue into the 2014-2015 school year. Additionally, Literacy Specialists in each of the elementary schools led data teams of all grade-level teachers, with a focus monitoring the literacy progress of all students at the beginning, middle, and end of the year.

Our new K-12 Director of Digital Learning conducted a comprehensive Technology Needs Assessment, incorporating the views of community members, parents, teachers, students, and administrators. Based upon the needs assessment results and her knowledge of research-based practices for using technology to enhance learning, she is developing a shared vision and plan for the next five years. This plan will be presented to the School Committee in September. It will focus on student learning and professional development, so that our use of technology will support our curriculum and instructional goals, and so that our technology dollars will be spent wisely.

Westford strives to hire and retain high-quality teachers. We have updated our New Teacher Orientation and mentoring programs to provide greater support to new educators at all levels. We are restructuring our required course for new teachers; this new course is called “Understanding Learning: Teaching All Students” further evidence of our commitment to the success of all students.

During the 2013-2014 school year, professional development for all teachers expanded upon prior years’ focus on implementation of the new state curriculum frameworks in English Language Arts and Mathematics, which incorporate the Common Core State Standards. These standards highlight the importance of literacy in all content areas and greater in-depth knowledge of mathematical content and practices. Targeted training in early literacy skills, universal screening, and differentiated mathematics instruction in elementary classrooms was provided during Early Release Professional Development sessions and during the school day. At the Middle School and High School levels, specific content and pedagogical professional development was provided during the Early Release curriculum sessions, as well as during department meetings.

The University of Westford continues to provide rigorous, graduate-level courses within our school system. Last year’s offerings included courses in brain-based teaching and learning, mentor teacher training, and integrating digital learning into the curriculum. In addition, all teachers have opportunities to take graduate-level courses and attend conferences outside of the district. Teaching assistants are provided with in-district professional development focusing on areas such as behavior strategies and first aid.

The Leadership Team strives to continuously improve our implementation of effective instructional strategies for our struggling learners.

## CURRICULUM AND INSTRUCTION – CONTINUED

In 2013, the RtI/Data PLT created a manual describing Westford’s approach to RtI (Response to Intervention), which provides early intervention and frequent progress-monitoring for struggling learners. Copies of this manual were provided to all teaching and administrative staff and served as a framework for all our discussions regarding intervention services. In addition, we updated our procedures for English Language Learners and, aligned with new state requirements, offered a successful course in SEI (Sheltered English Instruction), which provided teachers with additional strategies to differentiate instruction for ELL students. Spring ACCESS scores indicated improvements in the literacy skills of our ELL students.

The management of Westford Public Schools’ technology infrastructure, including technical support, network management, communications applications, and hardware replacement is coordinated with the Town of Westford in order to maximize efficiencies and cost savings. This collaboration between the Town and school system intends to develop an academic server structure that will be cost-effective, scalable, and will best meet teaching and learning needs.

The social/emotional growth of our students is just as important as their academic growth. Westford elementary schools have adopted a program entitled Responsive Classroom. Administrators, instructors, and support staff in grades K-5 have been trained in the various components of this exciting program and the findings show a more positive classroom climate and culture. Social/emotional development is part of our RtI program. We are working to coordinate our efforts within an RtI framework to provide general support for all students and more specific support for those who require interventions. In addition, we created a new Task Force, comprised of the superintendent, assistant superintendent, and leaders in PE/health/wellness, guidance, nursing, and special education to coordinate our social/emotional services. This group recommended and adopted an anti-bullying curriculum; professional development about this curriculum was provided for teachers in the PE/health/wellness and guidance departments. This curriculum will be implemented in 2014-2015.

Licensed school librarians (half-time at the elementary level) serve our schools by managing the libraries and working with teachers to promote independent reading habits and develop information literacy skills. Librarians see all students in a fixed schedule in grades K-8. Library collections consist of a mix of print and online resources selected to support the various academic subjects and appeal to the interests of diverse readers at each grade level. Library collections have been supplemented with additional resources creating level libraries to meet the diverse needs of our students. At Westford Academy, students have access to many of the same electronic collections that they will encounter at college. Students and their teachers use technology as a learning tool. Additionally, staff takes advantage of our technology for record keeping, data analysis and communication. Students acquire technology skills through application in curriculum-based activities and projects under the guidance of our integration technology specialists and classroom teachers. Each school’s technology integration specialist provides the ongoing professional development and support required for this type of integration of technology into the curriculum.

As members of the school community, we appreciate the continued support provided by the townspeople of Westford. We are proud of our school system and fully understand the level of commitment that is necessary from the citizenry. The Office of Curriculum and Instruction extends a sincere thank you to each and every one of you.

## FACILITIES AND OPERATIONS

The School Department completed many facilities projects during the 2013 – 2014 fiscal year, with the goal of ensuring that students and staff have a

**Kathleen Auth**  
*Director of School Finance*

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 are stripped and new finishes are applied each year, and the gymnasium floors are refinished on a rotating basis. These jobs are often conducted during the summer months when there are fewer ongoing activities in the schools.

The School Department's capital appropriation for FY 2014 included funds to continue replacing the aged boilers in the older school buildings. This year, the second boilers at the Robinson School and at the Abbot School were both replaced. Both of these buildings now have a primary and a backup boiler that will serve the buildings' needs for many years to come. All of the boilers that have been installed throughout the system in recent years have been selected with energy efficiency in mind and with dual-fuel capability to allow the option of choosing the most cost-effective fuel source each year.

The summer of 2013 saw the demolition of the original wooden outdoor bleachers at the Westford Academy football field, and the installation of an ADA compliant home-side grandstand, including a handicap accessible press box. The School Department appreciates the support of the entire Westford community and the assistance of the Permanent Town Building Committee in bringing this project to fruition.

The Massachusetts School Building Authority (MSBA) approved feasibility studies and project funding agreements with the Town for projects that will replace the windows and doors at the Robinson School and the Day School. The MSBA will share in the cost of both projects at the rate of 46% of approved costs. The Permanent Town Building Committee has been leading this effort in conjunction with the School Department, and the result will be increased energy efficiency and a much improved classroom environment for students and staff. Pre-construction activities are expected to begin in the spring of 2015, with major construction activities to take place in the summer of 2015.

Most of our maintenance projects continued to be accomplished using available funds within the School Department's operating budget. A sample of the projects that were undertaken in FY 2014 included the installation of new flooring in many areas of nearly every school building. This is often required to accommodate the needs of individual students or programs, as well as to address problems with older floors. The Stony Brook generator was repaired, ensuring that the school has a reliable secondary source of power.

## **FACILITIES AND OPERATIONS** – CONTINUED

Exterior doors were painted at the Miller School, the Crisafulli School and the Stony Brook Treatment Plant. The modular classrooms at the Robinson School and the hallways and ceilings in the Day School addition also received fresh coats of paint. Library and classroom shelving was built and installed at the Abbot School and the Day School. Asphalt paving and concrete walks were repaired at Blanchard and Day. Additional parking spots were created at Westford Academy by paving a small area near the softball field and removing islands in the student parking lot.

Wireless network improvements are continuing to be made throughout the school district with the oversight and assistance of the Town's Technology Department. Technology is being incorporated at increasing levels each year at all grade levels, and the network improvements that are made each year allow the students and teachers to participate as fully as possible in the digital age.

We would like to recognize the hard work of our custodial and maintenance staff, and commend them for a job well done. We continue to strive to provide the level of service that the residents of Westford have come to expect, and to accomplish it for the most part within the confines of our maintenance budget. The School Department is very grateful for the ongoing support of every voter, board, and committee in the Town of Westford.

## ABBOT AND NABNASSET ELEMENTARY SCHOOLS

The Nabnasset and the Abbot Elementary Schools function as sister schools with similar philosophies and approaches to teaching resulting in a strong foundation for lifelong learning. The curriculum at each school is designed to address the academic, social, emotional, and physical growth of each student through effective instructional strategies.

The nurturing environment of both the Nabnasset and Abbot schools has supported the growth and development of the whole child. Happy children and a fulfilled staff have completed another successful school year in the Westford Public Schools.

### Nabnasset Elementary School

**Susan DuBois**

*Principal*

**Kathleen Huntley**

*Assistant Principal*

### Abbot Elementary School

**Vito Umbro**

*Interim Principal*

**Kathleen Huntley**

*Assistant Principal*

### **Nabnasset Enrollment Data**

Nabnasset serves 329 students ranging from Kindergarten through grade two. There are 93 kindergarten students, 10 pre-first students, 89 first grade students, 93 second grade students and 44 students in the multi-age classrooms.

### **Abbot Enrollment Data**

Abbot serves 441 students ranging from grade three through grade five. There are 166 students in grade three, 118 students in grade four, and 157 students in grade five.

### **Curriculum and Instruction**

Curriculum and instruction at the Nabnasset School and Abbot School continue to be focused around academic and social programs of instruction. The *Responsive Classroom* model offers a well-designed, evidence-based social and emotional learning program. This year, pre-first, first, and second grade classes expanded the *Daily 5* structure to include the teaching of reading using the CAFÉ Menu. Most staff members at Nabnasset School participated in a book study group reading *The Café Book*, by Gail Boushey and Joan Moser. Abbot teachers participated in a similar study of both *Daily 5* and CAFÉ strategies run by Literacy Specialist Katie Ralston. Classroom teachers, Literacy Specialists, Reading Recovery Teachers, and Reading Interventionists at both schools collaborated regularly, to ensure that reading instruction was maximized.

Each school continues to pursue academic excellence and promote growth using student data to drive instruction. Common Benchmark Assessments (CBAs) in content areas, District Reading Assessments (DRAs), *Dynamic Indicators of Basic Early Literacy Skills* (DIBELS) tests, Spelling Inventories, and MCAS tests, are administered and analyzed periodically throughout the year. The data from these inventories is used to place students in appropriate intervention groups and/or to design goals specific to the needs of each student. Common planning at each school allows teams of teachers to discuss data results, student placement, or individual students, so that teaching is tailored to the needs of the learners.

# ABBOT AND NABNASSET ELEMENTARY SCHOOLS

— CONTINUED

The social and emotional development of children at the Nabnasset and Abbot Schools are groomed through thoughtfully planned programs in culturally rich and positive environments. Character and Community education programming promoted through Monthly Community Meetings, special school or grade level programs, progressive guidance lessons - emphasizing respect and anti-bullying behaviors, and daily Morning Meeting greetings, shares, and activities contribute to safe and positive school cultures. Occupational Therapist, Jane Anderson, added Power-Push Stations to each school – encouraging students to take movement breaks throughout the day as needed. These stations help students to maintain focus throughout the day so that they may access curriculum and fully engage in the learning process. Proactive Response To Intervention strategies lead to the overall wellbeing of each child. In these environments, students take more responsibility for themselves and their education.

Grants were award by the Westford Education Foundation (WEF) to staff members at the Nabnasset and Abbot Schools for innovative ideas related to curriculum and instruction. At the Nabnasset School, a grant was awarded to instructional technology teacher Kathy Osborn and second grade teacher Melissa Richard entitled “Interacting with the Interactive Whiteboard.” This technology engages students and tracks individual responses allowing teachers to assess each student’s mastery of concepts taught. Jennifer Tietze also received a grant entitled "Play Me A Story." expanding instrumentation for Nabnasset’s first and second grade students. Abbot teachers Lisa Sanderson, Stacy Mulholland, Karla Pentedemos, Valerie Loughman, and Laura Anderson also received a WEF grant for Google Chromebooks & The Google-Infused Classroom Workshop.

## **Student Leadership and Recognition**

Students at both schools are recognized for their individual contributions to their school communities. Positive behaviors are acknowledged as an important component of building community at each school. Nabnasset students earn R.I.S.E. Certificates and stars when they show *respect, inclusion, safety, and encouragement*. Abbot students earn café seating with friends in recognition of responsible behaviors. Students pride themselves in being honored for exhibiting these role model behaviors.

Nabnasset second grade student Derek Zhao placed thirteenth at the 2014 National Elementary (Grades 1-6) Chess Championship Tournament in Dallas Texas.

Abbot third grader Noah Ablove and his grandmother raised \$400 for Dana Farber Hospital by running a bake-to-order bake sale throughout the spring.

## **Student Activities**

Nabnasset and Abbot Elementary Schools supported community service programs for children in need. Toy drives supporting Toys for Tots and For the Love of Erika, surely brought joy to those who donated to these good causes. Shoe, coat, hat, and Box Top and canned food drives gave Nabnasset and Abbot families an opportunity to support worthy community based projects benefiting many beyond our schools.

# ABBOT AND NABNASSET ELEMENTARY SCHOOLS

— CONTINUED

Nabnasset second grade recycling captains took turns collecting and weighing paper collected each week during the school year. Every 120 pounds of paper collected saves one tree in a forest. Students collected 4599 pounds of paper saving 38 trees.

The Nabnasset Speech and Language Specialist, Terry Brodsky, ran a Nature, Animals, & Environment Club. This club met throughout the spring collecting items for animal shelters.

Abbot students participate in many after school activities. The Newspaper Club was run by teachers Laura Anderson and Sandi Guild, and the Safety and Leadership Club was run by Principal Aide Carol Hurst and Assistant Principal Kathleen Huntley. The Walking Club and Push-Up for Charity Activities were run by Principal Vito Umbro, and the Ghosts & Goblins Mentoring Program was run by Abbot Assistant Principal, Mrs. Huntley and WA guidance teacher Karen Halloran. Some other special programs that took place at the Abbot School were the Abbot Author's Writing group and the Academic Excellence program. All of the above helped students grow as independent learners and civic leaders.

The Abbot School was most pleased to present the first Abbot musical, *How to Eat Like a Child*. Seventy students participated in this musical under the direction of Tara Earl and Assistant Director Emilee Mauro. The musical was a tremendous success.

## **Parent/Community Involvement**

Volunteers are indispensable members of the Nabnasset and Abbot School communities. Parents, grandparents, and older siblings volunteer their time and expertise enriching the educational experience of their children. Nabnasset School continued events such as Bingo Nights, Movie Nights, Math/Science Nights. This year, music teacher Jennifer Tietze hosted a Family Folk Dance evening for second graders. The Abbot School focused efforts on similar events such as, Movie Nights, Math/Science Nights, and a Family Dance.

This year, the Nabnasset and Abbot Schools continued the tradition of preparing second grade students for their transition to the Abbot School. Second grade students exchanged letters with third grade pen pals and were excited to be introduced to each other during Move-up Day in early June. During Move-Up Day, second grade students toured the Abbot School then met with pen pal buddies for favorite activities, a buddy luncheon, and to worked on the end of year Nab-Lab rock project. Later in the day, they attended Mr. Umbro's Principal Welcome Assembly followed by a slide show prepared by Nabnasset and Abbot Assistant Principal Mrs. Huntley. A few weeks later, second grade students attended the strings concert under the direction of Todd Hamelin, Westford Elementary strings teacher. Nabnasset second grade students were most excited to attend a special Movie Night for second graders with their third grade pen pals at Abbot to help with the transition of moving to a new school.

Fifth grade students participated in several transition activities and will leave Abbot ready for middle school. Our students visited the Stony Brook School during 5<sup>th</sup> Grade Camp week. Guidance counselors from the Stony Brook School met with fifth grade teachers to prepare for the transition.

# ABBOT AND NABNASSET ELEMENTARY SCHOOLS

— CONTINUED

Once again, the PTO provided a variety of enrichment programs and general assemblies throughout the year. The Nabnasset and Abbot School students enjoyed the Rhythm Kids, Helen Keller, Wingmasters, A Day in Ghana, Techsplorations, Discovery Museum and Native American Perspectives. Also, the staff appreciated the delicious Conference Night dinners and Teacher Appreciation luncheons provided by the PTO.

## **School Advisory Council**

Nabnasset SAC Members: Susan DuBois (Principal), Kathy Archibald, Valerie Loughman, and Caitlyn Johnson (Parent Representatives), Mr. Hinkle, Mr. House, Mrs. Doonan and Mrs. Maietta and Community member: Mrs. Trask. The School Improvement Plan was created by members of the Council, under the direction of Susan DuBois. Some goals that were addressed focused on continued professional development on the new Educator Evaluation tool and procedures, Sheltered English Instruction (SEI) course participation as provided by the Department of Elementary and Secondary Education; English Language Learners (ELL) training for all teachers; implementing the next phase of Response to Intervention (RTI) and DIBELS Data Analysis.

Abbot Members: Vito Umbro, Laura Anderson, Ruth Freeman, and Monica Sateriale  
Parent Representatives: Mrs. Adam, Mrs. Bombardieri, Mr. McGinn and Mr. Vetsa  
The School Improvement Plan was developed by the Council with guidance from Vito Umbro. Some of the goals included developing professional development opportunities for staff, providing a safe environment for all learners, and strengthening the family environment within the school by enhancing programs available to students and their families.

## **Conclusion**

The Nabnasset and Abbot Elementary Schools look forward to another year with the children and parents of these very collaborative, forward thinking, communities.

## BLANCHARD SCHOOL

**Robin Whitney**  
*Principal*

**Timothy Hislop**  
*Assistant Principal*

The Lloyd G. Blanchard Middle School happily opened its doors in August of 2013 to 584 students. The students were organized into nine teams, three teams/grade. Two of the teams were made up of four teachers and the other team was made up of two teachers. Each

teacher was responsible to teach one core subject of Math, Science, Language Arts, and Social Studies. The two teacher teams teach Language Arts/Social Studies and Math/Science.

Our core academic subjects of Language Arts, Math, Science, and Social Studies are enriched with a full program of Integrated Arts courses. The combination of all of the courses builds a very strong curriculum that is designed to enrich the development of the whole child. The Integrated Arts courses include art, general music, chorus, band, orchestra, technology, research, guidance, physical education, and wood shop. The Foreign Language exploratory program offers the students the opportunity to study French, Latin, Spanish, or German. Students have the opportunity for intervention or enrichment with the morning Advisory period. We offer a rigorous curriculum that is differentiated to meet the individual needs of all of our learners. Our staff is highly qualified to teach their subject matter. The needs of our students come first and their success is very important to us.

Lloyd G. Blanchard Middle School offers its students a wide range of clubs and co-curricular opportunities. After the school day ends, the students and staff are found happily engaging in numerous activities such as: competitive sports, Student Council, Yearbook Club, Blanchard Theater Arts, West Street Serenaders, Jazz Band, Newspaper Club, Sign Language Club, National History Day, Ski Club, Destination Imagination, Yoga and Art Clubs and many more. The West Street Serenaders earned the Gold Level Award at the Heritage Festival. The Blanchard Student Council worked very hard all year to enrich the lives of our students and to provide valuable community service. They collected Halloween costumes for children, collected holiday gifts for those in need and ran Career Day, just to name a few activities. The Student Council received recognition for their hard work in the form of the Gold Council of Excellence Award from the MA Association of Students Councils. They also received the Gold Council of Excellence Award from the National Association of Student Councils. The Destination Imagination teams placed 2<sup>nd</sup> and 4<sup>th</sup> at the regional level competition. The service class gave back to the community by serving dinner each month at the St. Paul's Soup Kitchen.

The staff continued its use of the new Educator Evaluation system. They have demonstrated their proficiency and exemplary status with the identification of goals to enhance student learning and professional skills. They have also worked to demonstrate their proficiency and exemplary status within the identified MA state standards.

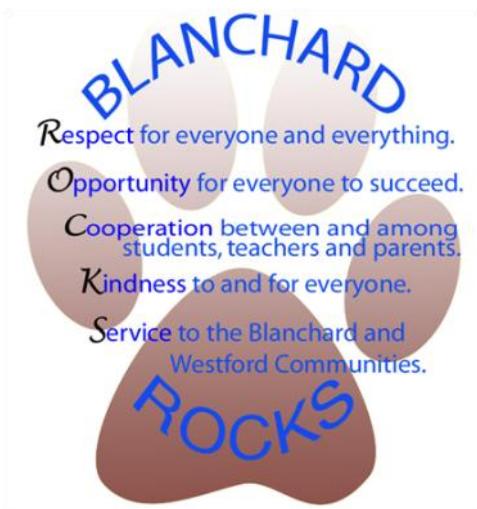
## BLANCHARD SCHOOL – CONTINUED

We have continued to expand our use of technology in the classrooms. This year we began our exploration of the uses of iPads to enrich lessons. The teachers and students have worked with the devices to understand and implement their potential. We have also worked with Google Apps for Education. The use of many forms of technology is seen on a daily basis in each and every classroom. Our Library has begun a transformation to a 21<sup>st</sup> Century Learning Commons. The Learning Commons will allow for the use of both print and electronic media. It will also allow the teachers great flexibility and creativity in the ways they use the facility. We are excited to see the completion of the work over the summer and the implementation of the components of the Learning Commons to the education of our students.

The Westford Middle Level PTO was very active this year. They brought wonderful programs such as: The Shakespeare Guys, Jack Gantos, Fun with Pyramids and Pharaohs, Animal Adventures, and the Higgins Armory. The staff was treated to a wonderful Teacher Appreciation luncheon and cookies for Valentine’s Day. The 8<sup>th</sup> graders celebrated with an end of the year breakfast and dance. We are very grateful to the PTO for all that they have done for our students and staff.

### **Conclusion**

The Lloyd G. Blanchard Middle School, its staff and students, have had a very successful year. Our students have continued to excel in the classroom on the playing fields, on the stage, and many other venues. Our MCAS test scores rank among the highest in the state of MA. Most importantly, our students are happy and well prepared as they face the challenges of the 21<sup>st</sup> century.



## JOHN A. CRISAFULLI & COLONEL JOHN ROBINSON ELEMENTARY SCHOOLS

### **John A. Crisafulli School**

**Sharon Kennelly**  
*Principal*

**Michelle Kane**  
*Assistant Principal*

### **Colonel John Robinson Elementary School**

**Denise Arvidson**  
*Principal*

**Michelle Kane**  
*Assistant Principal*

The Crisafulli and the Robinson Elementary schools have continued to build their community and educational partnership during the school year. The Crisafulli and Robinson welcomed new staff members during the 2013-2014 school year.

