

ANNUAL TOWN REPORT
Westminster, Massachusetts

2021

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ANNUAL TOWN REPORT

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ABOUT WESTMINSTER

INCORPORATED 1759
TOWN GOVERNMENT ANNUAL TOWN MEETING / SELECT BOARD & TOWN ADMINISTRATOR
ANNUAL TOWN MEETING FIRST SATURDAY IN MAY
ANNUAL TOWN ELECTION LAST TUESDAY IN APRIL
POPULATION 8,240
REGISTERED VOTERS 6,424
AREA (SQ. MILES) 37.5
TAX RATE/PER THOUSAND \$16.76
REGIONAL PLANNING AGENCY MONTACHUSETT
REGIONAL TRANSIT AUTHORITY MART

ASHBURNHAM/WESTMINSTER SCHOOL DISTRICT

MEETINGHOUSE SCHOOL GRADE K-1
WESTMINSTER ELEMENTARY GRADE 2-5
OVERLOOK MIDDLE SCHOOL GRADE 6-8
OAKMONT REGIONAL HIGH SCHOOL GRADE 9-12
MONTACHUSETT REGIONAL VOCATIONAL TECHNICAL SCHOOL GRADE 9-12

TOWN OFFICES 11 SOUTH STREET
DEPARTMENT OF PUBLIC WORKS 2 OAKMONT AVENUE
PUBLIC SAFETY BUILDING 7 SOUTH STREET

TOWN HALL HOURS M-TH 8:00A-4:30P
..... FR 8:00A-1:00P

TOWN BENEFIT NEIGHBORS HELPING NEIGHBORS (2ND SUNDAY IN AUGUST)

TOWN WEBSITE WWW.WESTMINSTER-MA.GOV



TOWN DEPARTMENT CONTACT INFORMATION

TOWN HALL

MONDAY - THURSDAY 8:00 AM – 4:30 PM

FRIDAY 8:00 AM – 1:00 PM

TOWN HALL OFFICES:

- ACCOUNTING978-874-7405
- ADMINISTRATOR874-7400
- ASSESSORS 874-7401
- BOARD OF HEALTH 874-7409
- BUILDING DEPARTMENT 874-7407
- CLERK874-7406
- CONSERVATION COMMISSION 874-7413
- EXECUTIVE ASSISTANT874-7408
- PARKS & RECREATION 874-7410
- PERSONNEL874-7404
- PLANNER 874-7414
- SELECT BOARD874-7400
- TREASURER/COLLECTOR 874-7403
- VETERANS' AGENT (GARDNER)978-630-4017

FORBUSH MEMORIAL LIBRARY 874-7416
 TUESDAY, WEDNESDAY & THURSDAY 10:00 AM – 8:00 PM
 FRIDAY 10:00 AM – 6:00 PM
 SATURDAY 9:00 AM – 1:00 PM

COUNCIL ON AGING874-7402
 MONDAY - FRIDAY 8:00 AM – 4:00 PM
DEPARTMENT OF PUBLIC WORKS 874-5572
 MONDAY – FRIDAY 7:00 AM – 3:30 PM

SOLID WASTE DROP-OFF CENTER
 165 FITCHBURG RD/ROUTE 31 874-0612
 FRIDAY 7:30 AM – 3:00 PM
 SATURDAY7:30 AM – 1:00 PM
 SUNDAY 9:00 AM – 1:00 PM
 MONDAY7:30 AM – 3:00 PM

PUBLIC SAFETY BUILDING874-2313

POLICE DEPARTMENT
 24 HOURS A DAY
 911 – EMERGENCY ONLY

FIRE DEPARTMENT
 OPEN 24/7
 911 – EMERGENCY ONLY

ASHBURNHAM-WESTMINSTER REGIONAL SCHOOL DISTRICT:

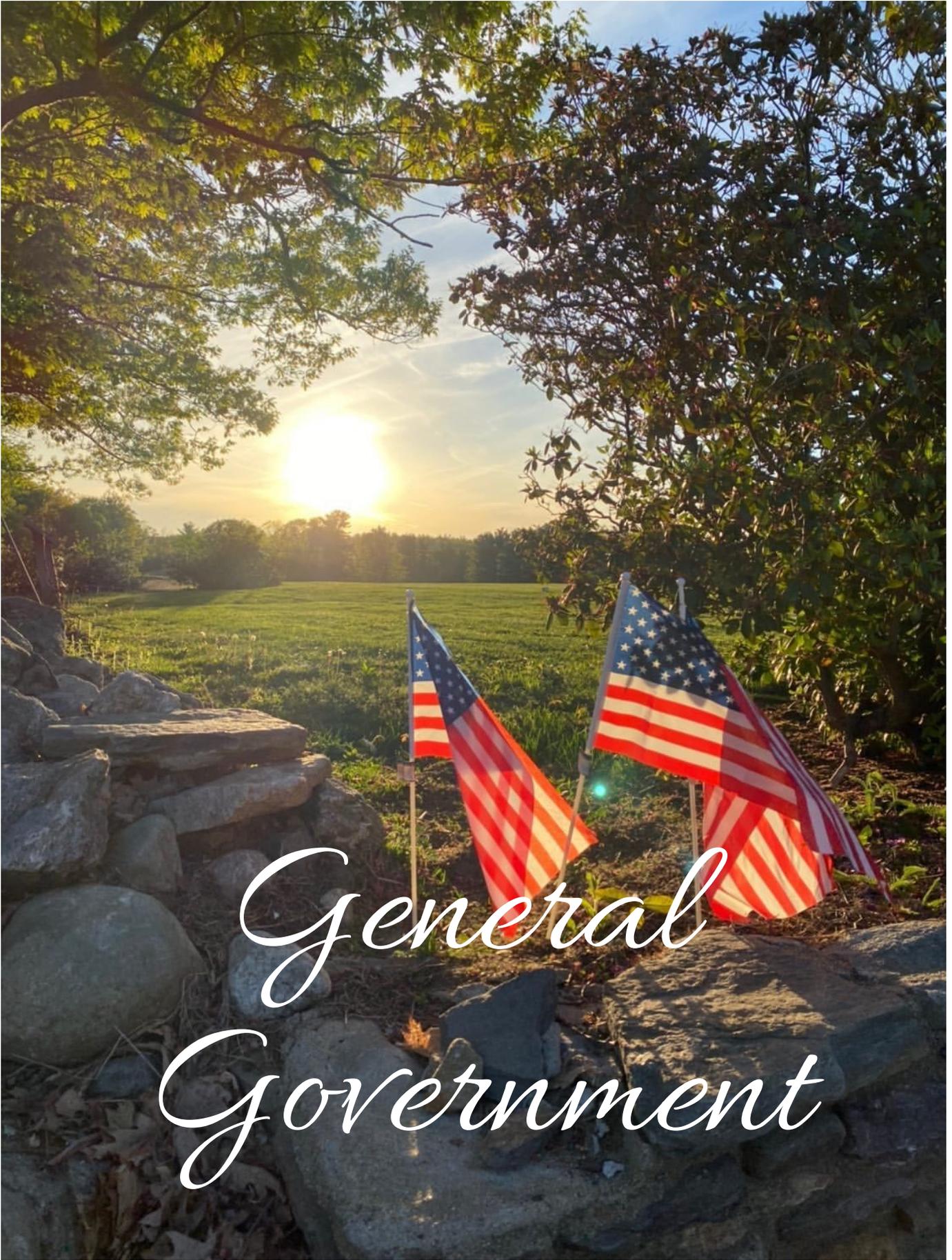
- MEETINGHOUSE SCHOOL 978-874-0163
- OAKMONT REGIONAL HIGH SCHOOL827-5907
- OVERLOOK MIDDLE SCHOOL 827-1425
- SPECIAL NEEDS827-3063
- SUPERINTENDENT OF SCHOOLS 827-1434
- WESTMINSTER ELEMENTARY 874-2043

OTHER DEPARTMENTS:

- ANIMAL CONTROL OFFICER874-2933
- SUPERINTENDENT OF SCHOOL 827-1434
- TREE WARDEN 874-5572

***FIND ALL THIS INFORMATION, TOWN NEWS AND
 MORE ON OUR TOWN WEBSITE!
WWW.WESTMINSTER-MA.GOV***





Select Board & Town Administrator

This report is respectfully submitted to the residents of the Town of Westminster.

James A. DeLisle assumed the Chairmanship of the Select Board in May of 2021, with Salvatore J. Albert, Jr serving as Vice Chairman and Heather M. Billings as Clerk. Ms. Billings was elected to the Board for a fourth consecutive term in 2021.

First, the Board wishes to recognize and acknowledge member James A. DeLisle, who chose not to run for a third (3rd) term on the Board. Jim has years of dedicated and exemplary public service to this Board and to the Town of Westminster in many different capacities. He has served on the Advisory Board, Capital Planning Committee and numerous liaison appointments, volunteering his time to the betterment of our Town for over seventeen years. We sincerely thank you for all you have done for Westminster.

Although 2021 came with many projects, changes and initiatives, one of the most noteworthy was at the May Annual Town Meeting when the town voted to change the name from Board of Selectmen to Select Board. This is congruent with the practice of many other towns in the Commonwealth and also the Massachusetts Municipal Association.

Throughout this year the Town and global community were still in the midst of coping with the COVID-19 pandemic. Though the vaccines became available early in the year, access in those first few weeks and months presented a challenge of its own. In cooperation with our neighbors at Heywood Hospital, the Town Administrator's office was able to secure bulk vaccination appointments for any resident over 65 years of age. A mailing was sent to over two thousand individuals and soon the office was inundated with calls. Hundreds of our seniors were able to get local vaccination appointments without the difficulties in using the online scheduling system.

Additionally, in an effort to assist the Town employees through this pandemic, and with the help of federal CARES Act funding, the Board instituted a COVID-19 Sick/Medical Leave Policy, providing two weeks medical leave time to any employee impacted by COVID-19 illness, quarantine or the care of a loved one who was afflicted by this virus.

Even with this turmoil related to pandemic, the Board and Town were able to undertake projects for positive change. This September, the Board voted to endorse and support the plan for the expansion of the Fitchburg/Westminster Sanitary Landfill. This landfill not only brings significant revenue to the Town, it also provides curbside recycling pickup and a drop off center for household waste to all residents at no charge. After a lengthy public hearing process this expansion plan was approved by Massachusetts Department of Environmental Protection (DEP), and our local Board of Health; these approvals along with additional local permitting will keep the landfill open, operational and beneficial to our Town through 2030.

One of the most significant building issues the Town has dealt with in the past years has been the question of what to do with the Old Town Hall/Historic Meetinghouse. Since 2006, when Town offices were brought to our current address at 11 South Street, the Old Town Hall has remained vacant. After several re-use committees and many years, the Town was approached by a Historic Preservationist interested in purchasing the building. The Request for Proposals (RFP) was re-released to the public in September of this year and we are anxiously awaiting the proposals in the coming months. This Board is hopeful for the potential re-use of the building and the benefits it could bring to our downtown area.

The Town relies on the willingness of residents to volunteer their time for the various boards and committees. Throughout the year, and despite the pandemic, the Board had the pleasure of appointing many fine residents to serve in various capacities. The Board and Planning Board held a joint meeting in order to jointly appointment Jodi Snyder



Select Board & Town Administrator

to fill a vacancy on the Planning Board. Along with the many renewal appointments, we were delighted to have the following individuals come forward for first-time appointments at various points during the year; Jessica Costa, Parks and Recreation; Energy Advisory Committee, Isaiah Grigos and Sheryl Valliette to the Agricultural Commission. We also saw the fully renewed Open Space Committee, who have quickly gotten to work planning new projects and initiatives.

We are also extremely grateful for the qualified individuals that serve the Town in an official capacity. In April 2021, following the resignation of Town Administrator Mark Hawke, this Board assembled a search committee for a new Town Administrator. The committee referred three finalists to the Select Board for interviews, after which time the Board offered the Town Administrator position to Stephanie Lahtinen. Ms. Lahtinen held the position of Executive Assistant to the Town Administrator and Select Board for six years prior and recently completed the MMA/Suffolk University Certification for Local Government Leadership and Management. This Board has the pleasure of promoting Tamie Chiarelli, former Building Department Assistant to the position of Executive Assistant to the Town Administrator.

Additionally, following a very successful six month period as Acting Police Chief, this Board had the honor to promote Ralph Leblanc to the position of Police Chief. The Board also promoted Firefighter Todd Alden to Lieutenant. All of these individuals came together as a team during the pandemic to keep our Town operating. The pandemic has been presented unique and difficult challenges for all of our first responders as a multitude of safety measures had to be implemented to keep them safe. The Board extends a very heart-felt thank you to all of our first responders that battled through the pandemic.