The Crisafulli and Robinson students (Pre-First – Grade Five) continued to receive one period per week of art, music, and physical education.

All students participated in a fixed technology or wellness block every other week. Grade 3-5 students at the Crisafulli School received an additional library class once every three weeks that addressed current events. All Kindergarten students were given a weekly Wellness Class, in addition to their weekly Library class.

All students K-5 had the opportunity to participate in library on a weekly basis. They also had many opportunities for research projects integrating library and technology skills. Over the past few years the Robinson and Crisafulli Schools have acquired many pieces of technology. We continue to utilize the equipment daily in classrooms, school assemblies and other school functions.

The Crisafulli School entered its twelfth year of educating students. The Crisafulli School served 386 students in six sections of third grade, six sections of fourth grade, and six sections of fifth grades. The Robinson School entered its forty-fourth year of educating students in Westford. Enrollment at the end of the year was 281 students. The Robinson School educated four sections of part-time kindergarten, one section of pre-first, five sections of first grade, and five sections of second grade.

### **Parent/Community Involvement**

The Robinson School Advisory Council (SAC) was co-chaired by principal Denise Arvidson and parent Christine Eddy. Parent members included, Jill Atkins, Jack Flaherty, and Viraj Thakur. Staff members included Jenn Bonenfant, Sheila Grimm and Julie Renaud. Nancy Tang served as the Community Member. The 2013-2014 School Improvement Plan was developed by the council and included goals Increasing Technology Integration in Daily Instruction and Revisiting Common Language and Behavioral Management of Strategies.

Joint K-2 goals included continued implementation of the new Educator Evaluation system, Sheltered English Immersion training for select staff, using data to inform decision making, English Language Arts Initiatives and Response to Intervention. The Robinson SAC offered fall workshops to parents on the topics of Self-Regulation, Teacher and Parents-Partners in Literacy, and Math Matters-incorporating math strategies at home.

## **JOHN A. CRISAFULLI & COLONEL JOHN ROBINSON** **ELEMENTARY SCHOOLS** – CONTINUED

The Crisafulli School Advisory Council was co-chaired by Principal Sharon Kennelly and Dana Snowdon, 3<sup>rd</sup> grade parent and Clare O'Brien, 3<sup>rd</sup>/4<sup>th</sup> grade parent. Parent members included Jill Atkins and Pasquale Russo. Terence Kane participated as the Community Representative and staff members were Raymond Crossman, Darlene Faherty, Tracy Ford and Lenore Kost. The 2013-2014 School Improvement Plan was developed by the Council and included five goals: (1) to promote student academic progress and high achievement by analyzing student data, (2) to work with the Crisafulli community, including parents, staff and students, to create and to maintain a welcoming and safe school environment by continuing with our Code of Conduct "PAWS 4 Peace" (3) to provide all staff professional development opportunities, (4) to continue and to enhance the transition between Robinson and Crisafulli and between Crisafulli and Blanchard and (5) to provide all students and staff with opportunities to enhance their well-being through physical activity.

One of the School Advisory Council's ongoing goals is to continue to support the efforts of the school's mission of "PAWS 4 Peace." Each day we ask our community members to "PAWS" as they come in to school to remember that we strive to be a peaceful community by paying attention to the Power of our words, being Accepting of others, being Willing to help others, and demonstrating Self-control.

The Council worked to illustrate JAC's commitment to "Willingness to Help Others" by participating in several compassion projects created by the Crisafulli Student Council. The students collected books for a family who lost their home to a fire and the Lowell Wish Project, a food drive and collected toys for children in need through the "For the Love of Ericka" Toy Drive. The students at Crisafulli showed great pride in their efforts to help others over the course of the 2013-2014 school year.

We continued our efforts to focus on a smooth transition from grade two to grade three. The grade two and grade three students participated in a letter writing tradition that began during the 2009-2010 school year in which each student in grades two and three are assigned a letter writing buddy. There is an exchange of letters from the second graders asking the third graders about Crisafulli, which are answered by the third graders. The buddies then meet at move-up day and during the traditional bridging ceremony. During move-up day the grade two staff met with the grade three staff to discuss curriculum and instruction. Second grade students also visited the Crisafulli School twice to view the grade five chorus and school play.

To further continue the transition built on this grade two/three relationship, buddies were matched up during the 2013-2014 school year as they were now third and fourth grade students. They engaged in a reading activity day.

The Crisafulli School continued to focus their efforts on the transition from grade five to middle school. The grades 3-5 principals worked with the middle school principals to host an informational night, and to host visits at each building by the middle school principals. The guidance counselor also hosted meetings for the grade five teachers to meet with the middle school guidance department.

## JOHN A. CRISAFULLI & COLONEL JOHN ROBINSON ELEMENTARY SCHOOLS – CONTINUED

Several community events were held through the course of the year, such as the Fifth Grade Play, Treasure Island, Chorus/Strings/Band concerts, and the Spring Fling. These community events were enjoyed by all and are always a highlight of the year.

The PTO continued to provide a variety of enrichment programs for our students. They are able to sponsor the programs through their fundraising efforts. The students enjoyed programs that enriched the Common Core State Standards as well as the Westford Public Schools benchmarks. Some of the programs at Crisafulli and Robinson included Michelle's Menagerie, Museum of Fine Arts, Rhythm Kids, Helen Keller, Chinese Acrobats, Abigail Adams: Revolutionary Mom, David Coffin, Techsplorations, Day in Ghana, author Julie Berry, and Wingmasters. The teachers and staff were grateful for the Conference Night dinners and the Teacher Appreciation luncheons that were provided by the PTO.

All of the parent volunteer efforts were appreciated by the Crisafulli and Robinson staff members. The parent volunteers served in a variety of capacities such as classroom helpers, library volunteers, party coordinators and field trip chaperones. The schools also had the opportunity to host senior volunteers through Community Teamwork and several groups of high school students from Westford Academy. It was another successful year of hosting Westford Academy seniors as part of the Senior Internship Program for high school seniors interested in pursuing a career in education. It is always a pleasure for the staff to see former students return who are interested in becoming educators.

### **Student Activities**

The Peace-It-Together program continued to be the focus of many school programs and activities. The students participated in several assemblies to become familiar with the "I Care Rules" and common language of the program. All were taught strategies for dealing with conflict through the use of the "Solution Wheel." Staff continued to recognize acts of kindness through the use of "I-care" coupons. Students redeemed these coupons on Fridays with the Principal and Assistant Principal and they enjoyed sharing their kind deeds. An integral part of the Peace-It-Together program involved student participation in service learning projects such as a food drive for the Westford Food Pantry and the hats and mittens drive as part of the "Warm Hands, Warm Hearts" program. The second grade team also led the Pennies for Patients Drive in which we raised almost \$600 for the Leukemia and Lymphoma Society. The Peace-It-Together committee continued the CARE to Read program, to address the character traits that are incorporated into the curriculum. The group continued to meet monthly to discuss research articles, classroom projects, and current practices. In addition to the meetings parent coffees were held to teach the parent community about the book selections.

This year Robinson School was awarded two grants. In February, Sustainable Westford presented a grant to provide the school with a new Upcycle container and several literature books on recycling and ways to be earth friendly. As the school year came to a close in June, the Westford Education Foundation bestowed a grant to our pre-first teacher, Mrs. Grimm. She will be looking forward to purchasing iPad minis to integrate technology into her classroom. We are grateful to both organizations who have provided us with resources to improve our school community.

## JOHN A. CRISAFULLI & COLONEL JOHN ROBINSON ELEMENTARY SCHOOLS – CONTINUED

The fifth grade chorus, directed by Mrs. Oliver, performed at the spring all-town chorus night, for the school spring concert, at the Memorial Day program, and at the Robinson. The band, under the direction of Mr. Kaminsky, performed at the Westford Academy during the town-wide fifth grade concert, and the Memorial Day program. The Strings program, under the direction of Mrs. Benson, performed at the Robinson School and the Crisafulli Strings Concert at Westford Academy. All three ensembles participated in the fifth grade completion ceremony on the last day of school.

### **Curriculum and Instruction**

Both the Robinson and the Crisafulli Schools continued to utilize the DIBELS assessment to identify students struggling in literacy. Bi-weekly progress monitoring of students who had been identified with literacy deficits showed a marked improvement by many. This coming year will allow for a full year's implementation of the assessments with the addition of the fall benchmark.

The Robinson School continued to implement the Lively Letters Program in all kindergarten classrooms as well as the first grade classrooms this year. This phonetic and phonemic awareness program incorporates music, mnemonic stories along with other strategies to assist students in learning and remembering their letter sounds.

Robinson staff participated in on-site professional development on the topic (Developmental Reading Assessment) DRA administration consistency. The Literacy Specialist provided an overview to refresh teachers on administration guidelines. Throughout the year, continued professional development on the components of self-assessment, goal setting, and gathering evidence of the Educator Evaluation process were presented to staff.

The Book Buddy Program continued this year and involved all first grade classes at the Robinson School and five of the six fourth grade classes at the Crisafulli School. This program supports literacy across the grade levels and creates a special connection between first and fourth grade students. The Book Buddy Program utilized a detailed lesson guide, which was developed during the 2009-2010 school year. The staff continued to work together to review and revise the scheduling process to provide optimal learning opportunities for all students. The Book Buddies celebrated their year together with a fruit ceremony on the Crisafulli playground.

The Reading Recovery program continues to services grade one students at the Robinson. A Reading Recovery Specialist provided intensive reading instruction to first graders in a one-to-one setting. The Robinson School continues to benefit from the services provided by the Literacy Specialist. The Literacy Specialist provided classroom support working with students in a small group setting and on an individual basis as needed. The Data Analysis team continued to meet regularly to discuss student progress and assign students as part of the Response to Intervention Model. This team provides input into the student selection and service delivery process.

## **JOHN A. CRISAFULLI & COLONEL JOHN ROBINSON** **ELEMENTARY SCHOOLS** – CONTINUED

The pre-first program continues to services the students between the years of kindergarten and first grade at the Robinson School. The program is designed to be a gift of time for children who are not developmentally ready for the rigors of grade one. The children who participated in the program are now prepared to meet with success in grade one. The pre-first committee is comprised of kindergarten, reading and first grade teachers continued to oversee the program and make recommendations.

This year the Crisafulli School welcomed a Literacy Specialist position to assist struggling readers in grades 3-5. This position has afforded students specialized literacy instruction throughout the week to help students make academic gains. The Crisafulli School also implemented a 90-minute Literacy Block in which students receive “WIN—WHAT I NEED” services in grade 3-5. During this block of time students are given supports based on assessment data collected throughout the year.

### **Massachusetts Comprehensive Assessment System (MCAS)**

Students were tested in Reading and Mathematics in third grade. Fourth graders participated in writing the Long Composition, English Language Arts, and Mathematics. Fifth graders participated in Science and Technology, Mathematics, and Reading. The students received pep talks and guidance lessons to alleviate test anxiety. The staff emphasized that the purpose of testing was to measure the effectiveness of the curriculum and to identify students’ level of proficiency. Each day before testing, the students participated in a power walk with their teachers. Children were allowed access to water at any time to remain hydrated.

### **Conclusion**

In conclusion, the Crisafulli and Robinson School communities look forward to the many opportunities a new school year brings and will continue to work to strengthen our partnership with each other and the community of Westford.

# RITA EDWARDS MILLER & NORMAN E. DAY ELEMENTARY SCHOOLS

## Overview

The 2013-2014 school year was exciting for staff members of the Miller and Day Schools. Several teachers and administrators completed the Sheltered English Immersion (SEI) course offered through the Department of Education. This course provides education on strategies to ensure that English Language Learners (ELL) have access to the curriculum. Staff members who have completed this course include Amy Ellison, Janice Diamond, Julie Sullivan, Cheryl Campbell, Lekshmi Nair, Jayna Arevalo, Lillian Lelless, Lisa Gonsalves, Jody Anderson, Barbara Cope, Beth Poirier, Ashley Blood, Donna Pobuk and Kevin Regan.

<p><b><u>Rita Edwards Miller School</u></b> Jill Mullavey Principal Donna Pobuk Assistant Principal</p> <p><b><u>Norman E. Day School</u></b> Kevin Regan Principal Donna Pobuk Assistant Principal</p>
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This is the first school year that all teachers were being evaluated following the new Department of Education Teacher Evaluation guidelines. A major component of this new evaluation system is the focus on collaboration and teamwork. Miller and Day teachers fully embraced this new system and have developed rigorous Student Learning and Professional Practice Goals. Goals included curriculum development in Reading and Writing, targeting struggling learners and providing targeted support in the areas of phonics, reading and writing. Teams also addressed student motivation and math instruction. The collaboration across grade levels has helped to ensure consistency in instructional practices.

## Curriculum and Instruction

The Day School implemented the W.I.N. (What I Need) block during the 2013-2014 school year. To incorporate this meant a reorganization of the school schedule, which put emphasis on literacy. The block extended the literacy block to allow time for focused instruction in reading and writing with the classroom teacher and provided targeted intervention for struggling readers, hence the term “What I Need.” To ensure the success of the W.I.N. block required ongoing data analysis and data meetings led by the Day School Literacy Specialist Lori McDermott. The Literacy Specialist is a recent addition to the grade 3-5 level, and has brought a much-needed focus on literacy. Mrs. McDermott also provides literacy support for teachers. She organized a book study group to read and discuss the books, *The Daily Five* and *CAFE* and over twenty teachers participated in this study group.

Both Miller and Day Schools continue to utilize data to support instruction and inform decision-making regarding student interventions. Miller and Day School teachers administer the Dibels Next (Dynamic Indicator of Early Literacy) reading assessment as well as the DRA (Developmental Reading Assessment). Data from these assessments are analyzed to provide focused instruction to students in RTI groups in the areas of phonics, comprehension and fluency.

Increasing technology integration to expand the curriculum and challenge our digital learners continues to be a focus of the Miller and Day Schools. At the Miller School interactive software professional development was provided for all teachers and assistants. A successful iPod Touch pilot was established in two classrooms for use during literacy. Additionally, an iPad initiative utilizing three iPads and a variety of apps to target reading, writing and math was used in learning centers.

## **RITA EDWARDS MILLER & NORMAN E. DAY** **ELEMENTARY SCHOOLS** – CONTINUED

The Day School site-based Technology Team is reviewing recommendations to determine the best use of funds.

Teachers at both schools continue to seek out innovative ways to challenge themselves and their students. WEF grants were awarded to Instructional Technology Specialist Liz Colantuonio and members of student support services to attend the iPad Summit next year. At the Day School, Julia Borger Green and Marianne Butterline were awarded a WEF Grant entitled, Using Technology to Meet the Needs of Language Based Learners. Marianne Butterline received a WEF Professional Development grant to attend Google Cloud Camp in November. As a result of this participation the Day School received a Google Chromebook. The District ITS Staff received a WEF Professional Development grant to attend the iPad Summit in Boston in November.

Liz Colantuonio was awarded a spring WEF grant. She collaborated with pre-first, first and second grade classroom teachers as well as art, music, and library teachers to write a grant for 12 iPod minis in a roller crate to be used for digital storytelling activities.

The Day School continues to look for ways to support the environment and maintains a “greener” school. This year Roger Whittlesey and his fifth grade class instituted “Foam Free Fridays” to reduce our school use of polystyrene (Styrofoam). This project was one of thirteen national semi-finalists in the Siemens Change the World Challenge. Through a grant and community support, foam trays were replaced with compostable cardboard trays each Friday. Through his efforts students are now more aware of the importance of taking care of the environment and of the role they play in this endeavor.

Miller and Day teachers continue to demonstrate their passion for life-long learning. Karen Burke and Janice Diamond completed their Masters Plus Thirty this year and Alison Bates completed a Masters Degree in Special Education.

### **Student Activities**

The Miller and Day Schools are truly committed to providing rich and diverse learning experiences including a variety of offerings extending beyond the hours of the school day.

Day School administrators sought to raise the importance of regular school attendance with the Day School community. Parent presentations were held during Curriculum Night and a school-wide School Attendance Poster Contest was conducted. After the judging, the top artists per grade level were: Grade Three- Aashi Gurtata, Grade Four- Stephanie Xu and Grade Five- Fiza Khan.

Day School students were invited to participate in the annual contest to design the front and back covers of the school yearbook. The three gifted artists whose entry was identified as the grade level winner are: Grade Three- Arsh Sharma, Grade Four- Katie Stuparu and Grade Five- Kirti Madhipatla.

## **RITA EDWARDS MILLER & NORMAN E DAY**

### **ELEMENTARY SCHOOLS** – CONTINUED

The Day School has supported the scouts and has partnered with Eagle Scouts to improve the school environment. This year, former Day School student and Westford Academy Junior Geoffrey Thomas constructed a Greenhouse in the Day School courtyard as part of his Eagle Scout project.

Student Senate has been a long-standing after school activity for students at the Day School. A major focus of this group is to provide opportunities for Day School students to participate in compassion projects. This year Student Senate members organized a toy drive, For the Love of Erika, to deliver holiday gifts to children in hospitals and shelters. Student Senate members also organized a fundraiser to raise proceeds and awareness for juvenile diabetes working with the Juvenile Diabetes Research Foundation. The students raised over \$11,000 for this cause and in March participated in a celebration walk.

At the Day School, students enjoyed several enrichment opportunities beyond the school day. Opportunities include Math Club, Science Club, Book Club, Foreign Language Club, Ski and Snowboarding Club, Student Senate, Chess Club, the Grade Five Chorus, Technology Club and the Foreign Language Club. The Day School's fifth grade play, "A Kid's Life" was a tremendous success and was directed by Mrs. Tina Marcouillier.

Students at the Miller School also participated in several compassion projects. To commemorate Veteran's Day children wrote letters to veterans in the Veterans Hospital/Home. The Miller School community completed the annual Lowell Wish, The Magic of Christmas Project. Generous donations by staff and students provided Christmas gifts, food and household items for over thirty families this year. In March, Miller students completed the "Pennies for Patients" fundraiser and raised over \$200. First graders in Julie Sullivan's created and sent valentine cards to a local nursing home. The Annual Dance for a Cause was held this fall. A donation of \$250 was given to the National Down Syndrome Congress (NDSC).

#### **School Advisory Council**

The Miller and Day School Advisory Council (S.A.C.) members are committed to student achievement and school excellence. Council members at Miller include Principal Jill Mullavey; parent representatives Jelena Radumilo-Franklin, Bridgette Hogan, and Josh Tang; community representative Mira Davis; and teacher representatives Karen Burke and Janice Diamond. Day School Advisory Council members include Principal Kevin Regan; parent representatives Jane Calvin, Savitha Rajiv, Maura Hughes and Brooke Esteves; community member Susan Yetten; and teacher representatives Gina Cargiuolo, Barbara Cope and Roger Whittlesey.

#### **Parent and Community Involvement**

Miller School site based P.T.O. coordinators Bianca Rose, Kathi Dolan and Lisa Spinney have positively impacted the school community through their involvement in activities such as the Book Fair, Dance for a Cause, and Miller Movie Night. Parents are welcomed in all areas of the Miller School community regularly volunteering in the library, on field trips and in the classroom.

Members of the site-based P.T.O. at the Day School include parent representatives Blain Colley, Jen Jacobsen, Lisa Chinatti and Weisong Wang, as well as teacher representatives Lisa Gonsalves and Amanda Hall.

## **RITA EDWARDS MILLER & NORMAN E DAY**

### **ELEMENTARY SCHOOLS** – CONTINUED

Site based PTO members worked diligently to provide a variety of opportunities for students such as the Holiday Shop, School Store, and Book Fair. Parents volunteered in multiple areas: the Grade Five play, after school activities such as the On-Line Math League, Chess Club and Ski and Snowboarding Club, Holiday Shop, School Store, Spruce Up Days, in the classroom, and on teacher candidate screening committees. Weisong Wang was awarded a community grant of \$2000 from the IBM Corporation.

Both schools work diligently to ensure consistent communication between home and school. The Miller Minute is published weekly, highlighting school events and providing information on a variety of topics. This communication provides links for students and parents to access educational websites such as RAZ Kids, Brain Pop Jr. and Spelling City. The Day School publishes the NED Connection, an electronic newsletter that contains information on school wide events, schedules and activities beyond the school day.

#### **Student Leadership and Recognition**

The Day School celebrated accomplishments of several students this school year. Fifth grader Shriyaa Chittibabu was selected for the All-State Treble Chorus and performed in March with 200 other students from across Massachusetts at the All-State Music Conference. In December the second annual National Geography Bee was conducted for students in grades four and five. Classroom champions were determined with ten of the thirteen students participating to determine the school champion. Suraj Rajiv earned the honor of school champion for the second consecutive school year. Suraj completed a written assessment as part of the process to qualify for the state competition.

These Day School students were recognized for achievement, leadership and citizenship:

- Nicholas P. Colgan Memorial Fund Award- Isabella Fernandes
- Grade Three Code of Conduct Award Recipients- Alexander Zhang, Shawn Czado, Camden Douglas, Lillian Whitehead, Andrew Lin, Aria Chambers
- Grade Four Code of Conduct Award Recipients- Paige Veseskis, Charlie Norton, Olivia Searl, Elle Underhill, Jay Talwalkar, Sara Zukowsky
- Grade Five Code of Conduct Award Recipients- Meghana Edpuganti, Julia Bisso, Juliana Hill, Karen Jin, Abigail Morse, Madalyn Ferreira, Esther Lee
- Most Worthy Students- Alexander Zhang, Stephanie Xu, Suraj Rajiv
- Jan Nickerson Excellence in Music Award - Sithara Sonnathi
- Jeannine Haberman Building Community Award- Ali Stanglewicz

Grade Five Academic Fitness Awards, Silver Recognition: Sammy Agrawal, Anna Dias, Meghana Edpuganti, Nathan Ely, Kelsey Halio, Juliana Hill, Colleen Hrul, Amy Jiang, Karen Jin, Divij Kunaparaju, Kriti Madhipatla, Abigail Morse, Grace Morse, Shannon Nolan, Antara Parmar, Felicia Quan, Lily Quinn, Bharath Ramesh, Dhvani Shrivastava, Sithara Sonnathi, Jennifer Thomas, Angel Vinith and Alyssa Zhang. Grade Five Academic Fitness Awards, Gold Recognition: Thea Caplan, Isabella Fernandes, Viraj Jayaraman, Suraj Rajiv, Jonathan Ran, Taylor Shea, Ryan Thivaharaja, Torsten Ullrich, Laura Wood Principal Awards- Izabella Fernandes and Torsten Ullrich.