The Board is pleased to report continued progress toward the future development of 50 units of senior housing to be located adjacent to the Senior/Community Center. In order to assist in moving this project forward, the Board has earmarked \$100,000 of its American Rescue Plan (ARPA) allocation. The selected developer has been working with the Planning Director and the Town Administrator to make this much needed project a reality.

The Town and its financial team, in particular Town Treasurer/Collector Melody Smith and Town Accountant Julie Costello were again recognized, for the 7th consecutive year, with a Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association. Not only that, but the Financial Team collaborated with the Collins Center of UMass Boston on the compilation of new, comprehensive financial policies for the Town. Fully implementing these in the coming months will bring us even closer to a AAA Bond Rating. Melody Smith also took the lead in the sale of several parcels of town owned land, this Board opted to proceed with a public property auction based on the recommendation and research provided by our Treasurer/Collector. Thanks to her hard work and forward thinking, the Town received almost half a million dollars in revenue from the sale of those properties. The Town of Westminster enjoys commendable financial stability due to the efforts of these department heads and many other town officials and employees.

As the elected executive body of the Town of Westminster, we take very seriously our fiduciary and management responsibilities to insure that the Town remains fiscally strong and operationally sound. We would like to thank all Town employees and all elected and appointed volunteer board, committee and commission members who work diligently toward these goals as well.

*James A. DeLisle
Salvatore J. Albert, Jr.
Heather M. Billings*



(The Select Board meets every other week on Monday evenings at 5:00 p.m. at the Town Hall, with additional meetings scheduled as needed. Meeting schedules for all town boards can be viewed on the town website at www.westminster-ma.gov. Meetings are also broadcast live on Cable Channel 9 and are available through video-on-demand on the Ashburnham-Westminster Community Media www.awcm.org)

Town Clerk

The following is a breakdown of activity that took place in the Town Clerk's Office during the past year:

2021 Population	8240
Births Recorded	90
Deaths Recorded	53
Brought Into Town for Burial	29
Burial Permits Issued	31
Marriage Intentions Recorded	39
Marriage Certificates Recorded	40
Business Certificates Recorded/Renewed	92
Certificates of Registration (Storage Permits)	8
Copies of Vital Records (births, deaths, marriages)	699
Joint Pole Locations Requests	20
Single Pole Location Requests	3
Conduit Orders	2
Raffle Permits	2
ZBA Hearing Applications	3
Adoptions Recorded	2

MONEY COLLECTED

Sales (Books, Vital Records, Copies, etc.)	\$ 7,372
Fees (Dog licenses and fines, Marriage Intentions, Business Certs, ZBA Appl., etc.)	\$ 35,650
TOTAL	\$ 43,022

DOG LICENSES ISSUED BY THE TOWN CLERK'S OFFICE:

- 1,545 Dog Licenses
- 1 Kennel Licenses for up to 4 dogs
- 7 Kennel Licenses for 5-10 dogs
- 3 Kennel Licenses for 11 or more dogs

Two rabies clinics were held for our residents in March and May -- both at the Gardner Animal Shelter by Gardner Animal Care.

LIST OF JURORS

Pursuant to the Massachusetts General Laws Chapter 234A, the Town of Westminster adopted the Middlesex County system of Jury Selection. All jury selections and drawings are handled by the Office of the Jury Commissioner for the Commonwealth. A prospective jury list for 2021 was forwarded to this office by the Office of the Jury Commissioner and may be viewed in the Town Clerk's Office.

Town Clerk

ELECTION AND REGISTRATION

REGISTERED VOTERS (December 31, 2021)

	Precinct 1	Precinct 2	TOTAL
Democrat	558	481	1039
Republican	442	476	918
Unenrolled	2201	2147	4348
Libertarian	19	21	40
Green-Rainbow	6	5	11
Interdependent 3 rd	4	1	5
Amer. Independent	3	4	7
Amer. Term Limits	0	0	0
Mass Independent	3	2	5
Pizza Party	1	0	1
Socialist	0	0	0
Conservative	5	2	7
United Indep. Party	23	17	40
Constitution Party	0	1	1
Pirate Party	0	0	0
Working Families	1	0	1
Latino Vote Party	0	0	0
TOTAL	3266	3158	6424

TOWN ELECTION AND TOWN MEETINGS HELD

We conducted our Annual Town Election on April 27th with a total of **1,023** voters casting their ballots. A Special Town Meeting along with our Annual Town Meeting was held on May 1st. In addition, a Special Town Meeting was held on November 16th to close out the year.

We continue to interpret and put into practice an unprecedented amount of new laws passed due to the COVID-19 pandemic. In addition, our office continues to recruit and train a mostly new staff for our elections, since many of our election workers continue to choose not to work. Further, we continue to re-work space configurations for elections to ensure the safety of our residents while voting at the polls.

STATE ELECTIONS HELD

There were no State elections held in 2021.



Town Clerk

MISCELLANEOUS

The Town Clerk's office regularly attends all conferences and courses offered three times a year by the MA Town Clerks' Association in conjunction with State Elections, Vital Records and other state and local agencies so that we are fully trained for running efficient elections, processing vital records, and gaining new knowledge or procedures for the Office of Town Clerk. Due to the ongoing pandemic, we have continued to attend mostly virtual meetings and trainings in the place of our conferences to stay up to date with all of the changes in our laws.

Individuals working in the Town Clerk's Office include Town Clerk Ellen M. Sheehan, Assistant Town Clerk Betsy Haley-Cormier, and Department Assistant Jennifer Duquette. The Office of the Town Clerk is open Monday through Thursday from 8 a.m. to 4:30 p.m. and Friday from 8 a.m. to 1 p.m. Contact may also be made through Ellen Sheehan at the Town of Westminster's website at esheehan@westminster-ma.gov.

Our goal is to provide the finest customer service possible to our residents. COVID has meant sometimes meeting residents outside to deliver vital records or Business Certificates and to take Marriage Intentions from engaged couples so they could receive a Marriage License. We are always here working and ready to serve with courtesy and respect!

Our office is responsible for maintaining access to all meeting notices and agendas for all departments, boards and commissions. The official bulletin board is located outside the Town Clerk's Office in the Town Hall. All meeting notices and agendas are posted in compliance with the State Open Meeting Law and can be found on the town's website at www.westminster-ma.gov.