#### **Conclusion**

The Miller and Day School communities look forward to continued collaboration and success. Both schools provide a challenging and supportive environment for staff and students, one where hard work, pride in one's efforts and creative risk-taking are celebrated.

# STONY BROOK SCHOOL

**Deborah Alexander**  
*Interim Principal*

**Richard McElhinney**  
*Assistant Principal*

In August 2013, we welcomed 704 sixth, seventh, and eighth grade students to a new school year at Stony Brook School. These students had been assigned to one of three grade level teams – 6<sup>th</sup> grade: Discovery, Imagination, Curiosity; 7<sup>th</sup> grade: Plato, Socrates, Aristotle; 8<sup>th</sup> grade: Valor, Peace, Victory. Throughout

the year, the staff of these teams planned and orchestrated team-building and other activities to enhance team spirit and team identity.

The nine teaching teams provide the core academic instruction of English/language arts, social studies, mathematics, and science. Seventh and eighth graders may also take one of four foreign language offerings – Spanish, French, German or Latin. Sixth graders rotate through a quarter of each language during FLEX (Foreign Language Exploratory) so that they may experience the languages and make an informed decision about which to pursue for the next two years. The Stony Brook Integrated Arts team provides experiential, hands-on activities to round out the middle school day. During Integrated Arts, students participate in physical education, art, technology education, health, music, and GRT (Guidance/Research/Technology). Supports are in place for students who may require additional assistance with their academics; these supports include reading intervention, math intervention, Reading for Success, and academic coaching. During our daily Advisory block, students may receive assistance, make up missed work, work on projects, or participate in team-building activities and competitions.

Stony Brook’s afterschool programs are equally as rich. Seventh and eight graders may participate in interscholastic sports such as soccer, field hockey, cross country, basketball, baseball, softball, and track. Art Club, Chess Club, Science Club, Woodworking Club, Knitting Club, Yearbook Club, Science Club, Ski Club, Computer Club, and Spanish, French, German, and Latin Clubs are among the enriching activities that students may enjoy. Stony Brook Theater Arts produces two plays each year, a musical in the fall and a short drama in the spring for entry into the Massachusetts Educational Theater Guild’s Middle School Drama Festival. This year the productions were *Charlie and the Chocolate Factory* and Shirley Jackson’s *The Lottery*. Stony Brook’s performance of *The Lottery* earned a silver medal at the Drama Festival in May. Musical opportunities also exist outside of the school day. Jazz Band rehearses after school and performs during the twice-yearly band concerts. Again this year, Stony Brook students were among the one thousand students who auditioned during the highly competitive MMEA Eastern District Music Festival; seven of our students were selected to participate in the band, chorus or orchestra ensembles that performed during the Festival.

Two of Stony Brook’s clubs reached out to help others in need. The Spanish Club raised over \$1200 to aid Nicaraguan youth by selling hand-made bracelets, made by Nicaraguans. The Student Council held its annual “Penny Wars” fundraiser, and they were able to donate \$840 to the Wounded Warriors charity.

## STONY BROOK SCHOOL – CONTINUED

There are a number of academic competitions in which Stony Brook students may choose to participate. The Math Team and AMC Math Club allow students with interest in mathematics to compete with other schools in the area or against other students across the country. The Math Team travels to other schools to compete in five meets each year. This year, the Stony Brook Math Team finished in first place in the Euclidean Division of the Intermediate Math League of Eastern Massachusetts. Forty-six students participated in the AMC Mathematics national exam, with three students earning Honor of Distinction (top 1%) and nine others earning Honor Roll (top 5%). All Stony Brook students had the opportunity to compete in the National Geographic Geography Bee. This year, our school Geography Bee champion became one of 100 Massachusetts semi-finalists and participated in the state Geography Bee in April. Latin students took the National Latin Exam, with ten students earning Gold (Summa Cum Laude) and thirteen earning Silver (Maxime Cum Laude). Four students actually earned perfect scores on their exams.

Stony Brook orchestrated its second “All School Read” program, with this year’s selection of *Wonder* by R.J. Palacio. In conjunction with the book, we were very excited to have a guest speaker, Joshua Kennison, share his inspiring story with all Stony Brook students. Joshua is a Para-Olympic track and field athlete, who offered his message of believing in yourself and going for your goals. Precepts were featured around the school each month to reinforce common themes of the book.

The Westford Middle School PTO continues to be a supportive partner to the two middle schools. This year’s successful “No Fuss Fundraiser” provided the funds for two curriculum enrichment programs for each grade level, including author Jack Gantos, “Mythmasters – Tales from Greek Mythology,” and Higgins Armory’s “14<sup>th</sup> Century Knights.” They also sponsored a whole-school performance by the Beezlebubs, a male cappella group from Tufts University. The PTO also funded the purchase of seven Nook e-readers for the library, as Stony Brook begins the process of moving a traditional print library into a 21<sup>st</sup> century learning center.

2013-14 has been an exciting and successful year at Stony Brook School. A new Principal, Dr. Christopher Chew, will be joining Assistant Principal Richard McElhinney at the helm as Stony Brook continues to provide an excellent middle school experience for its students.

# WESTFORD ACADEMY

**James Antonelli**  
*Principal*

**Betsy Murphy**  
*Dean*

**Michael Parent**  
*Dean*

**Robert Ware**  
*Dean*

Westford Academy welcomed 1648 students for the 2013-2014 school year. We also welcomed several new staff to our faculty and our year was highlighted by many achievements in the area of academics, athletics, and co-curricular activities.

Student performance on the state-mandated MCAS exams continued to place Westford Academy in the top tier of high schools in Massachusetts. Westford Public Schools boasts outstanding achievement scores in PSAT, SAT, MCAS and in Advanced Placement, while doing so with one of the lowest per pupil expenditures in the State. The Class of 2014 had 99% of its graduates successfully pass both the English Language Arts and mathematics tests. The freshman students that participated in the MCAS biology exam did an outstanding job and were in the top 10% for the State.

Five long-time teachers and staff retired this year: Jeff Haight, Science Department- 35 years; Elaine Pietras, Library Media Specialist- 34 years; Sandy Whittemore, Social Studies Department- 37 years; Susan Beers, School Social Worker- 26 Years; and Barbara Kutner, Guidance Counselor- 29 years. Congratulations and thank you to all of our retirees for your dedication to Westford Academy.

## *Class of 2014*

Salutatorian Sally Lee  
Valedictorian Katherine Whitney

## *Most Worthy Representatives*

2014: Olivia Peterson, Nicholas Nudler  
2015: Hannah Jung, Brandon Jurewicz  
2016: Megan Bramanti, Giovanni Pierre-Louis  
2017: Caroline Hurley, Noah Barnes

## *SPECIAL AWARDS*

### *National Merit Commended Students:*

Rishav Bose, Terry Breen, Sean Cheng, Aditya Datye, Anna Hartmann, Henry Jiang, Kevin Jiang, Seung Lee, Rachel Madhur, Ryan Maher, Rachel Myers, Karen Ni, Aditi Patil, Jayne Pilachowski, Nicole Pristin, Rohan Rastogi, Brendan Ryan, Rishita Sanikommu, Amelia Shein, Richa Singh, Aneri Soni, Mara Tynan, Victoria Walker, Benjamin Woodward, Joyce Yan, Christopher Zhang, Anthony Zheng

## WESTFORD ACADEMY—CONTINUED

*National Merit Scholarships* Finalists in the 2014 Competition for National Merit Scholarships: Spurthi Jonnalagadda, August Posch, Nithisha Prasad, David Ran, Katherine Whitney

*2014 National Merit Special Scholarship Recipients* “recognition of academic promise and distinguished performance in the competition of 2014”:  
August Posch, David Zili Ran

### General

- Westford Academy Students: Michael Gillett, Michael Colavita, Kevin Zhang, Derek Feehrer, and Ryan Cole achieved BEST IN NATION status in the Verizon Innovative App Challenge. The school received a \$20,000 grant to be used for innovative ideas and research.

### Administration

- Westford Academy Principal James Antonelli was nominated and was a finalist for the Enterprise Bank and Trust Educator of the Year Award.

### Academics and Co-Curricular Activities

#### Theater Arts

At Mt. Wachusett College's Theatre at the Mount Musical Theater Awards (TAMYS) Westford Academy Theater Arts November production of *Les Miserables* earned twelve TAMY Nominations.

Nominations included:

- *Best Set Design*
- *Best Stage Crew*
- *Best Chorus/Ensemble*
- *Best Lighting Design* by **Jordan Welch**
- *Best Student Orchestra* conducted by **Ken Culver**
- *Best Costume Design* by **Laurie DeTolla**
- *Best Music Direction* by **Scott Cruikshank**
- **Stephen Koehler** for *Not Your Average Chorus Member*
- **Emily Sawosik** for *Best Performance by a Rising Star*
- **Henry Sinese** for *Best Performance by a Rising Star*
- **Katie Sawosik** for *Best Performance by a Supporting Actress*
- **Brandon Jurewicz** for *Best Performance by a Supporting Actor*

Henry Sinese was named winner of Best Performance by a Rising Star  
*and*

Scott Cruikshank was named winner of Best Music Direction

## WESTFORD ACADEMY – CONTINUED

### Health and Wellness

- The newly formed PROJECT PURPLE group (a division of THE HERREN PROJECT) has joined WA SADD this year and is joining with WASA to promote taking a stand against substance abuse. The newly formed group, in just a few short weeks, currently has over 40 participants at Westford Academy and is still growing! Members of WA's Project Purple group put together a video to help launch the second anniversary of Project Purple nationwide. In the nationwide launch contest Westford Academy came in 5th place and was put on the official Project Purple website: <http://goprojectpurple.com/2014-go-project-purple-launch-contest/>. As a result of this, students and staff were rewarded by being given a ticket to the Celtics game on January 26th and a free t-shirt to wear the night of the game. It was an unbelievable experience to be a part of and a great time was had by all who attended.
- Project Purple's success was also outlined in the Lowell Sun on January 27, 2014
- Senior Ali Luther - one of WA's Project Purple leaders - has been awarded significant scholarship from Dean College as a result of her work on Project Purple. Dean would like Ali to introduce Project Purple to their college.

### Mathematics and Computer Programming

This fall, Anne Stowe worked with five students (Michael Colavita, Ryan Cole, Derek Fehrer, Michael Gillett, and Kevin Zhang) to enter the Verizon App Challenge where they had to come up with an app concept which "addresses a real need or problem in their school or community. On February 26<sup>th</sup>, Anne Stowe and her team learned that they won at the state level and will now be considered for the regional level. The students had to create a three minute video and 1000 word essay explaining their idea.

### Ghostwriter- School Newspaper

On Friday, May 2 the Ghostwriter staff attended the New England Scholastic Press Association's annual conference at Boston University. In addition to learning a great deal from many of the presenters and listening to a captivating key-note address by John Tlumacki of the Boston Globe who has covered the Corcoran family this past year through their struggles following the marathon bombings, we also received several awards.

**1st Place All-New England Online Newspapers Class 1** (schools with 1,000 students or more) This is a top award for the contest and newspapers overall, and this is the first time we have placed in this category.

**Senior Jocelyn Cote won 3 special achievement awards** in Review Writing, Photo Slideshow, and Sport Photo.

## WESTFORD ACADEMY – CONTINUED

### French Exchange

Our French students had a very eventful school year. We began a new partnership this year with a French high school, the Lyée Démoz de la Salle in Rumilly, France. Rumilly is close to the larger city of Annecy, near the French Alps. In October, twenty Westford Academy juniors and seniors hosted twenty students from Rumilly and introduced them to the American way of life. In February, those twenty hosts traveled to France. They were welcomed into French homes for a week where they communicated solely in French, attended school, lived the life of a French teenager and made life long connections. It was a valuable experience for our students that helped improve their language skills and cultural understanding. The experience also benefited those French students who were unable to travel with us because they were able to connect with students from Rumilly in October. Our underclassmen are looking forward to the 2015-2016 school year so they can participate.

### Foreign Language

- Kristin Gillett was named the Rose Kemper Outstanding Educator of German award from the Associated German Societies of New England in September.
- Westford German students were recently informed of the results of the 2014 National German Examination given to over 26,000 students nationally. This year was another great year for Westford with an impressive number of awards: 29 eligible for a free trip to Germany; 31 at or above 90<sup>th</sup> percentile; 57 at or above the 80<sup>th</sup> percentile. Students who scored at or above the 90<sup>th</sup> percentile are eligible for an all-expenses paid home-stay/study trip to Germany. Students will be honored at the AATG (American Association of Teachers of German) Banquet in the spring. Scores are shown in parentheses. (These are percentiles, not percentages!) The awarded students are: *GERMAN V - Gold Medal*: August Posch (99), Ben Woodward (98), Joyce Yan (98), Nathan Beningson (97), Amelia Shein (97), Kayla Flanagan (94), Anna Collins (92), Kevin Sun (92). *Silver Medal*: Sara Graziani (88), Derrick Naugler (87), Matt Raboin (87), Derek Feehrer (83), Neesa Severance (83), Christopher Noran (82). *GERMAN IV - Gold Medal*: Tori Weiss (96), Amaan Khimani (95), Sara Rottger (93). *Silver Medal*: Lily Hitelman (87), Nikhita Bhasker (86), Karina Luetjen (80), Alyssa Martinec (80), Sophia Tiano (80). *GERMAN III - Gold Medal*: Julie Woodward (99), Katherine Vlach (98), Felicia Zhang (97), Anupama Balasubramanian (96), Christina Welch (96), Jillian Nelson (94), Nancy Wang (92), Emily Earl (91), Sidney Shea (91). *Silver Medal*: Matthew Gagnon (88), Abigail Welch (88), Brendan Tierney (87), Emily Graziani (85), Angela Lee (83). *GERMAN II - Gold Medal*: Carolyn Hitelman (99), Jason Kottas (98), Marie Levandier (98), Marin Bolko (97), Claire Widmann (96), Logan Kuehl (94), Ali Bergeron (92), Ryan Harm (92), Victoria Lee (92), Samantha Stettner (92), Andrew Weber (91). *Silver Medal*: Elizabeth Deloia (89), Jack Laushine (89), Blake Mazzaferro (89), Krista Flanagan (88), Kaleigh Kuehl (84), Kavya Tumkur (84), Matt Ward (84), Brian Zhao (84), Yamini Kumar (84), Janice Kim (83). Congratulations to these outstanding students and their Middle School and High School teachers Lizette Greaves, Colin Ashby, Kristin Gillett, and Tim Welch.
- Mandarin program successfully survived another year, and the thirty students who have participated helped keep it alive.

## **WESTFORD ACADEMY** – CONTINUED

### **Westford Academy Choral Arts**

- Members of the Westford Academy Honors Choir performed at the Westford Council on Aging's Holiday Luncheon in December, the Friends Advancing Music Education Annual Dinner/Dance and were also joined by alumni in singing the Alma Mater at graduation.
- The Concert Choir, Honors Choir and WAcappella were joined on their annual A Cappella Night by UConn's Extreme Measures a cappella ensemble. The ensemble features 2 WA Alumni: Katie Wright '10 and Leah DeTolla '13.
- Freshmen Morgan Bott and Gillian Limbert qualified for the 2014 Eastern Jr. District Chorus. Juniors Sophia Tiano and Sam Nudler and senior Nicholas Nudler qualified for the 2014 Eastern Jr. District Chorus. Nicholas Nudler was also recommended for All-State.
- Nearly 400 Choral Students collaborated to produce the WPS Town Wide Choral Night. Under Directors Cathy Lanno, David Lussier, Holly Johnston, Laurie Oliver and Karen St. George, each school chorus performed and ultimately combined to fill the stage in the largest performance of its kind on the Westford Academy stage in front of a packed house.
- The WA Fall concert featuring the Choruses, Bands and Orchestras and Percussion ensembles was held in December. Nearly 300 students performed.
- Over 100 members of the music department provided seasonal music at the Holiday Bazaar.
- Members of the Visual and Performing Arts (VPA) joined Wendy Pechacek in introducing the 8th graders of Stony Brook and Blanchard to the performing arts offerings at WA.
- WPS had a great year at the Festival competitions.

### **Music**

- Jr. District: 3 students auditioned and 2 got in.
- Sr. District: Our highest participation ever with 62 students auditioning with an incredible 28 students accepted.
- All-State: 14 students were invited to audition and 8 were accepted
- The all-student pit for WATA's production of Les Miserables featured 27 musicians who rehearsed for over 65 hours and played for 8 performances.
- The String Troubadour Repertory Orchestra performed nine performances this year and has grown to over 50 members. Concerts included playing at the FAME Dinner Dance, two Mentor/Mentee receptions and at the retirement reception for Christine Francis.
- WA students performed at joint high school and middle school concerts at the Blanchard and the Stony Brook middle schools in January.
- The music department performed its annual spring concert before a packed house at the WA Performing Arts Center on April 4th, 2013.
- Four WA Orchestra students participated in the senior internship and senior project program this spring. Their works included raising money for charity, making a recording of their own music and performing in recitals.
- The Spring Chorus and Orchestra Concert was held on April 3rd before a packed house at the WA Performing Arts.
- Ken Culver was named Orchestra Director of the Year by the Massachusetts Chapter of the American String Teachers Association.

## **WESTFORD ACADEMY** – CONTINUED

### **Fine Arts**

- Globe Show Awards – 2014. The Art Department is proud to announce that 35 WA students received recognition from the Scholastic Art Awards this year. The work is selected from among all of the schools in the state and is awarded Honorable Mention, Silver Key and Gold key for individual art pieces as well as for Art Portfolios.

### **English**

- Fifteen WA students and their Advisors, Janet Fonden and Jack Holbrook, spent four days in Boston (in November 2013) at the JEA/NSPA National High School Journalism Conference. Our students competed against thousands of students from around the country in a number of write-off competitions and a quiz bowl competition. Please help me celebrate and congratulate the following students for their outstanding performances at the conference: Quiz Bowl Team - Ethan Walshe, Kyle Auger, Craig Brinkerhoff, and Abby Cianciolo for making it to the semi-final live buzzer round of this competition, Charlotte Redman for Superior (1st place) in Graphic Design: Logo, Craig Brinkerhoff for an Excellent (2nd place) in News Editing and Headline Writing, Abby Cianciolo for an Excellent (2nd place) in Editorial Writing, Jocelyn Cote for an Honorable Mention in Photo Story, Andy Dunn for an Honorable Mention in News Writing, Ellie Smith for an Honorable Mention in Feature Writing, Kyle Auger for an Honorable Mention in Sports Writing, Kathleen McAleese for an Honorable Mention in Commentary Writing.
- The Ghostwriter is looking forward to attending the New England conference again this May, attending the national conference in Washington DC in the fall of 2014, and continuing to revitalize the student-run website and make it even more interactive.

## WESTFORD ACADEMY – CONTINUED

### Westford Academy Speech and Debate Club

- With the Novice Tournament, held at Sacred Heart High School on October 12, 2013, the Speech and Debate Club has been off to a great start. A talented group of youngsters, with guidance from upper classmen, participated effectively with Prateek Makhija and Yili Xiong winning in the Impromptu Speaking category and Nihar Sheth winning in the Novice Lincoln-Douglas category. The Revere Fall Kick-Off tournament, held at Revere High School on October 18th, saw Gary Hu winning in the Varsity Lincoln-Douglas category. Gary won 1st place, 3rd speaker. Finally, at the Averill Invitational held at Manchester Essex over October 25th and 26th, Christopher Zhang won in the Varsity Lincoln-Douglas category - 1st place, 2nd speaker and Andee Song won fifth place Novice speaker.
- 20 Westford Academy students participated in the Dighton Rehoboth Luau Speech tournament, held at Dighton Rehoboth High School on November 9th. Yili Xiong finished in 7th place in the Impromptu Speaking category. In the Group Discussion event. Andee Song, Rachel Harkins, MeiLissa McKay, Victoria Lee and Rohan Rastogi advanced to the semifinals; Rachel Harkins took 3rd place and Rohan Rastogi took 4th place. The following week, 19 Westford Academy students participated in the Gracia Burkill Memorial Speech tournament, held at Natick High School on November 16th. Sharon Jiang finished in 6th place in the Dramatic Interpretation event. Anushka Shrivastava finished in 4th place in the Impromptu Speaking category and Sharon, Anushka and Annie Li participated as a team in the Multiple Reading category and won 2nd place. Nihar Sheth finished in 4th place in the Group Discussion category. Christopher Zhang won 1st place in the Student Congress category. The month finished off with the Little Lexington Debate tournament held at Lexington High School on November 23rd. Andee Song participated in the Novice Lincoln Douglas Debate category, debating the topic: Resolved: Civil disobedience in a democracy is morally justified. While Edward Wang and Gary Hu participated in the Varsity Lincoln Douglas Debate category. Gary Hu won 3rd place, 3rd speaker. Nine students participated at the Speech tournament held at Lincoln Sudbury High School on December 7th. Rachel Harkins and Andee Song finished in 3rd and 7th place respectively in the Group Discussion event. Andee Song, Sharon Jiang & Rachel Harkins also won 2nd place in the fun and unique, Multiple Improv category where they prepare and present a scene in just 8 minutes. Thirteen students participated in the Holly Speech Festival held at Natick High School on December 14th. It was one of the very few times our students did not place in the top spots and a testament to the competitive nature of the league.