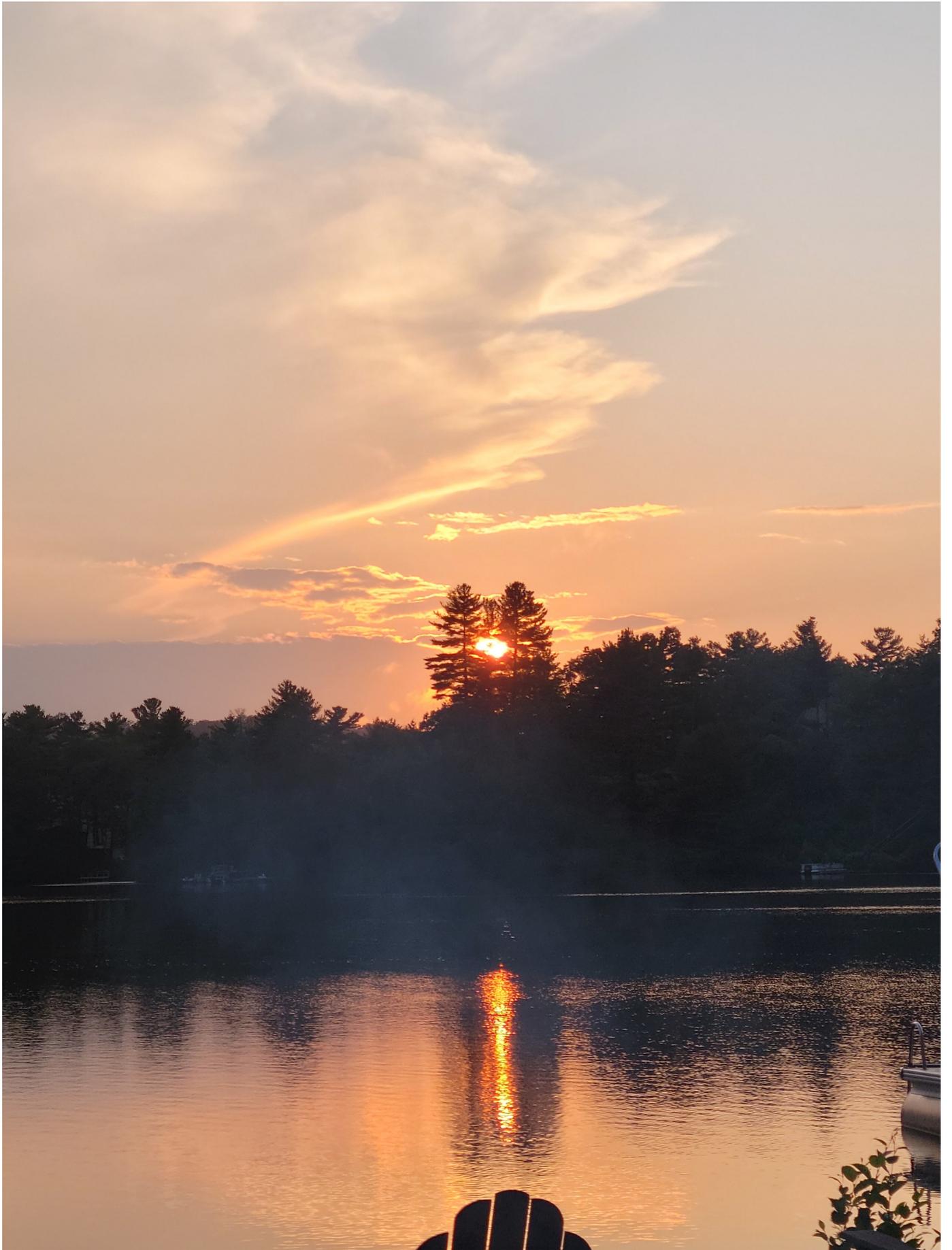
Respectfully submitted,

Ellen M. Sheehan, CMMC
Town Clerk

All Election Results and Town Meeting Minutes may be found in the back section of this Annual Town Report beginning on page 190.



Town Clerk Staff: (L to R) Betsy Haley-Cormier, Ellen Sheehan, Jennifer Duquette



Elected Officials

MODERATOR- 3 YRS

JOHN A. BOWEN, 110 NARROWS ROAD..... 2023

SELECT BOARD- 3 YRS

JAMES A. DELISLE, 94 TOWN FARM ROAD..... 2022

SALVATORE J. ALBERT, JR, 66 BEAN PORRIDGE HILL RD
..... 2023

HEATHER M. BILLINGS, 19 BACON STREET 2024

BOARD OF HEALTH- 3 YRS

EDWARD J. SIMONCINI, JR, 8 WHITNEY STREET 2022

H. CHRISTOPHER REDKEY, 345 SOUTH ASHBURNHAM RD
..... 2023

MICHAEL G. POPIK, 12 PARTRIDGE HILL ROAD..... 2024

TOWN CLERK - 3 YRS

ELLEN M. SHEEHAN, 1 CARPENTER LANE 2023

ASSESSORS- 3 YRS

ROBIN L. HOLM, 34 SUNSET ROAD..... 2022

ROBERT J. SAMPSON, 15 FENNO DRIVE 2023

DONALD L. FRIGOLETTO, 16 NOTOWN ROAD 2024

LIBRARY TRUSTEES- 3 YRS

MARGHERITA ALTOBELLI, 260 DAVIS ROAD 2022

MARTHA A. RAINVILLE, 51 OLD OAK AVENUE 2022

KIMBERLY A. SAMSON, 25 SCENIC DRIVE..... 2023

KRISTEN R. GREGORY, 17 MARSHALL HILL ROAD..... 2023

CYNTHIA J. BROWN, 32 HONEY BEE LANE..... 2024

TIFFANY G. DAVIS, 80 LANES ROAD 2024

HAGER PARK COMMISSION- 3 YRS

MATTHEW E. PEARSON, 152 BRAGG HILL ROAD 2022

ALAN J. WIKTORSKI, 50 WORCESTER ROAD..... 2023

CHRISTOPHER C. MOSSMAN, 57 DEPOT ROAD..... 2024

PLANNING BOARD- 3 YRS

GREGG A. BUCKMAN, 51 OLD OAK AVENUE..... 2022

JODI T. SNYDER, 262 W. PRINCETON ROAD 2022

(APPT UNTIL 4/22)

MARIE N. AUGER, 44 KENT ROAD 2023

DANIEL T. BARTKUS, 150 BEAN PORRIDGE HILL ROAD 2023

LAWRENCE R. SKAMARYCZ, 50 KNOWER ROAD 2024

HOUSING AUTHORITY-5 YRS

STATE APPOINTEE (VACANT) 2016

BRENDA M. ALBERT, 8 SCENIC DRIVE 2023

WALTER C. TAYLOR, 123 MAIN STREET (RESIGNED) 2024

PETER F. YRAOLA, 15 BACON STREET 2025

CONSTABLES-3 YRS

SALVATORE J. ALBERT, JR, 66 BEAN PORRIDGE HILL RD
..... 2022

STEVEN L. COUTURE, 46 DAWLEY ROAD 2023

CEMETERY COMMISSION-3 YRS

PAUL J. BANKS, JR., 12 KIRALI COURT 2022

SHAWN O'LEARY, 25 NICHOLS STREET 2023

STANLEY SKAMARYCZ, 50 EDRO ISLE ROAD 2024

REGIONAL SCHOOL COMMITTEE

(WESTMINSTER MEMBERS)

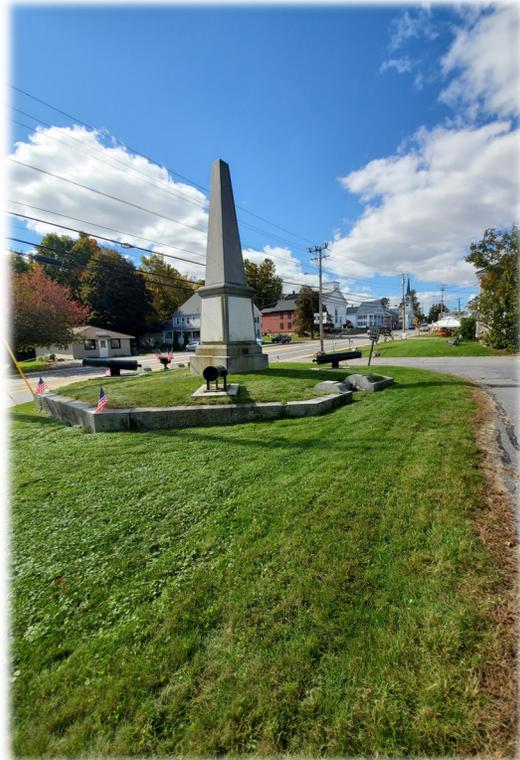
JANET C. SMITH, 13 BATTLES ROAD 2022

ANDREW D. STORM, 78 STATE ROAD EAST..... 2022

JUSTIN M. SPARKS, 27 NICHOLS STREET..... 2023

KIMBERLY M. RUSSO, 7 PARTRIDGE HILL ROAD 2023

COURTNEY ROSE MCGEE, 29 ASHBURNHAM STATE RD
..... 2024



Appointed Officials

AGRICULTURAL COMMISSION

MARY-LOUISE ALTABELLI 6/30/2023
 DEAN JOHNSON 6/30/2023
 HEATHER BOWEN 6/30/2024
 SHERYL VAILLETTE 6/30/2024
 SUSAN NICKERSON (ALTERNATE)

ANIMAL CONTROL OFFICERS

KRISTEN SALERNO 6/30/2023
 CHERYL SLACK 6/30/2023
 ALANA MESERVE 6/30/2023

BOARD OF REGISTRARS

KENNETH MARIEN 3/31/2024
 LAURA E. DELOREY 6/30/2023
 ELLEN M. SHEEHAN, TOWN CLERK

BUILDING COMMISSIONER

/ZONING ENFORCEMENT OFFC.

PAUL BLANCHARD 6/30/2022
 SARAH CULGIN (ALT.) 6/30/2022

CONSERVATION COMMISSION

DANIEL BARTKUS 6/30/2022
 ROBERT GENDRON 6/30/2022
 CARRIE MONTY 6/30/2023
 TIM SHEEHAN 6/30/2022
 GARY SMITH, JR. 6/30/2024

COUNCIL ON AGING

WILLIAM ANTONIAC 6/30/2022
 DON BARRY 6/30/2024
 DOT BARRETT 6/30/2023
 REBECCA IANNA CONNE 6/30/2022
 JOAN LONG 6/30/2024
 ANN JOHNSON 6/30/2022
 ANN MARIE PAGE 6/30/2024
 ELAINE JONES (ASSOC MEMBER)
 KEVIN JONES (ASSOC MEMBER)
 JOYCE LUCANDER (ASSOC MEMBER)

CROCKER POND REC. AREA COMM.

KATHLEEN BRENNAN 6/30/2024
 PATRICIA STREETER 6/30/2024

MARY ANN FALCONER 6/30/2022
 HEATHER BILLINGS 6/30/2024
 SHARON LEWIS 6/30/2023

CULTURAL COUNCIL

BRENDA MALLOY 6/30/2022
 LINDA MCCLENAHAN 6/30/2023
 MARGARET ROMANO 6/30/2022
 DARCY LINNUS 6/30/2024
 CYNTHIA FLYNN 6/30/2023
 NANCY SWANSON 6/30/2023
 PATRICIA McALLISTER 6/30/2024

HISTORICAL COMMISSION

RONI BEAL 6/30/2022
 ELIZABETH HANNULA 6/30/2022
 JOAN LONGCOPE 6/30/2022
 CAROLE BRAMANTE 6/30/2023
 NICHOLAS LANGHART 6/30/2024

ELECTION OFFICIALS

(APPOINTED THROUGH 8/15/2022)

KAREN BRIGHENTI
 CAROLE CHRISTENSEN
 ANNIE CUNDARI
 JENNIFER DUQUETTE
 THERESA GRENIER
 MARYBETH HALEY-CORMIER
 COLLEEN HIRONS
 ALBERT HUGHES
 GLORIA HUGHES
 ELIZABETH IRVINE
 CONSTANCE KOTOSKI
 LEEANN LAMSA
 LINDA MCCLENAHAN
 LAILA MICHAUD
 KATHY PELULLO
 NAN PIERCE
 SUSAN YRAOLA



Appointed Officials

LIQUOR COMMISSION

MICHAEL DENZER.....6/30/2024
 GARY McDONALD..... 6/30/2023
 ALLISON STREETER..... 6/30/2022

MART ADVISORY BOARD

HEATHER BILLINGS 6/30/2022

MONTY TECH SCHOOL COMMITTEE REPRESENTATIVE

ROSS BARBER6/30/2023

ADVISORY BOARD

JOHN FARIRBANKS 6/30/2022
 MELISSA BANKS 6/30/2022
 PETER NORMANDIN.....6/30/2023
 LISA ROCHELEAU.....6/30/2023
 ERIN CASALI6/30/2023