## WESTFORD ACADEMY – CONTINUED

### **Westford Academy Speech and Debate Club Continued**

- Westford Academy Speech and Debate Team reached a major milestone by qualifying and participating in the National Forensics League (NFL) tournament at the end of January. The following students participated in the tournament, and advanced from the initial rounds: Anant Agrawal, Sophomore: Advanced to Round 3, and then to Finals in Extemporaneous Speaking (Domestic). Christopher Zhang, Senior: Advanced to Round 3 in Lincoln-Douglas Debate.

### **Visual and performing Arts**

- Eastern District Senior Music Festival - Congratulations to the 62 students who auditioned to the Eastern District Senior Music Festival for their dedication and hours of practice time. The number of students auditioning was a new high and the quality was outstanding. An unprecedented 28 students were accepted to the band, chorus and orchestra and 14 of those are invited to audition for the All-State Festival. This is an outstanding achievement for the students and for our community: Rebecca Arnold, Kelly Bray, Joyce Downey, Lily Hitelman, Lily Hitelman, Fangru Jiang, David Ran, Jeffrey Yao, Justin Yao, Nicholas Nudler, Sam Nudler, Sophia Tiano, Alexander Bai, Ryan Chen, Jonathan Chen, Thomas Chen, Alex Cheng, Nicole Huang, Esther Kim, Joel Kottas, Angela Lee, Allison Leung, Andrew Leung, Karen Ni, Andy Shao, Sean Tseng, Ashley Wang, Nancy Wang, Faye Yang.
- Derek Fehrer won 5 out of 10 categories yesterday at the Merrimack Valley Film Festival. Derek won in Best Non-Fiction, Best Comedy, Best Drama, Best Videography, and Best Editing. There were 95 entries from 25 schools. Also congratulates Keith Bearce III for his nomination for Best Drama Piece.

### **Westford Academy DECA- (Distributive Education Clubs of America)**

- The 2013-2014 Westford Academy DECA Business Club had an extraordinary year. September's membership drive produced a club roster of 282 students. It was the largest in WA DECA history and was one of the largest business clubs in Massachusetts this year. WA DECA completely funded its own competition and travel expenses again this year with tireless & successful fundraising efforts (Mattress Sale, Holiday Bazaar, Hypnotist show, etc).
- DECA's District V Competition in January was dominated by Westford Academy, as 144 members placed and earned a spot at the State Career Development Conference (SCDC) held in Boston, MA. At the SCDC in March, WA DECA once again stood out with 33 students winning the opportunity to represent both WA and the state of Massachusetts at the 68<sup>th</sup> Annual International Career Development Conference (ICDC) in Atlanta, Georgia. On hand would be 17,000 high school students representing each of the 50 states, as well as other countries, including Germany, Puerto Rico, Guam, China, Canada, and several others.

## **WESTFORD ACADEMY** – CONTINUED

- WA's DECA club represented Westford Academy very well at the ICDC in May with 5 event finalists (Akshay Bhardwahj, Ben Woodward, Jayne Pilachowski, Trisha Kagalavadi, and Nehar Sheth) and 1- 1st place winner (Nehar Sheth). Massachusetts set a state record this year with the most finalist positions they've ever had, and Westford Academy was a big contributor to that feat.

### **Westford Academy Robotics Team**

- The Westford Academy robotics team had two robots competing in a state qualifying tournament for the US FIRST, First Technology Challenge. Both robots performed well all day long. At the end of the day we were in 6<sup>th</sup> and 8<sup>th</sup> place out of 16 teams. The 6<sup>th</sup> place team managed to get into the finals round, but did not compete well enough to stave off being eliminated. However, the judges gave the team their IN-SPIRE Award as a team that US FIRST believes exemplifies the model of what all teams should work, act, and compete like. The award was recognition of the many hours that the team has put in designing, building and programming their two robots. We would like to congratulate the following students and wish them luck as they compete in the state finals in March: Vikrant Rao, Alex Mckinley, Matt Raboin, Geoffrey Thomas, Amaan Khimani, Ryan Chen, Ashish Mistry, Brandon Wang, Eric Zhou, Niko Djuric, Saswata Mishra, Lilia Hienold, Ben Moore, Shiva Nathan, Andrew Markoski, Gregory Du, Thomas Vining, Michael Gillett, Derek Feehrer, Angus Chow, Matthew Lotti, Akash Sanghavi, Willie Su, Joel Kottas, Michael Colavitta, Anvay Buch, Colin Rockwood, Jeffery Wong, Joseph Karadzian, Sean Cheng.

### **Athletics**

- The Westford Academy Athletic Department inducted five basketball players into the 1,000 Point Club. The event took place on Monday December 23, 2013 at Westford Academy. The inductees include Marc Tocci '99 (1,034 points), Zach Ellis '02 (1,001 points), Peter Lynch '09 (1,219), TJ Jann '10 (1,121), and Matt Ellis '12 (1,070).
- Westford Academy recognized eight girls basketball 1,000 Point Scorers. The ceremony and banner unveiling took place on Friday February 7, 2014. The 1,000 point scorers include: Kelley Gallo 1983 with 1,027 points, Carol Baresch 1986 with 1,890 pts, Julie Shelvey 1993 1,000+ pts, Elissa Larrivee 1998 with 1,016 points, Jessalyn Deveny 2001 with 2,195 pts, Alyssa Jann 2007 with 1,503 pts, Asia Ewing 2010 with 1,103 pts and current senior captain Samantha Hyslip.
- Many teams contributed countless hours of fundraising activities and programs to raise money or donate time to local area charities.
- Over 1,300 student athletes opportunities were offered this school year to Westford Academy student athletes.
- Senior Athletes of the Year for the Class of 2014 were Jay Drapeau (Hockey and Lacrosse) and Jen Marrkand (Swimming).

### **Spring 2014**

- The Westford Academy Athletics department was named the Dual County League Sportsmanship winner for the 2014 spring season in the large school division.
- Five teams qualified for the spring MIAA tournament
- Girls tennis and boys track and field were both Dual County League Champions

## WESTFORD ACADEMY – CONTINUED

- On Saturday, June 7, members of the WA Baseball program along with the coaching staff were able to visit Fenway Park and watch Jack, a 7 year old from Massachusetts, take batting practice on the field. This was part of an event, Fantasy Day at Fenway Park, which allowed patients of the Dana Farber Cancer Institute to visit Fenway Park. The WA Baseball program raised over \$2400 to help sponsor Jack so he could fulfill his dream of playing baseball at Fenway Park.
- Ashley Craig was crowned the New England Track and Field Champion in the pole vault with a new school record height of 11'9".
- Girls Tennis made a deep run into the MIAA Tournament as a Division 1 North Sectional Finalist.

### Winter 2013-2014

- Girls Swimming and Diving once again won the MIAA Division 1 State Championship on Saturday, February 15. They are three time defending D1 State Champions (2012, 2013, 2014). Event State Champs included the 200 Medley Relay Team of Jen Marrkand, Courteney Martin, Emma Gosselin, and Ali Kea with a new State Record Time of 2:01.56; Jen Marrkand won the 200 IM in a new state record time of 2:01.56 and the 100 Backstroke in a new state record time of 54.08. The 400 Free Relay team of Martin, Tori Weinstock, Mara Tynan, and Jen Marrkand also were state champs.
- Boys Swimming and Diving placed 2nd at the MIAA Division 1 State Championship Meet on Sunday February 16th. Event State Champs included: Jason Jung in the 200 Freestyle and 100 Freestyle, Brian Poon won the 200 IM and 500 Free, Jack Koravos won the 100 Butterfly, the 200 Free Relay team of Jung, Poon, Henry Jiang and Jack Koravos, and the 400 Relay team of Jung, Kyle Pilachowski, Koravos. The 400 Free Relay also set a new State record in a time of 3:08.24.
- Gymnastics competed in the MIAA North Sectional. They finished 3rd and qualified for the MIAA State Championship at Shrewsbury High School. Ashley Craig also qualified for the Senior National Team and was the MA High School Individual State Champ in the vault at the Coaches Invite on Saturday February 15th. Also, the gymnastics team was selected as the MIAA State Sportsmanship Award Winner. Indoor Track finished up the season at the MIAA Division1 Meets and All State Meet over vacation. Top finishers included Cody Trudel's 7th place finish in the 55 dash at the D1 Meet and Qadir Bernard-Pratt finished tied for 14th in the high jump in the MIAA All State Meet with a jump of 6'2".
- Wrestling finished the season this past weekend at the MIAA Division 1 Meet. Tom McDonough was WA's top finisher with a 6th place in his weight class and will move on to the All State Meet.
- Girls basketball were the DCL Champions and MIAA D1 Central Mass Champions. They were also MIAA Division 1 State Finalists.

## WESTFORD ACADEMY – CONTINUED

### Fall 2013

- Boys golf won the Dual County League title. Coach Thibault announced his retirement from coaching after 19 seasons as the Grey Ghosts golf coach. During his time as head coach, the Ghosts won 13 Dual County League Championships.
- Westford Academy Athletics had 11 student athletes sign National Letters of Intent to attend NCAA Division 1 or 2 schools on athletic scholarships.
- Fall Cheerleading won the Dual County League Championship along with two other invitational competitions. They also placed 2<sup>nd</sup> in the MSSAA Co-Ed North Sectional Large School tournament.
- Field Hockey was the MIAA D1 North Sectional Finalist

### Westford Academy Trustees

The Westford Academy Trustees continue to support scholarships, programming and technology with their annual financial award of approximately \$80,000. Their generous support was distributed through scholarships to graduating seniors, most worthy representatives and excellence awards, National Honor Society senior books. In addition, the Trustees donated money for special guest speakers and transition program to help struggling students.

Mr. H. James Kazeniak  
Mr. Paul MacMillan  
Mr. A. Dana Fletcher  
Mr. John Healy  
Mr. Geoff Hall  
Mr. Joseph F. Lisi Ed.D.  
Ms. Ellen Downey Rainville

Mr. Manfred Doucette  
Mr. William Kavanagh  
Mrs. Helena A. Crocker  
Mrs. Eva Nesmith Brown  
Mr. Robert Herrmann  
Mr. Ryan Dunn  
Mr. William Cody

Honorary Member: Ms. Patricia Bradley

Emeritus Members:

Mr. E. Kennard Fletcher  
Mrs. Eileen O. Anderson

Deceased Members:

Mrs. Bette Ross Hook  
Mr. Lloyd Blanchard  
Mr. Maurice Huckins Jr.  
Mrs. Barbara H. Parkhurst

### Conclusion

Westford Academy is a wonderful academic institution with caring administrators, faculty, and staff. The school community focuses on rigorous academic expectations while fostering an environment that is clean, safe, and focused on a positive school climate.

# TAX COLLECTOR/TREASURER

**Christine Collins**  
*Tax Collector/Treasurer*  
**Peggy Halborsen**  
*Assistant Tax Collector*  
**Pat Studer**  
*Assistant Treasurer*  
**Sheila Finegan**  
*Administrative Assistant*

## How's Business?

Tax collections are still very strong in Westford. Fewer properties were processed into tax title this year. Six properties were referred to our attorney to seek foreclosure for nonpayment of taxes. Four have paid and avoided foreclosure, one was foreclosed and one is still in process. The collection rate for 2014 held steady at 99%.

The Town issued Bond Anticipation Notes in June 2014 for the following:

<u>Description</u>	<u>Amt. Borrowed</u>	<u>Project Status</u>
Westford Academy Bleachers	\$550,000	Completed
Abbot and Robinson School - Boilers	\$122,000	Completed
Dump Truck	\$195,792	Completed
Intersection Planning Work	\$150,000	Started
Storm Water Master Plan	\$100,000	Started

Bond Anticipation Notes were also issued for water system improvement work on Boston Rd. to Nixon Rd. This project was estimated at \$550,000. The amount borrowed short term totaled \$375,000. This loan will be paid through Water Enterprise funds.

Debt payments are made out of Community Preservation funds, Water Enterprise funds, General Fund appropriation and Debt Exclusion. Debt Exclusion is a means to fund projects by raising taxes outside the limitations of proposition 2 ½. Debt exclusions accounted for 3.5 million dollars raised and contributed to 93 cents on the tax rate in FY14 after offsets.

## Who's There and How Can You Reach Us?

Staff Information: Peggy Halborsen, Sheila Finegan and Pat Studer work in the Tax Collector-Treasurer's office. Peggy and Sheila work primarily on the tax and departmental receipts end of the business, while Pat shares her time between tax and Treasury functions.

Tax bills can be looked up on the town's website, [www.westfordma.gov](http://www.westfordma.gov). Look for the Online Services option off the main menu and then select "Pay and Look Up Bills."

Town Collector-Treasurer, Christine Collins can be reached at 978-399-2526 or by email [ccollins@westfordma.gov](mailto:ccollins@westfordma.gov). Please see the following three pages for collection information, debt service payment detail and loan balance summary information.

TAX COLLECTOR/TREASURER – CONTINUED

YEAR	7/1/2013 Balance	Commitments	Abatements	Refunds	Collections	Deferred & Tax Title	ADJ	6/30/2014 Balance
<b>REAL ESTATE</b>								
2014		63,049,740	(226,125)	251,141	(62,315,640)	(120,847)	89	638,358
2013	396,391		(30,970)	40,153	(383,101)	(7,561)	10	14,921
2012	5,409		(36,148)	36,148	(4,846)		1	564
2011	374							374
TOTAL	402,174	63,049,740	(293,243)	327,442	(62,703,587)	(128,407)	100	654,218
<b>EXCISE</b>								
2014		3,028,781	(41,190)	26,049	(2,899,563)		24	114,101
2013	234,182	285,469	(25,379)	24,715	(494,998)		8	23,997
2012	19,511		(1,694)	1,578	(10,481)			8,914
2011	9,470		(28)	28	(2,570)			6,900
2010	9,208				(1,938)			7,270
Prior	4,854		(4,755)		(99)			-
TOTAL	277,225	3,314,250	(73,046)	52,370	(3,409,649)	-	32	161,182
<b>PERSONAL PROPERTY</b>								
2014		1,820,569	(129,182)	65,379	(1,706,111)		(7,958)	42,697
2013	12,221				(3,478)		(1)	8,742
2012	7,195				(548)			6,647
2011	4,544				(224)			4,320
Prior	192							192
TOTAL	24,152	1,820,569	(129,182)	65,379	(1,710,361)	-	(7,959)	62,598
<b>COMMUNITY PRESERVATION ACT</b>								
2014		1,492,871	(19,914)	5,231	(1,458,952)	(2,034)	(108)	17,094
2013	9,701		(929)	1,040	(9,250)	(168)		394
2012	67		(1,084)	1,084	(67)			0
PRIOR	-							-
TOTAL	9,768	1,492,871	(21,928)	7,355	(1,468,268)	(2,202)	(108)	17,489

# TAX COLLECTOR/TREASURER – CONTINUED

## *Massachusetts Department of Revenue, Division of Local Services Bureau of Accounts ~ Automated Statement of Indebtedness*

City/Town/District of : Westford

<b>FY2014</b>
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Long Term Debt Inside the Debt Limit	Outstanding July 1, 2013	+ New Debt Issued	- Retirements	= Outstanding June 30, 2014	Interest Paid in FY2014
Buildings	10,995,000	0	1,040,000	9,955,000	425,713
Departmental Equipment	607,500	0	107,500	500,000	13,127
School Buildings	25,810,000	0	2,255,000	23,555,000	1,126,944
School - All Other	385,000	0	195,000	190,000	10,015
Sewer	625,000	0	145,000	480,000	14,179
Solid Waste	0	0	0	0	0
Other Inside	4,776,000	0	736,000	4,040,000	176,741

SUB - TOTAL Inside	43,198,500	0	4,478,500	38,720,000	1,766,719
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Long Term Debt Outside the Debt Limit	Outstanding July 1, 2013	+ New Debt Issued	- Retirements	= Outstanding June 30, 2014	Interest Paid in FY2014
Airport				0	
Gas/Electric Utility				0	
Hospital				0	
School Buildings	9,285,000	0	1,315,000	7,970,000	367,088
Sewer				0	
Solid Waste				0	
Water	12,494,907	197,593	1,165,840	11,526,660	224,779
Other Outside	28,244	0	4,087	24,157	0

SUB - TOTAL Outside	21,808,151	197,593	2,484,927	19,520,817	591,866
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TOTAL Long Term Debt	65,006,651	197,593	6,963,427	58,240,817	2,358,585
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## TAX COLLECTOR/TREASURER – CONTINUED

Short Term Debt	Outstanding July 1, 2013	+ Issued	- Retired	= Outstanding June 30, 2014	Interest Paid in FY2014
RANs - Revenue Anticipation				0	
BANs - Bond Anticipation:					
Buildings				0	
School Buildings		672,000	0	672,000	
Sewer				0	
Water		375,000	0	375,000	
Other BANs		445,792	0	445,792	
SANs - State Grant Anticipation				0	
FANs - Federal Gr. Anticipation				0	
Other Short Term Debt				0	
<b>TOTAL Short Term Debt</b>	0	1,492,792	0	1,492,792	0
<b>GRAND TOTAL All Debt</b>	\$65,006,651	\$1,690,385	\$6,963,427	\$59,733,609	\$2,358,585
<b>Authorized and Unissued Debt</b>					
Purpose	Date of Vote	Article Number	Amount Authorized	- Issued - Retired - Rescined	= Unissued 6/30/2013
Groton Rd Rte 40 Water Main	10/20/08	7	640,000	274,174	365,826
Nutting & Stepinsky Wells WPAT	07/30/09	1	2,500,000	1,920,424	579,576
Water System Improv 110	03/26/12	21	550,000	375,000	175,000
Fire Truck	03/23/13	16	544,000	0	544,000
Bleachers	03/23/13	16	550,000	550,000	0
School Boilers	03/23/13	16	180,000	122,000	58,000
Highway Design & Engineering	03/23/13	16	600,000	250,000	350,000
10 Wheel Dump Truck	03/23/13	16	195,792	195,792	0
School Remodeling	03/22/14	11	4,101,750	0	4,101,750
Water Bonds Pleasant St.	03/22/14	9	660,000	0	660,000
Water Bonds Granitville	03/22/14	9	400,000	0	400,000
					7,234,152
SUB - TOTAL from additional sheet(s)					\$0.00
<b>TOTAL Authorized and Unissued Debt</b>					<b>\$7,234,152</b>

# TAX COLLECTOR/TREASURER – CONTINUED

## *BUREAU OF ACCOUNTS, STATEMENT OF INDEBTEDNESS DETAIL*

Long Term Debt Inside the Debt Limit Report by Issuance	Outstanding July 1, 2013	+ New Debt Issued	- Retire- ments	= Outstanding June 30, 2014	Interest Paid in FY2014
Modular Classrooms Refunding	385,000	0	195,000	190,000	10,015
Abbot Boiler #1	90,000	0	10,000	80,000	1,889
Abbot Elevator	450,000	0	45,000	405,000	9,398
Abbot School Repairs	100,000	0	100,000	0	3,875
Day Abbot Conversion	55,000	0	55,000	0	1,238
Elementary School	12,860,000	0	1,045,000	11,815,000	568,638
Middle School Construction	12,255,000	0	1,000,000	11,255,000	541,908
Fire Station Construction	105,000	0	105,000	0	2,363
Highway Garage D&E Refunding	240,000	0	80,000	160,000	5,569
Highway Garage Construction	5,240,000	0	525,000	4,715,000	233,131
Senior Center	3,400,000	0	200,000	3,200,000	112,350
Town Hall CPC Share	858,500	0	55,500	803,000	30,881
Town Hall Gen Fund Share	1,151,500	0	74,500	1,077,000	41,419
Abbot Septic 2	40,000	0	40,000	0	1,550
Sewer Center Ext Refunding	585,000	0	105,000	480,000	12,629
East Boston Camps	4,135,000	0	635,000	3,500,000	153,480
Drew Land	10,000	0	10,000	0	225
Highway Garage A&E	250,000	0	50,000	200,000	10,000
Stepinski Land	381,000	0	41,000	340,000	13,036
Police Base Radio	180,000	0	20,000	160,000	3,779
Street Sweeper	202,500	0	42,500	160,000	4,425
Ambulance 2013	225,000	0	45,000	180,000	4,923
<b>TOTAL</b>	<b>43,198,500</b>	<b>0</b>	<b>4,478,500</b>	<b>38,720,000</b>	<b>1,766,719</b>
				Must equal page 1 subtotal	

## TAX COLLECTOR/TREASURER – CONTINUED

Long Term Debt Outside the Debt Limit Report by Issuance	Outstandin g July 1, 2013	+ New Debt Issued	- Retire- ments	= Outstanding June 30, 2014	Interest Paid in FY2014
Academy Refunding 1	7,970,000	0	0	7,970,000	332,825
Academy Refunding 2	1,315,000	0	#####	0	34,263
Byrne Ave Water	319,000	0	34,000	285,000	10,933
Contract 1 Water Share	67,247	0	3,136	64,111	1,314
Contract 1 Gen Fund Share	704,055	0	32,832	671,223	13,753
Contract 2 Water	953,181	0	44,449	908,732	18,619
Country Rd Well	365,000	0	30,000	335,000	11,523
Filtration Plant 2	6,685,000	0	570,000	6,115,000	98,506
Filtration Plant 1	1,100,000	0	120,000	980,000	15,685
Rte 40 Water Main	251,424	0	251,424	0	4,911
Rte 40 Water Main Revised	0	197,593	0	197,593	0
Water Sys Imprv Art 21 3/12	550,000	0	20,000	530,000	13,301
Water Sys Imprv Art 7 10/11	1,500,000	0	60,000	1,440,000	36,235
Title Five	28,244	0	4,087	24,157	0
TOTAL	#####	197,593	#####	19,520,817	591,866
				Must equal	
				page 1 subtotal	

Short Term Debt Report by Issuance	Outstandin g July 1, 2013	+ Issued	- Retired	= Outstanding June 30, 2014	Interest Paid in FY2014
Municipal Purpose Loan		#####	0.00	1,492,792.00	
				0.00	
				0.00	
TOTAL	0.00	#####	0.00	1,492,792.00	0.00
				Must equal	
				page 2 Total	

## TAX POSSESSION SALE COMMITTEE

**Don Costley**  
*Chairman*

**Denali Delmar**  
*Vice Chairman*

**Steve Sadowski**  
*Recording Secretary*

**Paul Cully**  
**Dave Earl**  
**William Herman**  
**Ernest Hyde**

**Staff**  
**John Mangiaratti**

The Special Town Meeting held in October 2012 voted to increase the size of the Tax Possessions Sales Committee from three members to seven members. New members were appointed by the Board of Selectmen to terms of one, two and three years starting July 1, 2013. The FY 2014 members are:

Assistant Town Manager, John Mangiaratti, provides staff support and GIS director, Chris Coutu provides assistance with parcel mapping.