PERSONNEL BOARD

M. CLARE ROWLAND..... 6/30/2022
 JOHN CAPPELLINI.....6/30/2023
 DAVID SCHLIER.....6/30/2023
 STEPHEN R. HEMMAN..... 6/30/2022
 WAYNE WALKER.....6/30/2023
 SALVATORE ALBERT (EX-OFFICIO)

INSP. OF PLUMBING & GAS PIPING

TOM WIINIKAINEN.....6/30/2022
 JAMES IMPRESCIA6/30/2022
 WAYNE LITTLE.....6/30/2022

INSPECTOR OF WIRING

RICHARD CANNAVINO6/30/2022
 HARRY PARVIANEN.....6/30/2022

ZONING BOARD OF APPEALS

MATTHEW KOTOSKI 6/30/2024
 ALAN TWOMLEY6/30/2022
 ELIZABETH IRVINE.....6/30/2023
 JOHN BOWEN (ASSOC.)6/30/2022
 GLENN DAVIS (ASSOC.) 6/30/2024

DEPARTMENT OF PUBLIC WORKS COMMISSION

LORRAINE EMERSON 6/30/2024
 VANCE BUTTERFIELD6/30/2022
 ROSS BARBER6/30/2023





Public Safety

EMERGENCY
9-1-1

WESTMINSTER
POLICE

Police Department

The Westminster Police Department respectfully submits our annual town report for the year 2021. We, the members of the Westminster Police Department, believe in a policing philosophy that promotes community, government and police partnerships, using proactive problem-solving and community engagement to address the causes of crime, fear of crime and other community issues. Through these alliances we identify public safety problems affecting the quality of life in the community, develop strategies to address those problems, and take the responsibility to implement solutions using all available resources.

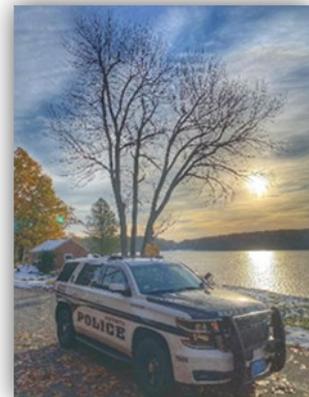
The Westminster Police Department currently has 14 sworn full time Police Officers and 3 Reserve Police Officers, 4 full-time civilian Dispatchers, and 1 part-time Dispatchers, an Executive Assistant and one civilian Clerk. This department is also responsible for the oversight of the Town's Animal Control which is currently contracted to the City of Gardner Animal Control.

Policing in 2021 started the year with a schedule of changes that will continue to transition through the next few years. On December 31, 2021 Governor Baker signed into law S.2963, An Act Relative to Justice, Equity and Accountability in Law Enforcement in the Commonwealth, which went into effect July 1, 2021. The Police Reform Law will help professionalize law enforcement and work to add transparency to the profession. There are several ways that Police Reform will and have affected the Westminster Police Department. In January of 2021 the Westminster Police Department changed our Use of Force Policy and Procedures to conform to the Police Reform Bill. Making this adjustment allowed our department to remain eligible for Federal Funding. Some of the other notable changes that will affect our police department is the creation of Massachusetts Peace Officer Standards and Training Commission (POST). Though, the new training requirements will ultimately produce better qualified police officers. The creations of the new standard will greatly affect the use of part-time police officers in Massachusetts. Many police departments in Massachusetts use part-time officers to augment their departments staffing. Westminster used part-time officers to cover 102 shifts during 2021. Without our part-time officers, we would have had to force our full-time officers to work those shifts. This would have brought our full-time officers being forced up to 165 times in 2021. Effective July 1, 2021 the new standards require towns to send their part-time officers to a Bridge Academy to acquire 200 hours of additional training at the towns expense. After successful completion of the training, the officer then must attain 2,400 hours of on the job training by January 31,2026. Even though we depend on our part-time officers. It is extremely unlikely that they will acquire 2,400 hours in time and will be decertified.

Massachusetts Peace Officer Standards and Training Commission (POST) will also oversee the certification and decertification of police officers. It will establish an investigatory division to inquire into police misconduct and when needed decertify officers. This process once established, will enable departments to conduct better background checks on police officers who leave other departments to be employed at other police departments, to escape discipline issues.

There has also been the creation of a Body Worn Camera Task Force. At this time the taskforce is working on establishing guidelines, policy and procedures regarding body worn cameras. As of December 2021 the Westminster Police Department was awarded a grant through the Department of Justice to fund half of our body worn camera program. We hope to fully establish our body worn camera project in 2022, as we await further policy requirements from the state. Once established, our body worn cameras will be integrated with our patrol car camera systems and will make evidence retention, review and presentation very efficient. Along with our cruiser cameras, our body worn cameras will enhance transparency with our police interactions.

During 2021 the department continued to identify byproducts of the pandemic. Mental health calls for service and addiction related issues increased as our residents had a more difficult time obtaining services. The police department has taken a proactive approach with conducting follow-ups with mental health calls. The department recently partnered with Community Health Link, who has assigned a counselor to our department, conducting co-response follow-ups on a biweekly



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The two primary calls for service amongst our citizens this year have been traffic related concerns and fraudulent activity. Traffic related concerns are typically speed complaints and improper driving. We attempt to respond to these traffic complaints in various ways. We have sign boards that post the speed limit and the vehicle's speed operating towards the sign. These signs can often conduct a traffic study to help us understand when the largest traffic concerns are, based on day of the week and time of day. Directed patrols are also used to conduct traffic enforcement in these areas. With the many complaints we receive weekly in various locations across town, we attempt to assign our officers to the troubled area to encourage proper driving behaviors.

Responding to complaints of fraudulent activity tends to be one of our more complicated occurrences that we take complaints about from our residents. This year we experienced an increase in scams and schemes cases, which have had large financial impact directly affecting our residents. The suspect, often contacts the victim through an unsolicited phone call or email where they use various tactics to manipulate the unsuspected person to send the suspect money through wire transfers, gift cards and the latest bit-coins (*virtual currency*). In these sophisticated schemes, once the transfer has been sent it is often extremely difficult to identify the suspect. This is considering that in almost all the incidents the suspect uses the world wide web to conduct their crimes through voice over Internet Protocol

(VoIP), masking telephone numbers, fake email accounts and other fraudulent on-line accounts. By the suspect using the internet or it's features to conduct their crimes, the suspect literally can be anywhere in the world, allowing them to operate outside the limitations of United States Law Enforcement. Our most effective effort is to educate the public about these scams and schemes before they fall victim.



The department had two veteran officers retire in 2021. On May 14, 2021 Sergeant Edward Robbins retired from the position after serving the department for 31 years. On June 19, 2021 Officer Jeffrey Shampine retired with from his position with 31 years of service. Both officers have served our department admirably and with honor. In their retirement they will remain as special police officers working traffic details.



Officer Connor Furey was appointed to the position of Full-time Police Officer, replacing Sergeant Robbins. Connor was a full-time Dispatcher and Part-time Patrolman with the department. He attended the Boylston Police Academy during the summer of 2021. Connor has a Bachelor's of Science degree in Criminal Justice from Fitchburg State University.

Officer Miranda Hamel was appointed to the position of Full-time Police Officer, replacing Officer Shampine. Miranda was a full-time police officer with UMass Memorial Hospital for over three years. She is a graduate of the Reading Police Academy in 2018. Miranda is working towards her Bachelor's of Science degree in Criminal Justice at Fitchburg State University.



Officer Patrick Porpora was appointed to the position of Full-time Police Officer, as a new addition to our force. Patrick was a full-time Dispatcher with the department. He attended the Reading Police Academy and graduated in October of 2021. Patrick attended Nichols College and has a Bachelor's degree in Business Administration with a concentration in Criminal Justice.

In December our Police Officer Recruit Vanessa Tenore began the Boylston Police Academy and is scheduled to graduate in May of 2022. Vanessa will be our third full-time female officer. Previously before joining us she was a Full-time Dispatcher for the Pepperell Police Department with over two years of experience.

With the restrictions of Police Reform applications for our part-time officer's position have had dropped dramatically, making it difficult to find qualified candidates. This year 3 of the 4 full-time officers we hired had served as a part-time officer or dispatcher. This practice has allowed us to choose our full-time staff from people

Police Department

who have proven themselves over time to be a great fit for our community. Though Police Reform requires enhanced background check. Our police department implemented heightened background checks extensively for the hiring of all officers starting in 2020. We strengthened our practice to be sure we are hiring the best possible candidates to serve our citizens. This includes speaking with several personal and professional references, neighborhood and residency checks, past employers and they are asked to complete a comprehensive questioner. This has enabled us to have clear picture of the candidates that we are considering to serve in such an important role in our community.

Promotions

With key members of our department retiring and promoted recently, we had promoted officers during 2021 to fill those vacancies.

- Sergeant Jason Tamulen was promoted to Lieutenant.
- Detective Nicholas Auffrey was promoted to Sergeant
- Officer Nathan Hawkins has become Acting Sergeant
- Officer David LeBlanc has become a Detective

Department Structure

The Westminster Police Department has adhered to a traditional 3-unit structure. Under that structure, the Department was divided into 3 functional Bureaus, or Divisions. Those areas were the Uniformed Patrol Division, the Detective (Investigative) Bureau, and the Administrative Services Division.

Office of the Chief of Police *(Administrative Services Division)*

Acting Chief Ralph LeBlanc serves as the Commanding Officer of the entire WPD. In this capacity Chief LeBlanc has overall responsibility for the actions, conduct and welfare of all members of the Department, Sworn and Non-Sworn. The Chief issues Department Orders and Directives regarding daily operations, and issues Policies and Procedures to provide general guidance to our personnel. Specifically, Chief LeBlanc directly supervises the Department's 3 Divisions. Additionally, the Chief has responsibility in all instances that require the investigation of Department Personnel. Chief LeBlanc also oversees budgeting and finance for the department. Chief LeBlanc has an Administrative Support staff consisting of an Executive Assistant to the Chief, Firearms Administrator and a Lieutenant.

Uniformed Patrol Division

The Uniformed Patrol Division (Patrol) represents both the largest and most visible operational division within the Department. Patrol is the function of the Department that most people think of when they talk about "the police." Patrol consists of most of the uniformed elements of the WPD. In addition to front line patrol units that are shift and geographically organized. Patrol is both the heart and backbone of the Department, and is often the first point of contact that a resident has with WPD.

Detective (Investigative) Bureau

The Detective Bureau is an investigative unit within the department. The Detective Bureau is staffed by some of the most highly trained member(s) of the Department. The Detective Bureau is tasked with investigating all major crimes that occur within the town and support patrol by following up on reported crime that patrol does not have the time or resources to pursue. The Detective Bureau often works with area detectives to solve crimes and are members of the North Worcester County Drug Task Force.

Specialty Positions

The Westminster Police Department has officers whose duties are primarily patrol. Though, several officers have added responsibilities that they perform sometimes during their work day and others in excess of their normal work day. These are duties that often require specialized training and are required to stay current with their certification.

- 2 SROs School Resource Officers who are each in the schools 20 hours a week.
- 1 SRO School Resource Officer who is contracted by CAPS Collaborative School
- 1 Comfort Dog Handler
- 2 Firearms Trainers
- 4 FTOs Field Training Officers
- 1 Child Safety Technician

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1 Breath-test Machine Manager

4 RAD & RADKids Instructors (*RAD Rape Aggression Defense / RADKids Personal Empowerment Safety Education*)

Staffing Outlook for the Future.

At this time the Westminster Police Department consists of 14 full-time officers. The National and Massachusetts average per-capita is 2.2 police officers per 1000 residents, according to the FBI's uniform crime report. In consideration that our estimated population in 2020 was 8,213. It would be legitimate that our department have a force of 18 officers. Our goal to add two officers in fiscal 2023 could bring our police force up to 16 sworn officers, which would be practical and increase service to our community. With Westminster's growth rate of 13.37% over the last 10 years. We estimate that our police force should be 20 officers by 2030.

The need for more officers has strongly been effected by the police reform law and it's the effects it has on the use of part-time officers. The new training mandates set forth by Police Officers Standards and Training Commission have severely changed the use of part-time officers as supplementary staff. The goal of the department is to schedule three officers on the evening and overnight shift year around and the day shift during the summer. This would allow an officer being on a day off without having to hire an officer on overtime, to make sure an officer was not working alone to police the entire town. In 2021 the police department filled 481 cruiser shifts (*an estimated 3,848 hours*). If we had the two extra officers in place, the department would have only filled 58 cruiser shifts. At this time the police department is requesting two new police officer positions and has been meeting with various town boards to discuss the requests. Research by the department suggests that once the two requested officers are trained and working the suggested shift assignments. We would no longer use part-time officers and the overtime savings could result in savings for the town. This would be done by drastically reducing the need to hire officers to cover vacant shifts and eliminate the need to train the part-time officers.