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.

The TPSC generally meets the third Thursday of each month at 5:30PM. Agendas and meeting locations are available on the town calendar.

The inventory of land parcels in the custody of the TPSC is available on the town website. The direct address is: [www.westfordma.gov/government/towndepartments/boardsandcommittees/westfordma\\_tpssc/index](http://www.westfordma.gov/government/towndepartments/boardsandcommittees/westfordma_tpssc/index).

At the start of FY 2014, the TPSC had thirty two parcels in its custody. One parcel was transferred to the Conservation Commission and one parcel was transferred to the Board of Selectmen during FY 2014. No new parcels were acquired during FY 2014. The Conservation Commission requested the transfer of parcel 021 0014 0000 (1.4 acre) located on Flagg Road from TPSC custody to that of the Commission. This parcel is located in close proximity to a twelve acre parcel of woodland known as "Kloppenbug Conservation Land" which does not have road frontage. The Commission has obtained agreement from the owners of an intervening strip of land between the Kloppenburg parcel and this TPSC parcel to use a portion of their land to access the Kloppenburg parcel. Therefore the transfer of this TPSC parcel would provide full access from Flagg Road. The TPSC voted at its September meeting to support the transfer of this parcel to the Conservation Commission. This transfer was approved by the 2014 Annual Town Meeting.

## TAX POSSESSION SALE COMMITTEE- CONTINUED

Parcel 045 0083 0020 (0.02 acre) on Briarwood Drive was determined to contain a fire cistern. The TPSC voted at its October meeting to transfer this parcel to the Board of Selectmen. This transfer was approved by the 2014 Annual Town Meeting.

The Conservation Commission as well as the Westford Conservation Trust have expressed interest in parcel 021 0103 0000 (3.0 acre) located on Hildreth Street. This parcel was previously of interest to the Affordable Housing Committee who commissioned a 2011 Resource Area Evaluation performed by Ducharme & Dills, Civil Design Group Inc. The results of this evaluation are presented in a "Wetland Delineation Report" dated May 9, 2011. As a result of this evaluation, the Affordable Housing Committee determined that this parcel was not suitable for residential housing. The Conservation Commission considers this parcel to be of significant conservation value for a number of reasons, and would have no objections to the TPSC selling it to the Westford Conservation Trust. The TPSC has voted to issue a Request for Proposal (RFP) for this parcel. A draft of the RFP was under review at the end of FY 2014.

Parcel 031 0051 0000 (0.24 acre) on Depot Street was acquired by the town in 1999. The owner of 1 Burbeck Way has, since 1981, used a portion of this parcel as a driveway and has groomed, planted flowers, cut, and otherwise maintained the land. Since this parcel provides access to the controls of the Stony Brook Dam and significant Water Department infrastructure, after much discussion and debate, the TPSC voted in its March meeting to offer an Easement to the owner of 1 Burbeck Way to allow the continued use of the land. A draft of this Easement was under review at the end of FY 2014.

An offer to buy parcel 074 0055 0000 (0.1 acre) on Pine Tree Trail was accepted by the TPSC at its May meeting. The sale was in process but not yet final at the end of FY 2014.

# T.R.E.A.D PROGRAM

## TAX RELIEF FOR THE ELDERLY AND DISABLED

**Christine Collins**  
*Tax Collector/Treasurer*

**Diane Holmes**  
*Board of Assessors*

**Nancy Cook**  
**Timothy Donovan**  
**Dorothy Hall**

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.

The purpose of this fund is to assist in defraying the real estate taxes of the elderly over 65 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 that committee: the Tax Collector/Treasurer, a representative from the Board of Assessors plus 3 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. No Town funds from the fiscal budget are used. Voluntary tax-deductible donations by the taxpayers or other individuals are the sole support of this program. Donations received in FY'14 totaled \$11,868 and interest income of \$315.58. For fiscal year 2014, 27 individuals were assisted with varying amounts totaling \$15,200.00. The ending balance as of June 30, 2014 was \$23,499.14. Thank you to all who donated.

Qualifications requirements of the recipients:

- Must own and occupy the property for which taxes are assessed
- Must be 65+ years old or have a state recognized disability
- Must file completed application disclosing exemptions and household income and expenses for all members age 18+

# TECHNOLOGY DEPARTMENT

As in 2013 the department was focused largely on balancing new and changing requirements from our users (both Town and schools) with the need to contain costs. We continued to make the maintenance of a secure information processing environment a common thread in our work as the rising tide of attacks and security threats continues. Often the expectations of greater and greater access to information are in direct conflict with those security objectives and we work hard to find mutually acceptable compromises where we can.

## Infrastructure

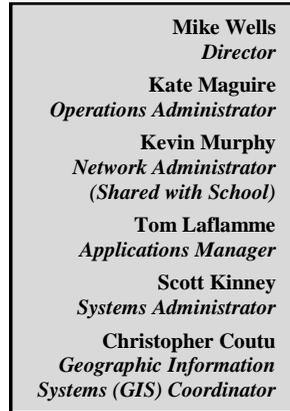
The department continued to maintain and upgrade the technology infrastructure during the year. A major focus of our attention for networks this year was to continue the roll out of Bluesocket wireless access points. These devices allow us to structure network service to protect core applications and users whilst allowing open access for other uses. We introduced new, higher capacity devices throughout a large part of Westford Academy, and extended the use of them into both middle schools. As those new devices were introduced we selectively upgraded the core switches to improve overall throughput in the network.

We made several improvements to the server and storage infrastructure during the year. We replaced one server farm and one storage array, and we introduced a new backup device in a third location. These changes improve the security of our backups by holding them in a location other than one of our processing centers, but maintain the flexibility we have to recover processing to a single location if we lose one of our primary sites. In the event of both primary processing sites being lost we still have the option to export the backups from the new device and recover them elsewhere.

In response to the growing use of cloud services as part of the school curriculum we began upgrading some of the busier school Internet connections to faster services. As we continue to push for greater use of the central Active Directory services in the schools we prepared a new domain and added a local domain controller at the Miller school.



2014 was the year that Microsoft withdrew support for Windows XP so we accelerated our program of workstation replacements in town departments. There are still some devices running XP but all “front line” systems have been upgraded and so our exposure to disruption is minimized.



## TECHNOLOGY DEPARTMENT – CONTINUED

### **Software Projects**

The Electronic Purchase Order Processing project was almost completed in fiscal 2014. The goal of this project is to reduce the use of paper and inter-office mail, while streamlining the approval and purchasing process. Additional benefits will include digital records of the supporting documentation which provides for better search capabilities; improved tracking of year-to-date budget; improved compliance with procurement laws; and the ability to link invoices to purchase orders. At the end of fiscal 2014, there were five departments actively using this process for their purchases, and all remaining town departments had configurations set up and were provided training ready for the beginning of fiscal 2015.

We continued to work on the Boards & Committee Management System. This system, which was developed by the Technology Department, has continued to see improvements over the years, and fiscal 2014 was no different. Many other municipalities have shown an interest in this application and so we have a distribution agreement with a third party company which does not require us to undertake any work, but through which we receive discounts on other services. This agreement has led to feedback from other municipalities which enabled us to provide enhanced functionality to the Westford users.

Our Online Permitting system also received attention this year as two major enhancements were introduced. The Board of Health requested the ability to process online payments as well as electronic signatures for its application process. The Technology Department was able to provide both of these features, and the Board of Health began a pilot program to test them.

We also created an online database to assist us with the internal task of cataloging the confidential or sensitive data that the town and schools handle and store. This was vital to the successful completion of that phase of the work and means that guidance for handling that data is now available for staff online.

### **Other Projects**

As mentioned above, the information security project continued to move forward on two main fronts. The work to catalog and categorize the various collections of confidential or sensitive data was completed (known as the WISP database), and new computer account standards were introduced to bring the Town into line with the State's recommendations in that area. Data security is an ongoing effort but we continue to make advances and improvements.

In the spring we ran a series of "Lunch and Learn" sessions in which we held informal training sessions for various commonly used applications (such as the Microsoft Office programs). These focused on giving people a chance to use specific features in the session with expert or advanced level users in attendance to help out and provide advice. In addition we held several very specific training sessions on issues such as encryption, using the WISP database and how to create and publish meetings packets online.

## TECHNOLOGY DEPARTMENT – CONTINUED

The introduction into Massachusetts schools of the PARCC online testing systems created a significant amount of work for the IT staff. We attended training, created the required server infrastructure and then participated in the testing program in the Spring. Along with many other school districts we came across some significant issues during the trials and tests, but ultimately were able to carry them out successfully.

The growth of social media and the expectation that the town will have an active presence in that area required us to put together a more comprehensive policy to its official use. The policy primarily reflects the fact that the public records laws for Massachusetts consider social media postings on official sites to be public records, and hence are subject to the same rules as other public records. The implementation of that policy has begun but is likely to take some time to complete as our existing activity has largely arisen organically rather than through policy implementation and is typically different in each department that participates, often relying on employees working outside of their normal job functions.

# TOWN ACCOUNTANT

The Financial Statements for the Fiscal Year ended June 30, 2014 are herewith submitted.

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

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

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

I would like to thank the accounting staff, Jesse Beyer, Elizabeth Turgeon, Dawn Picca and Lauri Plourde, for their dedicated service. I would also like to thank all the boards, commissions, committees and department heads for their cooperation during the year.

**Alice M. Ferro**  
*Town Accountant*

**Lauri Plourde**  
*Assistant Town Accountant*

**Elizabeth Turgeon**  
*Payroll Administrator*

**Dawn Picca**  
*Administrative Assistant*

# TOWN ACCOUNTANT – CONTINUED

## TOWN OF WESTFORD

Combined Balance Sheet (Unaudited)  
All Fund Types and Account Group

June 30, 2014

	Governmental Fund Types			Proprietary Fund Type		Fiduciary Fund Types		Account Group General Long- Term Debt	Totals (Memorandum Only)
	General	Special Revenue	Capital Project	Enterprise	Trust and Agency				
<b>ASSETS</b>									
Cash and cash equivalents	\$ 26,509,764.95	\$ 8,347,732.57	\$ 1,021,164.43	\$ 7,035,014.97	\$ 9,089,541.85	\$ 0.00	\$ 52,001,218.77		
Cash held by others	0.00	0.00	0.00	0.00	79,893.36	0.00	79,893.36		
Receivables:		17,487.96					17,487.96		
Property Taxes	716,805.45	0.00	0.00	0.00	0.00	0.00	716,805.45		
Prepaid Property Taxes	0.00						0.00		
Deferred Property Taxes	200,930.70	409.62					201,340.32		
Tax Title	549,083.31	7,959.15	0.00	433.81	0.00	0.00	557,476.27		
Tax Foreclosure	265,608.28	0.00	0.00	0.00	0.00	0.00	265,608.28		
Excises	161,180.99	0.00	0.00	0.00	0.00	0.00	161,180.99		
Charges for Services	0.00	0.00	0.00	1,068,221.43	0.00	0.00	1,068,221.43		
Street betterments	95,891.18	0.00	0.00	0.00	0.00	0.00	95,891.18		
Due from MWPAIT	0.00		0.00	0.00	0.00	0.00	0.00		
Amnt provided for the ret gen long-term debt	0.00	0.00	0.00	0.00	0.00	0.00	58,240,816.29		
Total Assets	\$ 28,499,264.86	\$ 8,373,589.30	\$ 1,021,164.43	\$ 8,101,670.21	\$ 9,169,435.21	\$ 58,240,816.29	\$ 113,405,940.30		

# TOWN ACCOUNTANT – CONTINUED

LIABILITIES AND FUND EQUITY												
Liabilities:												
Warrant Payable	\$	1,825,755	\$	138,143	\$	1,896	\$	213,867	\$	40,609	\$	2,220,271
Accounts Payable		-		-		-		-		-		-
Payroll Withholdings		890,499		-		-		1,068,655		-		890,499
Deferred Revenues		45,224		25,857		-		-		-		1,139,736
Deferred Intergovernmental		-		-		-		-		-		-
Overlay		1,944,275		-		-		-		-		1,944,275
Anticipation Notes Payable		-		-		1,492,792		-		-		1,492,792
General obligation Bonds Payable		-		-		-		-		-		58,240,816
Tailings/Refunds		80,016		-		-		-		-		80,016
Other Liabilities		-		-		-		-		1,184,418		1,184,418
Total Liabilities		4,785,770		163,999		1,494,688		1,282,522		1,225,027		58,240,816
												67,192,824
Fund Equity:												
Reserved for Encumbrances		1,552,888		4,007		65,222		58,696		-		1,680,814
Reserved for Endowment		-		-		-		-		619,138		619,138
Reserved for Expenditures		2,203,456		1,907,085		-		2,245,299		-		6,355,840
Reserved for Petty cash		5,500		-		-		100		-		5,600
Unreserved/Undesignated		7,975,998		6,298,498		(538,746)		7,325,270		-		21,061,020
Designated for Debt Service		12,586,760		-		-		-		-		12,586,760
Designated for Appropriation Deficits		(611,107)		-		-		-		-		(611,107)
Retained Earnings		-		-		-		4,515,052		-		4,515,052
Total Fund Equity		23,713,494		8,209,590		(473,524)		6,819,148		7,944,408		46,213,116
Total Liabilities and Fund Equity	\$	28,499,265	\$	8,373,589	\$	1,021,164	\$	8,101,670	\$	9,169,435	\$	113,405,940
												58,240,816

# TOWN ACCOUNTANT – CONTINUED

Page 1 of 5

## FY 2014 Budget Basis - General Fund

DEPARTMENT/PURPOSE	FY2013		FY 2014 Budget Basis - General Fund				FY2014		Closed to Fund Balance	
	Encumbered & Carried Fwd	A.T.M. 3/13 Budget	A.T.M. 03/13 Amt/Transf	S.T.M. 03/14 Amt/Transf	S.T.M. 03/14	Comp Reserve	Reserve Fd Transfers	Expended		Encumbered & Carried Fwd
122 SELECTMEN										
Expenses	175.00	19,806.00	-	-	-	-	-	18,218.90	175.00	1,587.10
Capital	91,805.00	-	-	95,194.00	-	-	-	44,925.00	142,074.00	-
123 TOWN MANAGER										
Personal Services	-	308,452.00	-	-	-	8,766.00	-	315,370.44	-	1,847.56
Expenses	-	33,258.00	-	-	-	-	-	16,586.28	5,000.00	11,671.72
Perch/Rate	213,312.87	-	-	335,312.06	-	-	-	250,251.43	298,373.50	-
Capital	62,581.81	-	150,000.00	99,005.00	-	-	-	146,830.85	164,755.96	-
131 FINANCE COMMITTEE										
Expenses	-	10,113.00	-	-	-	-	-	8,427.61	175.00	1,510.39
Reserve Fund	-	191,000.00	-	-	-	-	(24,028.50)	-	-	166,971.50
133 TOWN ACCOUNTANT										
Personal Services	-	22,5213.00	-	-	-	-	-	213,046.66	-	12,166.34
Expenses	958.24	36,360.00	-	-	-	-	-	36,195.78	-	1,122.46
137 BUDGET DIRECTOR										
Personal Services	-	77,561.00	-	-	-	3,565.55	-	81,126.55	-	-
Expenses	-	1,300.00	-	-	-	-	-	1,284.07	-	15.93
141 ASSESSORS										
Personal Services	-	214,369.00	-	-	-	2,010.61	-	216,379.61	-	-
Expenses	21,750.00	24,600.00	-	-	-	-	-	38,694.99	5,500.00	2,155.01
145 TREASURER/TAX COLLECTOR										
Personal Services	-	249,987.00	-	-	-	1,800.00	-	217,737.24	-	34,049.76
Expenses	937.80	45,805.00	-	-	-	-	-	43,186.43	2,479.95	1,076.42
151 LEGAL SERVICES										
Expenses	48,310.25	263,500.00	-	200,000.00	-	-	-	397,207.00	20,152.71	94,450.54
152 HUMAN RESOURCES										
Personal Services	-	174,251.00	-	-	-	6,007.00	-	180,145.99	-	112.01
Expenses	712.45	28,000.00	-	-	-	-	-	23,201.50	350.00	5,160.95
Comp Reserve	-	200,000.00	-	-	-	(63,110.45)	-	63,440.91	-	73,448.64
155 TECHNOLOGY										
Personal Services	-	364,009.00	-	-	-	7,484.78	-	371,493.78	-	-
Expenses	40,720.63	599,590.00	-	-	-	-	-	559,322.01	10,454.82	70,533.80
Capital	19,995.67	-	371,000.00	424,000.00	-	-	-	720,100.02	94,551.31	344.34

# TOWN ACCOUNTANT – CONTINUED

DEPARTMENT/Purpose	FY2013		S.T.M. 10/13		S.T.M. 03/14		S.T.M. 03/13		S.T.M. 03/14		FY2014		Page 2 of 5 Closed to Fund Balance
	Encumbered & Carried Fwd	A.T.M. 3/13 Budget	A.T.M. 03/13 Art/Transf	A.T.M. 03/13 Art/Transf	Comp Reserve	Reserve Fd Transfers	Expended	Encumbered & Carried Fwd	Expended	Reserve Fd Transfers	Encumbered & Carried Fwd	Expended	
<b>161 TOWN CLERK</b>													
Personal Services	-	204,549.00	-	-	501.00	-	199,652.74	-	199,652.74	-	-	-	5,397.26
Expenses	3,007.00	21,916.00	-	-	-	-	18,100.46	-	18,100.46	-	2,018.00	-	4,804.54
Capital	10,824.01	-	-	-	-	-	6,324.01	-	6,324.01	-	4,500.00	-	-
<b>170 PERMITTING</b>													
Personal Services	-	183,904.00	-	-	-	-	174,890.05	-	174,890.05	-	-	-	9,013.95
Expenses	206.05	36,665.00	-	264.03	-	-	36,568.37	-	36,568.37	-	-	-	566.71
<b>171 CONSERVATION COMMISSION</b>													
Personal Services	-	80,623.00	-	-	1,602.72	-	82,225.72	-	82,225.72	-	-	-	-
Expenses	375.00	9,040.00	-	-	-	-	3,860.17	-	3,860.17	-	625.00	-	4,929.83
Capital	6,676.00	-	-	-	-	-	4,592.00	-	4,592.00	-	2,084.00	-	-
<b>175 PLANNING BOARD</b>													
Personal Services	-	78,194.00	-	-	-	-	68,775.23	-	68,775.23	-	-	-	9,418.77
Expenses	565.05	17,536.00	-	-	-	-	8,539.90	-	8,539.90	-	-	-	9,561.15
Capital	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>176 ZONING BD OF APPEALS</b>													
Expenses	-	5,550.00	-	-	-	-	3,056.68	-	3,056.68	-	-	-	2,493.32
Capital	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>192 TOWN HALL</b>													
Personal Services	-	37,544.00	-	-	429.00	-	37,935.57	-	37,935.57	-	-	-	37.43
Expenses	8,037.99	101,377.00	-	-	-	-	99,026.05	-	99,026.05	-	5,285.72	-	5,103.22
Capital	6,670.50	-	-	-	-	-	-	-	-	-	-	-	6,670.50
<b>199 PUBLIC BUILDINGS</b>													
Personal Services	-	39,699.00	-	-	395.00	-	39,901.80	-	39,901.80	-	-	-	192.20
Expenses	-	15,500.00	-	-	-	-	13,157.92	-	13,157.92	-	500.00	-	1,842.08
<b>GENERAL GOVERNMENT</b>													
	36,361.60	832,097.00	-	264.03	2,927.72	-	796,606.67	-	796,606.67	-	15,012.72	-	60,030.96
<b>210 POLICE</b>													
Personal Services	-	4,362,976.00	-	-	177,337.00	-	4,199,619.08	-	4,199,619.08	-	-	-	181,093.92
Expenses	6,909.20	589,725.00	-	-	-	-	565,659.59	-	565,659.59	-	16,069.34	-	14,905.27
Capital	-	-	-	15,500.00	-	-	15,461.30	-	15,461.30	-	-	-	38.70
<b>220 FIRE</b>													
Personal Services	-	2,726,451.00	-	67,874.00	2,032.00	-	2,730,069.56	-	2,730,069.56	-	-	-	66,387.44
Expenses	3,333.25	241,928.00	-	-	-	-	240,938.09	-	240,938.09	-	1,192.19	-	3,130.97
Capital	5,000.00	-	34,900.00	63,160.00	-	-	920.00	-	920.00	-	102,140.00	-	-

# TOWN ACCOUNTANT – CONTINUED

DEPARTMENT/Purpose	FY2013 Encumbered & Carried Fwd	A.T.M. 3/13 Budget	A.T.M. 03/13 Art/Transf	S.T.M. 10/13 S.T.M. 03/14 Art/Transf	Comp Reserve	Reserve Fd Transfers	Expended	FY2014 Encumbered & Carried Fwd	Page 5 of 5 Closed to Fund Balance
630 RECREATION									
Personal Services	-	221,067.00	-	-	11,562.00	-	232,329.00	-	-
Expenses	-	11,600.00	-	-	-	-	10,990.04	-	609.96
Offset	-	(232,667.00)	-	-	-	-	(232,667.00)	-	-
Capital	25,560.00	-	-	-	-	-	20,641.75	4,918.25	-
650 PARKS-GROUNDS BLDG MAINT									
Personal Services	-	262,819.00	-	-	3,685.00	-	266,080.90	-	423.10
Expenses	-	42,100.00	-	-	-	-	42,100.00	-	-
Capital	-	-	-	29,000.00	-	-	-	29,000.00	-
660 LAND MANAGEMENT									
Personal Services	-	-	-	-	-	-	-	-	-
Expenses	-	44,500.00	-	-	-	-	42,502.68	-	1,997.32
Capital	-	-	-	-	-	-	-	-	-
670 HISTORICAL COMMISSION									
Expenses	301.07	11,700.00	-	-	-	-	11,516.87	244.74	239.46
Capital	57,020.50	-	-	-	-	-	500.00	56,520.50	-
<b>CULTURE &amp; RECREATION</b>	<b>107,464.17</b>	<b>1,796,151.00</b>	<b>-</b>	<b>29,000.00</b>	<b>30,468.00</b>	<b>9,000.00</b>	<b>1,832,038.02</b>	<b>111,498.76</b>	<b>28,546.39</b>
710 DEBT SERVICE									
Expenses	-	7,390,355.00	-	-	-	-	7,105,630.41	-	284,724.59
<b>DEBT SERVICE</b>	<b>-</b>	<b>7,390,355.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,105,630.41</b>	<b>-</b>	<b>284,724.59</b>
940 UNCLASSIFIED									
Direct/Indirect offsets	-	(825,427.00)	-	-	-	-	(825,427.00)	-	-
945 UNCLASSIFIED									
Employee Benefits	45,335.25	15,557,668.00	-	-	-	-	13,391,359.58	104,867.60	2,106,776.07
<b>NON-DEPARTMENTAL</b>	<b>45,335.25</b>	<b>14,732,241.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>12,565,932.58</b>	<b>104,867.60</b>	<b>2,106,776.07</b>
<b>OPERATING BUDGETS</b>	<b>1,833,483.55</b>	<b>91,333,539.00</b>	<b>756,900.00</b>	<b>3,274,986.09</b>	<b>43,745.00</b>	<b>(12,000.00)</b>	<b>90,346,168.77</b>	<b>3,756,343.79</b>	<b>3,128,141.08</b>

# TOWN ACCOUNTANT – CONTINUED

## FY 2014 Budget Basis - Water Enterprise Fund

DEPARTMENT/Purpose	FY 2013		S.T.M. 10/13		S.T.M. 03/14		Reserve Fd Transfers	Expended	FY 2014		Closed to Fund Balance	
	Encumbered & Carried Fwd	A.T.M. 3/13 Budget	A.T.M. 03/13 Art/Transf	S.T.M. 03/14 Art/Transf	Comp Reserve	Encumbered & Carried Fwd						
OPERATING:												
Personal Services	-	1,101,454.00	-	-	-	-	-	1,016,426.05	-	-	85,027.95	
Expenses	21,393.52	1,632,774.00	-	13,187.00	-	-	-	1,451,148.27	-	58,696.49	157,509.76	
Reserve Fund	-	250,000.00	-	-	-	-	-	-	-	-	250,000.00	
	21,393.52	2,984,228.00	-	13,187.00	-	-	-	2,467,574.32	-	58,696.49	492,537.71	
CAPITAL:												
	856,748.17	956,386.00	-	310,000.00	-	-	-	1,095,555.73	-	990,002.59	37,575.85	
	856,748.17	956,386.00	-	310,000.00	-	-	-	1,095,555.73	-	990,002.59	37,575.85	
WATER ENTERPRISE TOTAL												
	878,141.69	3,940,614.00	-	323,187.00	-	-	-	3,563,130.05	-	1,048,699.08	530,113.56	

# TOWN ACCOUNTANT – CONTINUED

## FY 2014 Budget Basis - Recreation Enterprise Fund

DEPARTMENT/Purpose	FY 2013		S.T.M. 10/13		S.T.M. 03/14		Reserve Fd Transfers	Expended	FY 2014 Encumbered & Carried Fwd	Closed to Fund Balance
	A.T.M. 3/13 Budget	A.T.M. 03/13 Aft/Transf	A.T.M. 10/13 S.T.M. 03/14 Aft/Transf	Comp Reserve	Reserve Fd Transfers	Expended				
OPERATING:										
Personal Services	913,506.00	-	-	-	-	-	913,506.00	-	-	-
Expenses	304,218.00	-	-	-	-	-	304,218.42	-	-	4.58
	1,217,724.00	-	-	-	-	-	1,217,719.42	-	-	4.58
CAPITAL:										
	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-
RECREATION ENTERPRISE TOTAL	1,217,724.00	-	-	-	-	-	1,217,719.42	-	-	4.58

# TOWN ACCOUNTANT – CONTINUED

## FY 2014 Budget Basis - Ambulance Enterprise Fund

DEPARTMENT/Purpose	FY 2013		S.T.M. 10/13		S.T.M. 03/14		FY 2014		Closed to Fund Balance
	A.T.M. 3/13 Budget	A.T.M. 03/13 Art/Transf	S.T.M. 10/13 Art/Transf	S.T.M. 03/14 Art/Transf	Comp Reserve	Reserve Fd Transfers	Expended	Encumbered & Carried Fwd	
OPERATING:									
Personal Services	-	658,782.00	-	25,235.00	-	-	628,415.22	-	55,601.78
Expenses	2,093.05	394,659.00	-	-	-	12,000.00	408,312.70	-	439.35
	2,093.05	1,053,441.00	-	25,235.00	-	12,000.00	1,086,727.92	-	56,041.13
CAPITAL:									
	63,282.98	-	-	-	-	-	9,191.20	54,091.78	-
	63,282.98	-	-	-	-	-	9,191.20	54,091.78	-
AMBULANCE ENTERPRISE TOTAL	63,376.03	1,053,441.00	-	25,235.00	-	12,000.00	1,045,919.12	54,091.78	56,041.13
GRAND TOTAL ALL FUNDS	2,777,001.27	97,545,318.00	756,900.00	3,623,408.09	43,745.00	-	96,172,937.36	4,859,134.65	3,714,300.35

# TOWN ACCOUNTANT – CONTINUED

## Special Revenue Funds - FY 2014

Fund 250 Federal Grants	Balance			Transfers	Balance
	July 1, 2013	Receipts	Expenditures	In/(Out)	June 30, 2014
25210203 Police-Pedestrian Grant FY13	(419.00)	2,968.36	2,549.36	-	-
25210212 Police-Underage Alcohol FY14	-	2,290.98	3,111.93	-	(820.95)
25210213 Police-Traffic Grant FY13	(992.01)	1,170.35	178.34	-	-
25210214 Police-Traffic Grant FY14	-	2,624.52	4,106.20	-	(1,481.68)
25210215 Bullet Proof Vests OJ-Fed Reim	15,198.95	10,475.00	-	-	25,673.95
25450450 Water-Fluoride Equipment '13	(6,211.32)	14,474.07	8,262.75	-	-
25510511 BOH-Medical Reserve	5,144.92	109,857.00	109,856.31	-	5,145.61
25510512 BOH- Emerg Prep Coalition	47,256.89	109,246.00	108,158.65	-	48,344.24
25510514 BOH- NAACHO	32,451.48	3,500.00	11,309.52	-	24,641.96
25510521 BOH- EMPG MRC	(15,361.90)	15,361.90	-	-	-
25510522 BOH- FDA Standards	(185.00)	2,500.00	1,668.91	-	646.09
25510525 BOH- Shelter CCP Grant	-	7,496.34	7,496.34	-	-
25945924 ERRP-Early Retire Reinsur Prog	161,739.35	-	161,739.35	-	-
	238,622.36	281,964.52	418,437.66	-	102,149.22
<b>Fund 255 School Federal Grants</b>					
25235301 Sped 94-142 DOE 240 FY13	(5,554.94)	26,815.00	21,260.06	-	-
25235302 Sped 94-142 DOE 240 FY14	-	900,568.00	882,134.99	-	18,433.01
25235305 Sped Prog Impr DOE 274 FY13	(7,813.78)	13,423.00	5,609.22	-	-
25235306 Sped Prog Impr DOE 274 FY14	-	6,110.00	3,000.00	-	3,110.00
25239307 Title II Teacher Quality 140 F13	0.16	-	-	(0.16)	-
25239308 Title II Teacher Quality 140 F14	-	33,226.00	33,226.00	-	-
25239321 Title II Teach Qual 140 rollover	0.08	10,291.00	10,291.00	(0.08)	-
25239315 Early Childhood DOE262 FY13	-	-	-	-	-
25239316 Early Childhood DOE262 FY14	-	18,244.00	18,244.00	-	-
25239319 Race to Top FY14	-	6,338.00	6,338.00	-	-
25235342 Early Chlhd Prog Imprv	-	4,000.00	2,915.00	-	1,085.00
	(13,368.48)	1,019,015.00	983,018.27	(0.24)	22,628.01
<b>Fund 260 State Grants</b>					
26175632 Reg Recreation Trail	1,573.23	-	-	-	1,573.23
26179179 NMCOG-MassGIS	13,859.98	-	12,082.53	-	1,777.45
26210203 Police Pedestrian Safety-FY14	-	-	1,185.48	-	(1,185.48)
26210963 Police 911 Support-FY12	(596.81)	-	-	596.81	-
26210964 Police 911 Support-FY13	(38,695.12)	37,091.00	-	-	(1,604.12)
26210265 Police 911 Support-FY14	-	-	40,677.60	-	(40,677.60)
26210292 Police 911 Training FY12	(2,286.56)	-	-	2,286.56	-
26210293 Police 911 Training FY13	(5,850.52)	-	996.00	-	(6,846.52)
26210294 Police 911 Training FY14	-	-	6,856.99	-	(6,856.99)
26220212 S.A.F.E. Grant-2012	887.56	-	887.56	-	-
26220213 S.A.F.E. Grant-2013	5,225.00	-	4,728.98	-	496.02
26220214 S.A.F.E./Senior Grant-2014	-	7,704.00	1,979.44	-	5,724.56
26291240 Emerg Mgmt Performance	-	4,530.00	4,530.00	-	-
26510515 Tobacco Control Grant	630.52	-	630.52	-	-
26510523 BOH-Local Health Mini	11.76	-	11.76	-	-
26541541 Elders Affairs-COA Formula	-	26,832.00	26,832.00	-	-
26541542 Lowell Reg Trans Auth Van-Reim	372.26	97,235.90	96,065.54	-	1,542.62
26543538 Veteran's-Hillside Keyes	2,000.00	-	2,000.00	-	-
26610610 Library Lig-Meg	19,523.70	18,993.73	19,000.00	-	19,517.43
26630633 Tennis in the Park-Recreation	760.54	-	746.09	-	14.45
26695695 Cultural Council Grant	3,782.27	4,341.61	3,055.96	-	5,067.92
	1,197.81	196,728.24	222,266.45	2,883.37	(21,457.03)

# TOWN ACCOUNTANT – CONTINUED

## Special Revenue Funds - FY 2014

		Balance			Transfers	Balance
		July 1, 2013	Receipts	Expenditures	In/(Out)	June 30, 2014
<b>Fund 265 School State Grants</b>						
26231332	Academic Support DOE 632	-	4,700.00	4,700.00	-	-
		-	4,700.00	4,700.00	-	-
<b>Fund 270 Receipts Reserved</b>						
27171171	Conservation-Wetlands	57,815.74	5,571.00	2,475.06	(18,720.00)	42,191.68
27199901	Town Wide-Insurance >\$20K	26,914.06	45,194.84	(8,627.00)	(45,194.00)	35,541.90
27491491	Cemetery-Sale of Lots	155,013.99	13,589.08	-	(75,000.00)	93,603.07
		239,743.79	64,354.92	(6,151.94)	(138,914.00)	171,336.65
<b>Fund 280 Town Revolving Funds</b>						
28122110	Scholarship Fund-Twn Tax	14,558.38	443.98	-	-	15,002.36
28122111	Arts & Technology-Twn Tax	2,599.31	267.44	-	-	2,866.75
28122122	Town Building Leases 53E1/2	81,546.19	41,757.36	60,660.48	-	62,643.07
28171172	East Boston Camp 53E1/2	29,977.64	49,557.00	6,353.42	-	73,181.22
28192920	Insurance Recovery-Town	17,160.71	8,861.40	19,192.05	-	6,830.06
28192922	Insurance Recovery-TCommon	11,300.00	-	600.00	-	10,700.00
28210920	Insurance Recovery-Police	1,618.47	18,914.74	19,121.28	-	1,411.93
28300920	Insurance Recovery-School	-	6,056.82	4,025.09	-	2,031.73
28432432	Recycling Revolving 53E1/2	7,522.91	12,948.11	12,013.64	-	8,457.38
28450920	Insurance Recovery-Water	3,098.98	18,150.13	18,150.13	-	3,098.98
28510524	BOH-Immuniz/Clinical 53E1/2	-	34,569.16	19,438.97	-	15,130.19
28540546	Senior Ctr Programs 53E1/2	-	53,206.00	47,650.44	-	5,555.56
28541543	Elder & Disabled Tax-TREAD	26,515.56	12,183.58	15,200.00	-	23,499.14
28541545	Senior Ctr Fitness Rm 53E1/2	33,577.96	10,153.13	2,764.20	-	40,966.89
28630634	Recreation Revolving 53 D	981.60	224,789.14	217,180.46	-	8,590.28
28630636	Rec-Field Maint Revol 53E1/2	32,934.91	90,036.73	48,072.73	(30,000.00)	44,898.91
		263,392.62	581,894.72	490,422.89	(30,000.00)	324,864.45
<b>Fund 285 School Revolving Funds</b>						
28303381	School Activity Fees	228,660.94	575,840.25	597,421.76	-	207,079.43
28303385	Sch Bus Transportation 53E1/2	4,047.03	492,057.00	488,811.00	-	7,293.03
28304375	School Building Usage	73,857.60	36,807.75	34,145.41	-	76,519.94
28304376	School Outside Details	615.08	47,352.49	46,607.47	-	1,360.10
28304386	School Parking WA 53E1/2	5,236.10	15,000.00	15,241.04	-	4,995.06
28311387	Kindergarten -Sped (Integrated)	73,974.03	84,000.00	80,772.47	-	77,201.56
28310380	Preschool-Sped (Integrated)	70,751.41	200,197.85	202,135.54	-	68,813.72
28311378	Sch Extended Day-Elem	121,901.77	246,690.00	276,042.61	-	92,549.16
28320377	Sch Extended Day-Middle	968.64	-	-	-	968.64
28331382	School Lost Books	14,635.15	5,600.37	10,450.25	-	9,785.27
28332384	School Athletic Revolving	53,408.33	508,919.30	499,873.34	-	62,454.29
		648,056.08	2,212,465.01	2,251,500.89	-	609,020.20

# TOWN ACCOUNTANT – CONTINUED

## Special Revenue Funds - FY 2014

Fund 290 Town Other Spec Rev Funds	Balance			Transfers	Balance
	July 1, 2013	Receipts	Expenditures	In/(Out)	June 30, 2014
29122717	Town Wide Sidewalk Gift	81,724.20	-	-	81,724.20
29122959	Comcast Cable/Public Access	816.78	-	-	816.78
29122964	Coalition Non-Violence Gift	1,232.74	500.00	775.00	957.74
29122967	Business Guide Gift	-	11,750.00	9,750.00	2,000.00
29123123	MIIA Loss-Trailer	(1,450.00)	1,450.00	-	-
29123123	MIIA Loss -Safety	(2,236.02)	2,236.02	-	-
29161161	Extended Polling Hours	6,894.17	12,232.00	4,381.00	14,745.17
29170970	Minots Corner Improv Gift	698.93	-	698.93	-
29170971	PWAH Gift	-	382,200.00	-	382,200.00
29170972	Tadmuck/Rte 110 Gift	73,842.45	-	43,940.61	29,901.84
29170975	RT 110 Corridor Gift	-	45,000.00	37,038.37	7,961.63
29171940	East Boston Camps Bathhouse	29,430.00	-	3,820.00	25,610.00
29171945	Cons Com Stream Team Equip	1,675.70	-	-	1,675.70
29171953	Cons Comm-Mass Elec Gift	4,311.92	-	-	4,311.92
29175175	PWED-Pub Works Econ Dev	11,617.99	-	11,617.99	-
29175954	Plan Bd Bentley Sidewalk Gift	2,314.00	-	1,425.00	889.00
29175962	Plan Bd Summer Village Insp Gift	20,652.72	-	1,626.04	19,026.68
29175965	Plan Bd Summer Village Gift	193,800.00	26,000.00	-	219,800.00
29210911	Police K-9 Gift	2,265.86	758.00	1,810.70	1,213.16
29210990	Drug Investigation	17,059.44	-	5,079.18	11,980.26
29510955	BOH-Health Gift	12,115.07	25,817.94	5,144.22	32,788.79
29510956	BOH-AED Defibrillator Gift	72.89	3,570.00	190.00	3,452.89
29510958	BOH-Dental Gift	2,187.49	6,000.00	4,239.95	3,947.54
29539979	Adult Day Trans Gift	2,983.49	-	-	2,983.49
29543950	Veteran's Gift	305.00	2,985.00	2,985.00	305.00
29610925	Library Restitution	2,401.88	2,939.78	2,818.06	2,523.60
29610950	Library Memorial Gift	20,909.12	42,589.00	46,209.15	17,288.97
29630638	Recreation NRPA	66.25	-	-	66.25
29630950	Recreation Gift	2,431.27	-	-	2,431.27
29630965	Recreation Forge/Edward Beach	56,102.02	-	275.67	55,826.35
29691950	Historic Comm Gift	752.00	-	-	752.00
		544,977.36	566,027.74	183,824.87	927,180.23
<b>Fund 295 School Other SRF</b>					
29239350	Sch Reed Living Lab Donation	6,972.33	-	2,745.35	4,226.98
29239354	Misc School Donations	32,657.33	43,263.76	21,549.11	54,371.98
29239355	WEF Mini Grants	-	7,280.00	7,280.00	-
29239356	School Inventors Fair	152.00	-	-	152.00
29302392	Verizon App Grant	-	20,000.00	-	20,000.00
29239358	WPC Parent Connection Gift	6,985.13	9,450.00	10,400.98	6,034.15
29231359	WA Trustees Donation	-	13,917.68	13,917.68	-
29221360	West St Serenaders Donations	-	2,450.00	2,450.00	-
29239361	School Scholarship Donations	1,000.00	2,000.00	3,000.00	-
29302390	School Choice	365,596.34	357,054.00	330,497.48	392,152.86
29302391	Foundation Reserve	-	72,000.00	72,000.00	-
29302392	Circuit Breaker Sped DOE#520	722,559.00	1,417,588.00	1,253,554.00	886,593.00
		1,135,922.13	1,945,003.44	1,717,394.60	1,363,530.97
220	School Lunch	27,066.41	1,571,352.71	1,521,556.60	76,862.52
240	Community Preservation	3,451,081.36	2,341,578.10	1,045,436.28	(150,000.00) 4,597,223.18
299	Title V	35,670.61	580.00	-	36,250.61
		3,513,818.38	3,913,510.81	2,566,992.88	(150,000.00) 4,710,336.31
<b>TOTALS</b>		6,572,362.05	10,785,664.40	8,832,406.57	(316,030.87) 8,209,589.01

# TOWN ACCOUNTANT – CONTINUED

## Capital Projects Funds - FY 2014

Fund 310 - Town		FY 2013	Revenue			Continued	Close to
Org/Obj	Description	Balance Fwd	Bans/Bonds	Expended	Transfers	Appropriation	General Fund
31192198	Twn Hall renovation 5/09 Art#17	153,145.89	-	19,098.00	-	134,047.89	-
31210724	Police Base Radios 3/11 #17	5,740.71	-	-	-	5,740.71	-
31410738	Town Center Sewer Project	-	-	-	-	-	-
31410746	Eng Master Design 3/13 #16 \$600K	-	250,000.00	22,749.53	-	227,250.47	-
31421744	Highway St Sweeper 3/11 #16	106.80	-	-	-	106.80	-
31421745	Highway Truck 3/13 #16	-	195,792.00	195,792.00	-	-	-
31541433	Cameron Sr Ctr A&E 5/07 #12	5,048.65	-	-	-	5,048.65	-
31541736	Cameron Const/Ren 5/09 Art16	264,292.82	-	35,164.00	-	229,128.82	-
Total Town Capital		428,334.87	445,792.00	272,803.53	-	601,323.34	-

Fund 320 - School		FY 2013	Revenue			Continued	Close to
Org/Obj	Description	Balance Fwd	Bans/Bonds	Expended	Transfers	Appropriation	General Fund
32320750	Middle School Const-Stonybrook	36,711.03	-	-	-	36,711.03	-
32314759	Abbot Boiler 3/12 Art#19	15,516.70	-	15,516.70	-	-	-
32314764	Abbot/Rob Boilers 3/13 Art#16 180K	-	122,000.00	106,483.30	-	15,516.70	-
32314766	Abbot Elevator 3/11 Art#15	-	-	-	-	-	-
32331756	WA Bleachers 3/13 Art#16 \$550K	-	550,000.00	550,000.00	-	-	-
Total School Capital		52,227.73	672,000.00	672,000.00	-	52,227.73	-

Fund 330 - Ambulance Enterprise		FY 2013	Revenue			Continued	Close to
Org/Obj	Description	Balance Fwd	Bans/Bonds	Expended	Transfers	Appropriation	General Fund
33230725	Ambulance 3/12 Art#19	2,278.62	-	2,278.62	-	-	-
Total Ambulance Enterprise Capital		2,278.62	-	2,278.62	-	-	-

Fund 360 - Water Enterprise		FY 2013	Revenue			Continued	Close to
Org/Obj	Description	Balance Fwd	Bans/Bonds	Expended	Transfers	Appropriation	General Fund
36450788	Rt110/Nixon 3/12 Art#21 \$550K	-	375,000.00	217,752.76	-	157,247.24	-
36450789	Rt 110 St Mary 3/12 Art#21 \$750K	60,876.24	-	-	-	60,876.24	-
36450797	System Imprv 10/11 Art#7 \$1.5M	383,502.28	-	220,006.72	-	163,495.56	-
Total Water Enterprise Capital		444,378.52	375,000.00	437,759.48	-	381,619.04	-

Fund 370 - Town Water Related Projects		FY 2013	Revenue			Continued	Close to
Org/Obj	Description	Balance Fwd	Bans/Bonds	Expended	Transfers	Appropriation	General Fund
37122796	Perc Remd-Nutting Rd 7/09 Art#1	3,175.12	-	-	-	3,175.12	-
37401793	Rt 40 Water Main 10/09 Art#7	-	5,264.35	5,264.35	-	-	-
Total Town Water Capital		3,175.12	5,264.35	5,264.35	-	3,175.12	-

Highway Improv Fund 230	July 1, 2013					June 30, 2014	
	Balance	Receipts	Expenditures	Transfers	Balance		
Highway Chapter 90	(82,142.35)	1,141,705.11	1,078,640.01		(19,077.25)		

# TOWN ACCOUNTANT – CONTINUED

## Trust Fund Activity Fiscal Year 2014

	Fund		Investment	Expenditures	Transfers	Balance
	Balance	Receipts				
	July 1, 2013	Receipts	Income	Expenditures	In/(Out)	June 30, 2014
<b>Non-Expendable Trusts:</b>						
810 Cemetery Perpetual Care	371,854.50	17,230.00	-	-	-	389,084.50
Charles Colburn Cem	1,500.00	-	-	-	-	1,500.00
William Wright Cem	5,000.00	-	-	-	-	5,000.00
Lyman Wilkins Cem	1,413.11	-	-	-	-	1,413.11
J.H. Fletcher Cem	1,500.00	-	-	-	-	1,500.00
Alonzo Reed Cem	1,500.00	-	-	-	-	1,500.00
Metcalf & Soldiers	1,300.00	-	-	-	-	1,300.00
Library Book Fund	13,000.00	-	-	-	-	13,000.00
Library Lecture Fund	30,000.00	-	-	-	-	30,000.00
Library All Purpose	17,347.58	-	-	-	-	17,347.58
Library Trustee	61,137.50	-	-	-	-	61,137.50
Ellen Rainville Educ	83,855.00	-	-	-	-	83,855.00
Whitney Shade Tree	2,500.00	-	-	-	-	2,500.00
Whitney Education	10,000.00	-	-	-	-	10,000.00
	601,907.69	17,230.00	-	-	-	619,137.69
<b>Expendable Trusts:</b>						
820 Conservation Fund	849,638.42	-	13,430.65	29,253.50	150,000.00	983,815.57
Conservation-Salamander	71,798.79	-	1,069.78	-	-	72,868.57
Cemetery Perpetual Care	2,942.77	-	5,712.13	685.60	-	7,969.30
Charles Colburn Cem	3,199.73	-	70.02	-	-	3,269.75
William Wright Cem	4,243.89	-	137.74	-	-	4,381.63
Lyman Wilkins Cem	4,031.85	-	81.15	-	-	4,113.00
J.H. Fletcher Cem	2,723.47	-	62.94	-	-	2,786.41
Alonzo Reed Cem	2,703.15	-	62.62	-	-	2,765.77
Metcalf & Soldiers	3,249.24	-	67.76	-	-	3,317.00
Library Book Fund	2,507.70	-	231.07	-	-	2,738.77
Library Lecture Fund	786.27	-	458.71	-	-	1,244.98
Library All Purpose	213.33	-	259.29	398.08	-	74.54
Library Trustee	460.16	-	913.93	627.75	-	746.34
J.V. Fletcher Library	51,124.52	-	690.42	9,214.32	-	42,600.62
Ellen Rainville Educ	1,057.88	-	1,248.49	1,835.00	-	471.37
Whitney Shade Tree	16,665.17	-	285.53	-	-	16,950.70
Whitney Playground	28,972.70	-	578.25	688.00	-	28,862.95
Affordable Housing Trust	894,961.13	-	12,241.58	159,762.92	-	747,439.79
Capital Stabilization Fund	160,227.61	-	8,897.93	-	955,000.00	1,124,125.54
Health Stabilization Fund	-	-	3,184.25	-	500,000.00	503,184.25
Perchlorate Stabilization Fund	85,045.11	-	266.95	-	(85,312.06)	-
Stabilization Fund	3,425,712.47	-	51,041.88	-	-	3,476,754.35
OPEB Stabilization Fund	103,670.05	-	11,225.84	-	100,000.00	214,895.89
Library Benefactors Stock	71,270.22	-	8,623.14	-	-	79,893.36
	5,787,205.63	-	120,842.05	202,465.17	1,619,687.94	7,325,270.45
<b>TOTALS</b>	<b>6,389,113.32</b>	<b>17,230.00</b>	<b>120,842.05</b>	<b>202,465.17</b>	<b>1,619,687.94</b>	<b>7,944,408.14</b>

# TOWN ACCOUNTANT – CONTINUED

## Agency Fund - FY 2014

	<b>Balance July 1, 2013</b>	<b>Additions</b>	<b>Deductions</b>	<b>Balance June 30, 2014</b>
Performance Bonds	737,431.96	512.86	29,258.63	708,686.19
Developer Escrow	115,770.41	55,775.87	55,680.24	115,866.04
Rail Tree Hill	5,271.82	0.00	0.00	5,271.82
Villanova Drive Deposit	9,294.01	0.00	0.00	9,294.01
Cumberland Farm Deposit	3,300.00	0.00	0.00	3,300.00
Vose Hill Road	959.39	0.00	0.00	959.39
Timberstone Deposit	10,000.00	0.00	0.00	10,000.00
Police-Outside Details	-90,058.69	841,657.82	869,038.82	-117,439.69
License to Carry	130,367.85	24,875.00	16,787.50	138,455.35
Fire-Outside Details	-5,589.63	43,728.70	42,181.07	-4,042.00
Student Activity	265,346.03	1,437,663.21	1,388,942.57	314,066.67
<b>TOTALS</b>	<b>1,182,093.15</b>	<b>2,404,213.46</b>	<b>2,401,888.83</b>	<b>1,184,417.78</b>

# TOWN ACCOUNTANT – CONTINUED

DEPARTMENT/Purpose	FY2013		A.T.M. 3/13		A.T.M. 03/13		S.T.M. 10/13		S.T.M. 03/14		Reserve Fd Transfers	Expended	FY2014 Encumbered & Carried Fwd	Closed to Fund Balance
	Encumbered & Carried Fwd	Budget	Art/Transf	Art/Transf	Art/Transf	Art/Transf	Comp Reserve	Fund Balance						
<b>241 BUILDING DEPARTMENT</b>														
Personal Services	-	267,247.00	-	-	-	-	5,472.00	-	-	-	-	266,312.37	-	6,406.63
Expenses	2,000.00	15,580.00	-	-	-	-	-	-	-	-	-	16,368.72	-	1,211.28
<b>244 SEALER WEIGHTS &amp; MEASURES</b>														
Personal Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Expenses	-	5,000.00	-	-	-	-	-	-	-	-	-	3,000.00	-	2,000.00
<b>291 EMERGENCY MGMT</b>														
Personal Services	-	8,080.00	-	-	-	-	-	-	-	-	-	8,080.00	-	-
Expenses	-	12,995.00	-	-	-	-	-	-	-	-	-	12,773.66	-	221.34
Capital	-	-	36,000.00	-	-	-	-	-	-	-	-	26,189.58	9,810.42	-
<b>292 ANIMAL CONTROL</b>														
Personal Services	-	61,793.00	-	-	-	-	602.00	-	-	-	-	62,044.38	-	350.62
Expenses	495.96	6,150.00	-	-	-	-	-	-	-	-	-	3,427.34	708.02	2,510.60
<b>294 TREE WARDEN</b>														
Personal Services	-	2,020.00	-	-	-	-	-	-	-	-	-	2,020.00	-	-
Expenses	-	32,650.00	-	-	-	-	-	-	-	-	-	25,039.65	-	186.35
<b>PUBLIC SAFETY</b>														
	2,495.96	411,515.00	36,000.00	-	-	-	6,074.00	-	-	-	-	425,255.70	7,424.00	12,886.82
<b>305 WESTFORD PUBLIC SCHOOL</b>														
Capital	658,429.65	49,251,566.00	-	-	-	-	-	-	-	-	-	48,744,379.39	898,675.48	266,940.78
Expenses	50,000.00	-	20,000.00	-	562,000.00	-	-	-	-	-	-	225,341.00	406,646.00	13.00
<b>310 NASHOBA VALLEY TECH EDUCATION</b>														
	708,429.65	49,954,868.00	20,000.00	-	562,000.00	-	-	-	-	-	-	703,202.00	1,305,321.48	100.00
<b>410 ENGINEERING</b>														
Personal Services	-	191,556.00	-	-	-	-	3,871.00	-	-	-	-	195,426.26	-	0.74
Expenses	1,500.00	14,910.00	-	-	-	-	-	-	-	-	-	11,443.21	2,500.00	2,466.79
Capital	59,400.03	-	25,000.00	-	75,000.00	-	-	-	-	-	-	26,411.00	104,589.00	28,400.03
<b>421 HIGHWAY</b>														
Personal Services	-	1,233,725.00	-	-	28,225.00	-	358.00	-	-	-	-	1,242,879.93	-	19,428.07
Expenses	21,644.58	818,599.00	-	-	-	-	-	-	-	-	-	814,566.17	23,850.80	1,826.61
Capital	267,623.65	-	120,000.00	-	960,000.00	-	-	-	-	-	-	336,560.79	997,972.50	13,090.36
<b>423 SNOW &amp; ICE</b>														
Personal Services	-	76,000.00	-	-	-	-	-	-	-	-	-	303,064.90	-	(227,064.90)
Expenses	-	274,345.00	-	-	-	-	-	-	-	-	-	658,387.49	-	(384,042.49)

# TOWN ACCOUNTANT – CONTINUED

DEPARTMENT/PURPOSE	FY2013		A.T.M. 3/13		A.T.M. 03/13		S.T.M. 10/13		FY2014		Page 4 of 5 Closed to Fund Balance
	Encumbered & Carried Fwd	Budget	Art/Transf	Art/Transf	Art/Transf	Art/Transf	Comp Reserve	Reserve Fd Transfers	Expended	Encumbered & Carried Fwd	
427 STORMWATER MGMT											
Personal Services	-	-	-	-	-	-	-	-	-	-	-
Expenses	32,844.86	48,000.00	-	-	-	-	-	-	59,286.64	18,625.00	2,933.22
432 RECYCLING											
Recycling Expenses	20,000.00	247,450.00	-	-	2,900.00	-	-	-	253,302.36	-	17,047.64
433 SOLID WASTE											
Solid Waste Expenses	513.00	1,238,678.00	-	-	-	-	-	-	1,158,118.63	-	81,072.37
Capital	-	-	-	-	-	-	-	-	-	-	-
440 SEWERAGE COLLECTION											
Expenses	752.76	8,940.00	-	-	-	-	-	-	8,966.76	-	726.00
442 WASTEWATER TREATMENT											
Expenses	-	-	106,702.00	-	-	-	-	-	83,105.36	-	-
Capital	-	-	100,000.00	-	-	-	-	-	-	100,000.00	-
491 CEMETERY											
Personal Services	-	71,104.00	-	-	2,850.00	-	890.00	-	74,720.80	-	123.20
Expenses	-	21,441.00	-	-	-	-	-	-	21,088.47	116.51	236.02
Capital	9,743.55	-	-	-	88,000.00	-	-	-	-	88,000.00	9,743.55
<b>PUBLIC WORKS</b>	63,854.17	1,635,613.00	-	-	300,452.00	-	890.00	-	1,658,589.02	206,741.51	135,478.64
510 BOHEMIAN ENVIRONMENTAL											
Personal Services	-	368,136.00	-	-	-	-	10,689.79	-	378,825.79	-	-
Expenses	98.40	40,800.00	-	-	-	-	-	-	36,573.35	879.78	3,445.27
540 SENIOR CENTER											
Personal Services	-	124,165.00	-	-	-	-	840.00	-	118,881.93	-	6,123.07
Expenses	1,730.67	57,901.00	-	-	-	-	-	3,028.50	62,097.20	469.09	93.88
Capital	-	-	-	-	-	-	-	-	-	-	-
541 COUNCIL ON AGING											
Personal Services	-	223,456.00	-	-	-	-	299.00	-	222,967.48	-	787.52
Expenses	1,043.25	34,940.00	-	-	-	-	-	-	32,222.92	1,254.33	2,506.00
Capital	-	-	-	-	-	-	-	-	-	-	-
543 VETERANS SERVICES											
Personal Services	-	51,462.00	-	-	-	-	1,035.00	-	51,496.29	-	1,000.71
Expenses	-	82,450.00	-	-	20,000.00	-	-	-	81,548.60	-	20,901.40
<b>HUMAN SERVICES</b>	2,872.32	983,310.00	-	-	20,000.00	-	12,863.79	3,028.50	984,613.56	2,603.20	34,857.85
610 LIBRARY											
Personal Services	-	1,089,504.00	-	-	-	-	15,521.00	-	1,097,912.58	-	7,112.42
Expenses	-	345,528.00	-	-	-	-	-	9,000.00	340,131.20	815.27	13,581.53
Capital	24,582.60	-	-	-	-	-	-	-	-	20,000.00	4,582.60

## TOWN CLERK

**Kaari Mai Tari**  
*Town Clerk*

**Patty Dubey**  
*Assistant Town Clerk*

**Janet Berube**  
*Administrative Assistant*

**Marilyn Frank**  
*Dept. Assistant*

### **Registrars: Census & Elections**

There are typically no fall elections in odd numbered years and fall of 2013 was no different. The only election held in FY2014 was the annual town election on May 6<sup>th</sup>, the results of which are listed elsewhere in this report. The turnout was surprisingly low – at 12.8% – considering that there were three contested seats on the ballot. Out of 15,968 qualified voters, only 2,036 chose to vote either at the polls or by absentee ballot.

Six hundred seventy nine voter registrations (including new and changes) were processed in the FY2014 and hundreds of signatures were certified on town and state nomination papers as well as petitions. Special thanks go to Social Studies teacher Heather Tedesco's American Government class at Westford Academy that held a voter registration drive on March 21, 2014 yielding seventy-five new voter registrations from students who are or will soon turn 18.



Extended voter registration sessions are held twenty days before elections and the Annual Town meeting and ten 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 – at Veterans Memorial Complex |
| 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. To ensure timely delivery of ballots to the polls, we know that we can always count on Kurt Franz.

## TOWN CLERK—CONTINUED

### 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.

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
<b>Births</b>	273	241	229	183	170	158	144	156	153	124	142
<b>Marriages</b>	76	66	49	75	65	65	53	69	54	68	63
<b>Deaths</b>	145	151	147	133	137	145	153	145	166	162	139

### 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. Combined, they numbered fifty-nine applications and forty-six decisions. 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.

We are grateful to Emily Teller for her assistance over the years and more intensively over the last several months as we continue to organize older planning and zoning filings. Large format plans are now stored flat and their locations are noted in the project folders.

Special thanks also go to Nancy Ellis for assisting us with improving the work flow for business certificate management. We also recognize her efforts over several months to improve indexing standards in our Document Management System (DMS), especially with Doing Business As (DBA) filings.

The Town Clerk's office issues several types of licenses some of which expire with the calendar year; here they are reported on a fiscal year basis unless otherwise noted

Item	FY2010	FY2011	FY2012	FY2013	FY2014	Notes
<b>Bulk Stickers</b>	2,616	1,239	1,807	1,954	2,070	
<b>Business Certificate</b>	158	142	124	121	148	
<b>Dogs</b>	2,353	2,400	2,481	2,452	2,513	Calendar Year
<b>Flammable Storage Registration</b>	37	38	38	41	41	Calendar Year
<b>Notarizations</b>	423	390	475	578	502	
<b>Raffle Permits</b>	11	5	13	10	8	
<b>Certified Copies of Vital Records</b>	1,110	1,183	1,108	1,180	1,088	

## TOWN CLERK – CONTINUED

### Selectmen’s Annual Licensing

Alongside her duties as Assistant Town Clerk, Patty Dubey provides administrative support to the Selectmen for their annual licensing. The tables below show annual licensing payments that were received for the processing of applications and/or renewals.

	2009	2010	2011	2012	2013	2014
<b>All Alcohol Club</b>	7	7	7	7	7	7
<b>All Alcohol Package Store</b>	7	7	7	7	7	7
<b>All Alcohol Innholder</b>	2	2	2	2	2	2
<b>All Alcohol Restaurant</b>	14	15	16	17	21	21
<b>Beer &amp; Wine Package Store</b>	5	3	3	4	5	5
<b>Beer &amp; Wine Restaurant</b>	1	1	2	1	1	3
<b>Common Victualler</b>	44	40	44	44	57	57
<b>Automatic Amusement</b>	34	198	102	97	90	90
<b>Class I New Car</b>					1	1
<b>Class II Used Car</b>	9	7	9	9	9	9
<b>Class III Junk Car</b>	1	1	0	1	1	1

### Meetings

Since 2010, agendas are filed with meeting postings at least forty-eight hours in advance of a meeting. These agendas are visible in the vestibule at Town Hall and online at [www.westfordma.gov/webcal](http://www.westfordma.gov/webcal). Patty Dubey works hard to keep the public informed with agenda posting both online and on the posting board. Agendas may be emailed to [townclerk@westfordma.gov](mailto:townclerk@westfordma.gov). Governmental meetings (with the exception of executive sessions) are open to the public and minutes are made available at the Town Clerk’s office and online within a reasonable window of time. Committee minutes are retained permanently in the Town’s archives and readily available for access in the Town’s document management system (DMS): [www.westfordma.gov/dms](http://www.westfordma.gov/dms).

### Boards and Committees

Civic involvement in Westford is easy to see from the weekly board and committee meeting calendar posted at Town Hall and on the web. Committee membership is printed in the front of this book and is also available online at [westfordma.gov/citizen](http://westfordma.gov/citizen). Boards and committees are subject to the Open Meeting and Conflict of Interest laws. If you are involved with any committee in town, you will know Marilyn Frank who tracks oaths of office, open meeting law and conflict of interest acknowledgements and training certificates. For elected offices, she tracks and scans campaign finance filings as well. Her gentle nudges and friendly reminders help us all with compliance of these laws.

## TOWN CLERK – CONTINUED

### **Staffing changes**

We are grateful to Janet Berube for her contributions to the office. From managing voter lists and activity to maintaining business certificate filings. Her gentle smile and helpful ways on the phone, at the counter and with co-workers will be greatly missed! We wish her well in her retirement.

### **Volunteers**

We were blessed again with help from our wonderful volunteers. Cecile Demers-Gauthier brought a keen eye for detail as she sorted and maintained rabies certificates. And after seven years of dedicated weekly assistance, she has moved from town and will be sorely missed! Barbara Murch has dedicated herself to weekly assistance and continues to work on compiling a history on boards and committees in Westford. Cindy Conry and Helen Fradette helped us out during the busy census season, opening, separating and finally sorting the more than 8,000 census returns that arrive in our office between January and April of every year.

### **Remembering**

We lost two dedicated poll workers this past year with the passing of Mary Cote and Jean Einarson. Jean worked as part of a very close knit team at Precinct 6 in the afternoon while Mary spent many of her 46 years of service as Precinct Warden at the Robinson School as well as leading talliers at town meetings. Mary and Jean represent great civic pride and will always be remembered for their commitment and participation in voter activities.

We fondly remember Rita M.A. Shipley, long-time employee and friend who passed away on June 6, 2014. Rita worked as Senior Clerk in the office for nine years, retiring in June 2011. We are grateful for her wisdom, deeply rooted in her Native American heritage, her dedication to a high degree of professionalism in her job and her caring for all of us who were lucky enough to count her as a co-worker and friend.

### **Preservation**

Special thanks to members of the Records and Archives Management Committee for their assistance with town archives, which is detailed in their report.

## TREE WARDEN

The Tree Warden for the Town of Westford is also the Superintendent of Streets who reports to the Town Manager who reports to the Board of Selectmen. Responsibilities include:

**Richard (Chip) Barrett**  
*Tree Warden*

- The care and maintenance of shade and ornamental trees within the town right-of-ways
- The removal of dead or hazard trees within the town right of ways
- Emergency removal of storm damaged trees
- Determining, with the assistance of the Engineering Department, ownership of trees needing to be removed or trimmed (based on GIS measurements)
- Determining the condition of trees, particularly with respect to public safety
- Care and control of parts of trees and shrubs that extend or overhang the limits of any public roads or grounds.
- Removing, or cause to be removed, all illegally erected signs or advertisements placed upon trees within any public road or place under the Warden's jurisdiction.

The Tree Warden maintained public shade trees predominantly in response to requests from citizens for service, in addition to maintenance work performed on these larger public shade trees. Storm damaged trees also were routinely repaired to insure the long-term health of the affected trees.

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.

# VETERANS SERVICES DEPARTMENT

**Terry M. Stader**  
*Veterans Service Officer/  
Veterans Agent*

## **Mission Statement:**

The Town of Westford's Department of Veterans' Services mission is to honor and serve veterans and their families. By serving as their principal advocate, we are ensuring that they receive the care, support and recognition earned in service to their country.



## **Programs & Services**

The Town of Westford's Department of Veterans Services serves as an advocate for all veterans and their dependents. This office is NOT affiliated with the US Department of Veterans Affairs. The department advises residents as to the availability of federal and state services and benefits to which they are entitled to. In addition, the department provides financial assistance to qualifying veterans, surviving spouses and their dependents. Westford DVS administers services and financial assistance under the provisions of MGL Chapter 115 and CMR 108.

This department also assists veterans in applying for Federal VA benefits, such as service connected disability compensations, non-service connected disability pensions, medical benefits, home loans, educational benefits, death and burial benefits, as well as pension benefits for those veterans in assisted living or are housebound. 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. The Commonwealth of Massachusetts has an extensive archive of Massachusetts veterans and these discharge documents can many times be located quite quickly, usually same day. 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 immediate requirements.

## **Summary**

According to the 2014 Street Listings, Westford has 929 veterans residing within our community (as reported by the residents). There are many more surviving spouses of veterans who are often eligible for benefits. The largest group of veterans is now the Vietnam era veteran. The World War II and Korean era veterans are right behind them in their numbers. With the military drawdown in Iraq, some of our area service men and women are returning to our community. Our area VA medical facilities have been ramped up to support them upon their return 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 the region in Boston, Bedford and Manchester hosting the community-based clinics that are scattered throughout New England.

## VETERANS SERVICES DEPARTMENT – CONTINUED

Over the past several years, we have seen a significant increase in the number of veterans and their families who have sought assistance with Federal and State Aid. Many of our veterans and surviving spouses do not realize they may be eligible for some benefits. This office works closely with other town departments in coordinating services to the veteran community, making sure they are able to tap in to any of the resources available to them.

In 2013, we handled several hundred inquiries from our veterans and their families. Those calls resulted in many veterans' claims for benefits. Many calls could be addressed with simple replies but many developed into federal and/or state applications for benefits. We currently have a number of active Chapter 115 recipients that receive monthly financial assistance.

This past year, we had a successful Westford Day where we took a shuttle bus to the Bedford VA Medical Center with a group of previously unenrolled VA healthcare veterans. The veterans were enrolled and introduced to the medical services available to them. While VA healthcare does not replace your "civilian" healthcare services, it will supplement your existing coverage. In many cases, the veteran may have zero co-pay for medications. Some may get their hearing aids for free as well (not every veteran is eligible). But for many that is a real savings.

Thanks to many of our departmental volunteers and property-tax work-off workers, we have photographically documented hundreds of Westford deceased veteran's grave markers/headstones in an online database. Take a look at the website at [data.westfordma.gov/vets/](http://data.westfordma.gov/vets/). We continue to update this information on this site as well as the Find A Grave website [www.findagrave.com/](http://www.findagrave.com/). Many grave sites are geo-marked so that those with Smartphones can almost walk to the veteran's grave site. This is an ongoing project and far from complete but an ongoing effort.

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. Other volunteers are assisting our veteran population in other ways. Local veterans service organizations, such as the two American Legion Posts (Posts 159 and 437) and the Veterans of Foreign Wars (Post 6539), continue to serve their country in their efforts and programs to aid the local veterans. Interested volunteers should not hesitate to contact the Veterans Services office if interested in lending a hand.

This office works extensively with our local elected officials. We have working relationships with members of both the US Congress and Senate offices. We also work with our local state representatives on issues that can be addressed at that level. Your 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.

## VETERANS SERVICES DEPARTMENT – CONTINUED



Through the services of our Parks and Recreation Department, flags will be lowered on the Town Common flagpole for events as directed by both Federal and State proclamations. A notice posted at the base of the flagpole will indicate the reason for the flag at half-staff. We thank the volunteers who have offered to provide this service to our residents and visitors to the Town Common as well as the lowering of some of the flags throughout the town. Half-staff notifications will be posted electronically on the Town's Calendar as well as many of the Westford related websites.

The 950+ American flags on veterans grave sites are put in place before Memorial Day and then removed after Veterans Day each year by the members of Frederick S. Healy American Legion Post 159. This policy was put in place so that flags are not buried in the snow during the harsh winter months. Every attempt is made to honor a veteran in this way and once in a while we miss a veteran grave or the flag is missing. Please do not hesitate to contact the Veterans Service department to address this issue.

VSO Terry Stader encourages residents to follow the Veterans Services webpage found on the Town of Westford website. Important information about veterans benefits at local, State and Federal level is posted in various formats at this site, to insure that the veteran and their family have access to the most current information. Program information is available via many links, along with guides on how to apply. This office will assist veterans with any claims and applications.

The Veterans Services office is located at the Millennium Building located behind Abbot School at 23 Depot Street. We have expanded our office hours over the last few years, please check out our website for the most current information. Our department provides a walk-in, meet'n greet four hour time slot every Thursday morning at the Cameron Senior Center to address the basic information on benefits.

The Department of Veterans Services has an internet presence. Please check out the following:

Westford Veterans Services homepage: <http://westfordma.gov/veterans>

Westford Honor Roll: <https://data.westfordma.gov/honorroll/>

Our Facebook link: <facebook.com/WestfordDVS>

Twitter at WestfordMAVets: [twitter.com/#!/westfordmavets](https://twitter.com/#!/westfordmavets)

# WATER DEPARTMENT

The Westford Water Department employs a staff of fourteen to manage and maintain the water system and its resources. The full-time superintendent and a three-member Commission with one alternate are responsible for the Department which is charged by the town to provide safe, high quality, uninterrupted water at a reasonable pressure. The Water Department must also adhere to water quality requirements established by the U.S. EPA and the Massachusetts Department of

Environmental Protection (MassDEP). The Board of Water Commissioners meets twice a month, usually on the first and third Wednesday of the month. To have a topic added to the agenda notify the Business Manager no later than 10:00 a.m. of the Monday preceding the meeting – or at least 48 hours in advance if the meeting is held on another day. You can visit the Water Department’s website at [www.westfordma.gov/water](http://www.westfordma.gov/water) for more information.

<p><b>Board of Water Commissioners</b> <b>Elizabeth Denly</b> <i>Chairperson</i></p> <p><b>Hugh C. Maguire</b> <i>Vice Chair</i></p> <p><b>Titus Palmer</b> <i>Secretary</i></p> <p><b>Chauncey Chu</b> <i>Alternate</i></p>
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## WATER DEPARTMENT STAFF

Stephen Cronin, Superintendent  
Marco Philippon, Operations Manager  
Mark Warren, Environmental Compliance Manager  
Larry Panaro, Business Manager  
Paul (Pip) Ricard, Foreman  
Wayne Beaugard, Foreman; Chris Macpherson, Licensed Well Specialist; Dave Crocker, Licensed Well Specialist; Rob Daley, Licensed Well Specialist; Scott Harkins, Licensed Well Specialist; Joe Emerson, Licensed Well Specialist; Lauri Plourde, Records Supervisor; Sandra Kane, Administrative Assistant; Dianne Tyman, Department Assistant.



## **WATER DEPARTMENT – CONTINUED**

### **2014 Highlights**

#### **Littleton Road Water Main Replacement Project – Second Phase**

Starting in May 2014 and finishing in June 2014 – approximately 1900 feet of 8” asbestos cement water main between Boston and Nixon Roads was replaced with 12” ductile iron water main. This project improved flow and fire protection to the area, and was funded entirely from the Water Enterprise fund.

#### **Wastewater Operations**

In the fall of 2013 the Water Department took over operational management of the four municipal wastewater plants in town that serve the schools and several town buildings. Daily operations of the plant are performed by the Water Department’s contractor, Whitewater Water and Waste Solutions, with oversight from the Water Department.

#### **Rain Barrel Sale**

The Water Department partnered with Great American Rain Barrel of Hyde Park, Massachusetts for a rain barrel sale in 2014. 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. Forty-five rain barrels were sold at a discounted municipal price.

#### **Infrastructure Improvement**

- Nutting Road supply wells inspected and cleaned
- Repainted approximately 300 fire hydrants
- Replaced 15 aged 2-spud fire hydrants
- Added 6 fire hydrants

#### **Perchlorate Investigation and Treatment**

The Water Department continued its active role in the ongoing perchlorate remediation and treatment project including operation of the Nutting Road Perchlorate Treatment Facility, operation of the Highway Garage Perchlorate Treatment plant, and additional monitoring functions. The ion exchange resin was replaced for two of the Nutting Road Perchlorate Treatment Facility filtration vessels.

#### **Personnel**

Leslie Thomas resigned from the Board of Water Commissioners after over 17 years of selfless and distinguished service to Westford Water customers. Leslie was instrumental in the development of both our Forge and Nutting Road water treatment plants. Chauncey Chu joined the Commissioners as an Alternate.

Five staff members successfully passed training classes for advanced treatment and distribution licenses greatly enhancing the technical expertise of the Department.

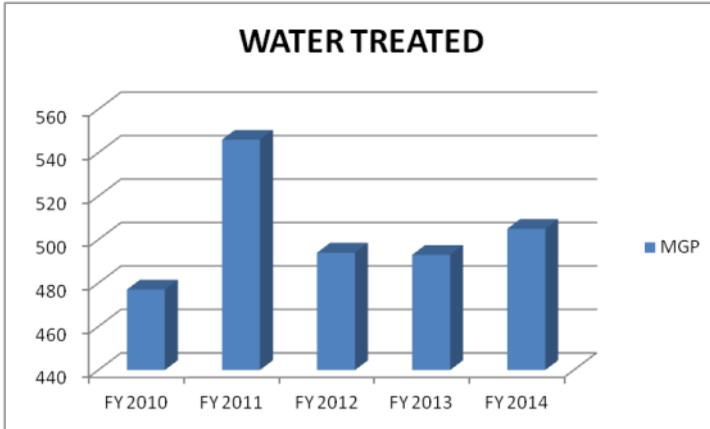
## WATER DEPARTMENT – CONTINUED

### 2014 Public Outreach

The Water Department continued its public outreach efforts in FY 2014 which included the biannual newsletter “InFLOWmation” and the annual Consumer Confidence Report (CCR) which informs the public about water quality issues, pollution prevention, water conservation tips, backflow prevention, and Water Department changes. Outreach efforts also included the grade four groundwater presentations at the Abbot, Crisafulli and Miller schools; grade five water pollution demonstrations, and Pond Study during the June East Boston Camp program.

<b>Treated Water Usage at a Glance (MGP)</b>					
<b>Month</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY2014</b>
July	45.636	83.611	80.253	78.205	62.822
August	55.924	76.546	58.874	57.858	61.668
September	48.652	62.624	43.094	46.396	53.259
October	34.654	37.241	34.001	33.056	41.826
November	30.294	29.350	27.622	27.576	29.726
December	30.636	31.038	30.281	29.133	32.192
January	31.123	32.036	30.104	28.438	30.235
February	27.061	29.634	28.401	26.192	26.857
March	30.460	31.834	31.090	28.822	29.524
April	32.468	31.206	36.397	32.103	32.398
May	51.750	40.988	41.743	52.902	41.390
June	58.610	59.553	51.962	51.930	63.380
<b>Total</b>	<b>477.270</b>	<b>545.662</b>	<b>493.823</b>	<b>492.614</b>	<b>505.280</b>
Note: The fiscal year (FY) runs from July 1 through June 30.					
MGP = Million Gallons Pumped					

## WATER DEPARTMENT – CONTINUED



### Water Department Statistics:

FY 2014 Number of:			
Total Water Dept. Fire Hydrants	1048	Total Miles Water Main	134*
Total Active Accounts	5,445	Water Main Breaks and Repairs	5
New Service Connections	31	Total Miles Water Main Added	0.5
Total Active Service Connections	5,289	Service Leaks Renewed or Repaired	19

Total System Water Storage Capacity = 4.85 Million Gallons

Note: Calendar year statistics are reported in the annual Westford Water Department Consumer Confidence Report.

\*Total miles reported at the end of calendar year 2013.

A service renewal is replacement of the line from the main to the customer meter. A service leak is located within the line from the main to the customer meter.

## ZONING BOARD OF APPEALS

The Zoning Board of Appeals (BOA) typically meets on the third Wednesday of each month in Room 201 in Town Hall. Meetings are open to the public. Generally the BOA is a reactive Board, acting only on applications that come before it. However, the following are some nonreactive examples of discussions and decisions made by the BOA throughout the past year that may influence the Town of Westford:

- Modifications to address changing circumstances to the Comprehensive Permit (40B) for Princeton Properties, an affordable housing project containing a total of two hundred garden-style apartment homes;
- Set policy by providing interpretations to clarify portions of the Zoning Bylaw relating to nonconforming structures and change in ownership of Accessory Dwelling Units;
- Discussions relating to application fees and plan requirements for BOA applications.

There are no known pending or active lawsuits involving the BOA as of June 30, 2014.

Throughout Fiscal Year 2014, the BOA held eleven regular meetings and considered thirty-one applications, with some of the applications consisting of multiple petitions. The types of requests included the following:

- Variances for additions to homes and businesses that do not meet setback standards;
- Variances to allow uses not otherwise permitted by the Zoning Bylaw;
- Variance for a reduction in parking requirements;
- Special Permits for changes or demolitions of nonconforming dwellings;
- Special Permits to create Accessory Dwelling Units (ADU) or Home Occupations;
- Modifications to prior approvals.

**Bob Herrmann**  
*Chair*

**Scott MacKay**  
*Vice-Chair*

**James Kazeniak**  
*Clerk*

**Jay Enis**  
**Chris Romeo**

**Associate Members**

**Mark Conlon**

**David Earl**

**Paul MacMillan**

**Staff**

**Chris Kluchman, AICP**

*Director of Land Use Management*

**Jeffrey Morrisette**

*Town Planner*

**Danielle Evans, AICP**

*Assistant Planner*

*(From December 2013—Present)*

**Victoria Johnson**

*Administrative Assistant*

# ZONING BOARD OF APPEALS– CONTINUED

## Board of Appeals Decisions issued between July 1, 2013 and June 30, 2014:

BOA Petitions	Approved	Denied	Withdrawn
Variances*	35	2	0
Special Permits**	6	0	1
Modifications	9	0	0
Comprehensive Permits (40B)	0	0	0
Administrative Appeals	0	0	0
<b>Totals</b>	<b>50</b>	<b>2</b>	<b>1</b>

**\*Summary of Variances Granted:**

- 4 Use
- 1 Parking
- 2 Number of Dwellings
- 22 Setbacks (9 Front Yard, 6 Side Yard, 7 Rear Yard)
- 1 Frontage
- 1 Lot Area
- 3 Accessory Dwelling Unit Criteria
- 1 Open Space Requirements

**\*\*Summary of Special Permits Granted:**

- 2 Accessory Dwelling Units
- 0 Home Occupations
- 0 Allowing Changes of Nonconforming Uses
- 4 Allowing Expansion or Relocation of Nonconforming Uses

**What is the Board of Appeals?**

The Zoning Board of Appeals is a quasi-judicial body chartered under the Massachusetts Zoning Act (Chapter 40A and 40B) and Westford’s Zoning Bylaw. Membership consists of five regular voting members and three alternate members appointed by the Board of Selectmen. The BOA plays a role in regulating land use and development in the Town by hearing applications for relief from the standards in the Town’s Zoning Bylaw through variances, and special permits as well as reviewing certain uses or activities, appeals of decisions of the Building Commissioner and comprehensive permits for mixed-income developments in accordance with Mass. General Laws Chapter 40B.

## DIRECTORY OF TOWN DEPARTMENTS

<b>Department</b>	<b>Address</b>	<b>Office Hours</b>	<b>Main Phone</b>
Assessors Office	Town Hall	M-F, 8am-4pm	978-692-5504
Animal Control	Beacon Street	Leave message or call Police Dispatch (emergency only)	978-692-4574 978-692-2161
Building Department	Town Hall	M-F, 8am-4pm	978-692-5527
Bylaw Enforcement	Town Hall	M-F, 8am-4pm	978-692-5527
Council on Aging	Cameron Senior Center 20 Pleasant Street P.O. Box 2223	M-F, 8am-4pm	978-692-5523
Cemetery Department	Pine Grove Cemetery Office 68 Forge Village Road	M-F, 7am-3:30pm	978-692-5526
Conservation Commission	Town Hall	M-F, 8am-4pm	978-692-5524
Emergency Management Agency	<i>Contact Police or Fire Dept to be connected to an Emergency Management Director</i>		978-692-2161 978-692-5542
Engineering Department	Town Highway Facility 28 North Street	M-F, 7:30am-3:30pm	978-692-5520
Finance Director/ Treasurer	Town Hall	M-F, 8am-4pm	978-692-5518
Fire Department	51 Main Street P.O. Box 296	M-F, 8am-4pm (dispatch 24hrs/day)	Business 978-692-5542 Emergencies 911
GIS Department	Town Highway Facility 28 North Street	M-F, 7:30am-3:30pm	978-692-5520
Health Department	Town Hall	M-F, 8am-4pm	978-692-5509
Highway Department	Town Highway Facility 28 North Street	M-F, 7:30am-3:30pm	978-692-5520
Housing Authority	65 Tadmuck Road	M-F, 8:30am-1:30pm	978-692-6011
Human Resource Department	Town Hall	M-F, 8am-4pm	978-692-5501 ext.2
J.V. Fletcher Library	50 Main Street	M-TH 10am- 9pm Fri 1pm - 5pm Sat 10am - 5pm Sun 2pm-5pm (Jan- April)	978-692-5555
Museum	2-4 Boston Rd	Sun 2pm-4pm Office hours M,W,F 9am-4pm	978-692-5550
Parking Clerk	Town Hall	M-F, 8am-4pm	978-692-5515
Planning Department	Town Hall	M-F, 8am-4pm	978-692-5524
Police Department	53 Main Street	M-F, 8am-4pm (dispatch 24hrs/day)	Business 978-692-2161 Emergencies 911
Recreation Department	35 Town Farm Road	M-F, 8am-4pm	978-692-5532

## DIRECTORY OF TOWN DEPARTMENTS—CONTINUED

<b>Department</b>	<b>Address</b>	<b>Office Hours</b>	<b>Main Phone</b>
Tax Collector	Town Hall	M-F, 8am-4pm	978-692-5506
Technology Department	1 East Prescott Street	M-F, 8am-4pm	978-399-2420
Town Accountant	Town Hall	M-F, 8am-4pm	978-392-4450
Town Clerk	Town Hall	M-F, 8am-4pm	978-692-5515
Town Manager	Town Hall	M-F, 8am-4pm	978-692-5501 ext.1
Treasurer/Finance Director	Town Hall	M-F, 8am-4pm	978-692-5518
Tree Warden	Town Highway Facility 28 North Street	M-F, 7:30am-3:30pm	978-399-2731
Veterans Services	Millennium Building 23 Depot Street	M, W 8am-3pm T, 8am-4pm TH, 8am-12pm@ Cameron Sr. Center F, Call for apt.	978-392-1170
Water Department	60 Forge Village Road	M-F, 7:30am-4pm	978-692-5529
Zoning Board of Appeals	Town Hall	M-F, 8am-4pm	978-692-5524

# INDEX

Affordable Housing Committee .....	104
Affordable Housing Trust Fund .....	107
Animal Control Department.....	109
Assessors, Board of.....	110
Bruce Freeman Rail Trail.....	112
Building Department.....	115
Bylaw Review Committee .....	117
Capital Planning Committee .....	118
Cemetery Commission, Board of.....	122
Communications Advisory Committee .....	124
Community Preservation Committee .....	126
Conservation Commission .....	129
Council on Aging.....	133
Cultural Council.....	135
Economic Development Committee .....	137
Emergency Management Agency .....	139
Energy Committee .....	141
Engineering Department .....	143
Finance Committee .....	145
Fire Department .....	146
General Meeting Times for Boards & Committees.....	14
Health, Board of.....	151
Environmental Services .....	157
Health Care Services .....	152
Highway Department .....	158
Historical Commission.....	160
Housing Authority .....	162
Human Resource Dept .....	164
Library, J.V. Fletcher	
Library Director .....	167
Library Trustees .....	174
Museum & Historical Society.....	178
Nashoba Valley Technical High School.....	180
Northern Middlesex Council of Governments .....	183
Parkerville Schoolhouse Committee .....	185
Parks and Recreation.....	187
Pedestrian Safety Committee .....	191
Permanent Town Building Committee.....	193
Planning Board.....	195
Police Department.....	198

## INDEX—CONTINUED

Public Schools .....	211
Abbot & Nabnasset Schools .....	234
Blanchard Middle School .....	238
Crisafulli School .....	240
Curriculum & Instruction .....	229
Day School .....	245
Health Services .....	227
Miller School .....	245
Robinson School .....	244
Stony Brook School .....	249
Student & Staff Accomplishments .....	214
Student Support Services .....	226
Superintendents Report .....	211
Westford Academy .....	251
Records and Archives Management Committee .....	204
Recycling Commission .....	206
Selectmen, Board of .....	95
Tax Collector/Treasurer .....	262
Tax Possession Sale Committee .....	268
Technology Department .....	271
Town Clerk .....	291
Town Manager .....	98
Town Meeting	
Special: October 21, 2013 .....	17
Annual: March 22, 2014 .....	49
T.R.E.A.D. .....	270
Tree Warden .....	295
Veterans Services .....	296
Water Department .....	299
Westford at a Glance .....	309
Zoning Board of Appeals .....	303

# WESTFORD

## AT A GLANCE

Incorporated	September 23, 1729
Population (2010 census returns)	21,951
Miles of Road (approximate)	167.27 miles
Total Area	30.2 square miles
FY14 Tax Rates	
Residential & Personal Property	\$ 16.60 per thousand
Commercial & Industrial Property	\$ 16.83 per thousand
Form of Government	Open Town Meeting Board of Selectmen Town Manager
Website	<a href="http://www.westfordma.gov">www.westfordma.gov</a>

On the back cover:

REPORT OF FIRE ENGINEERS

The new Fire House in Graniteville was completed and is now in use and the old house has been turned over to the Selectmen for disposal. We feel that the contractor did a very good job and the Town should be proud of the station.

-Annual Town Report for the Year Ending  
December 31, 1948 ~ page 65

REPORT OF TOWN ACCOUNTANT

New Fire House, Graniteville . . . . . 16,653.51

-Annual Town Report for the Year Ending  
December 31, 1948 ~ page 55

The Selectmen then went to the item of public comments regarding the former Graniteville Fire Station. At the Selectmen's recent meetings, they declared the fire station to be surplus property and agreed to requests by neighbors to brainstorm on what to do with the property.

-Report of the Selectmen's meeting  
Westford Template, September 17, 2014



GRANITEVILLE FIRE STATION ~ BUILT 1948