Public Safety Building

In 2019 the Town of Westminster had a "Public Safety Facility Assessment" done by Tecton Architects of the Westminster Public Safety building which was last updated in 1995. A copy of the report is available on the Westminster Police Department's webpage under "Westminster Public Safety Building" tab. Here you can also do a virtual tour of the current state of the facility. The general finding was that the current location is not suitable to meet our current needs and expansion of the existing building is not feasible.

Learning of the need to address present Public Safety Building concern a site selection committee was formed consisting of over a dozen members of various backgrounds. The committee was charged with identifying possible site locations, as close to its current centralized location as feasibly possible. Balancing location, accessibility, future expansion and economics to identify a future location. The committee had identified a location on Hager Park Road, though learned that it was not available to be used for a public safety building site. At this time the committee are reviewing and examining other options in the more desired downtown area.

Department Training

Members of the police department receive four different levels of training. The first is the state mandated yearly training that is overseen by the Municipal Police Training Committee, which is titled in-service training. Each year the council sets forth the mandatory 40 hours training schedule that every certified officer must partake in to remain certified. The MPTC is also responsible for authorizing which instructors teach the content.

The second type of training our officers receive are certification and re-certification training, which may vary officer to officer, based on the predetermined standards of the certification. Some of the trainings our officers receive on a regular basis are Taser and Breath-test Operator training. Our Firearms instructors receive regular instructor development training and certification. School Resource Officer's also annually receive training updates as well, to name a few. Our dispatchers are also required to recertify and receive continuing education units yearly.

The third types of training our officers receive are Specialized Training. When a new detective is promoted they would receive specialized training in crime scene investigation, sexual assault investigations, drug task-force training and other similar types of training. A newly appointed sergeant or lieutenant would be assigned supervisory and

Police Department

leadership type trainings. Specialty positions, such as our RAD & RADKids Instructors and Field Training Officers are other examples.

Lastly at the Westminster Police Department we provide our officers and dispatchers updated professional development training on topics that evolve over time, such as De-escalation and nonverbal cues for Law Enforcement Officers, Implicit Bias, Crisis Intervention Team and many other topics or issues that evolve throughout an officer's career.

In 2021 the police department purchased our own Use of Force / De-escalation Training Simulator with a portion paid for through a grant from the Massachusetts Interlocal Insurance Association. Adding the simulator to our training regimen is an invaluable resource. We use the simulator regularly as part of our Field Training Program with new officers. As well as monthly scenario training with all of the Police Officers on the department.

Ongoing throughout an officer's career, they need to continually be updated about our changes in case-law and legal updates, which happens on a consistent basis. In 2021 our officers were issued 30 legal updates to review and become familiar with. The police department also regularly reviews our policy and procedures, which the officers are assigned to review and are often quizzed on the them. In 2021 officers were required to review 23 policies and procedures.

Community Outreach Efforts and Programs

This year our officers again participated in Autism Awareness and Breast Cancer awareness months, wearing special patches to recognize these important issues. Also throughout the year the department conducts fundraisers by selling the specialty patches and stickers to raise money for both causes. In April our police officers prepared and served a ham dinner for 90 of our area seniors at the Westminster Senior Center. Also in April police department members hosted Coffee With A Cop with our friends at the Main Street Dunkin Donuts. In August the police department had its first ever National Night Out which was a great success. We partnered with numerous agencies and hope to do it again next year. In October Chief LeBlanc did the Boston Marathon Jimmy Fund Walk virtually throughout Westminster, walking 26.2 miles and raising \$2,909. In the fall the School Resource and Police Officers in a partnership with the Ashburnham/Westminster School District participated in a walk to school day with all the schools. On Halloween the fire and police departments worked with our neighborhoods to support a safe evening of Trick or Treating for our young residents throughout town. During the fall, members of the police department worked with the Senior Center to do a drive through spaghetti dinner and also delivered holiday meals to dozens of our senior residents. The police department also partnered with employees of Recover Centers of America to distribute 20 Thanksgiving food boxes and Christmas gifts to area families.



Members of the department also worked together to host a Citizens Police Academy during the fall. This is the first academy we have ran in many years and was attended by several citizens who had the opportunity to experience some of the training police officers undergo and received information about the duties and responsibilities an officer has. The citizens had the opportunity to use our Use of Force and De-escalation training equipment and participate in mock scenarios.

Grants Received by the Police Department

PSAP Dispatch / Emergency Medical Dispatch Training	\$91,155
Municipal Road Safety Grant	<u>\$ 4,219</u>
Total Grant Reimbursement (<i>Returned to the General Fund</i>)	\$95,374
Massachusetts Interlocal Insurance Association (MILO De-escalation Trainer)	\$10,000

** The police department also received a MED Project services grant that allows the police department to conduct a Prescription Drug Take-back Program through the year. This services historically had cost the department several hundred dollars annually.

Police Department
Westminster Police Department Statistics

Statistical Category	Calendar Year 2020	Calendar Year 2021
Calls for Service	14,328	14,435
Arrests	46	56
Criminal Complaint Applications	93	104
Protective Custody	7	3
Overdose	9	7
Motor Vehicle Stops	821	1,671
Motor Vehicle Crashes	117	142
Emergency 911 Voice	1,877	2084
Emergency 911 Texts	2	7
Total 911 Emergency Calls	1,879	2101

Westminster Police Department Uniform Crime Report 2020 vs 2021

Crimes Against Persons	2020	2021
Murder and Nonnegligent Manslaughter	0	
Negligent Manslaughter	0	
Kidnaping/Abduction	0	
Rape	0	1
Sodomy	2	1
Sexual Assault w/an Object	1	
Fondling	1	1
Incest	0	
Statutory Rape	4	5
Aggravated Assault	13	4
Simple Assault	21	22
Intimidation	8	13

Group B Offenses	2020	2021
Disorderly Conduct	2	4
Driving Under the Influence	8	14
Drunkenness	5	3
Liquor Law Violations	6	14
Trespass	2	4
All Other Offenses	36	61

Town of Westminster	
Population Estimate 2020	8,213
Total Offences in 2021	200
Total Arrest	56
Total Criminal Complaints	104

Crimes Against Property	2020	2021
Arson	2	0
Burglary/Break & Entering	4	4
Counterfeiting/Forgery	2	1
Destruction/Damage/Vandalism of Property	26	36
False Pretenses/Swindle/Confidence Game	1	21
Credit Card / Automatic Teller Fraud	4	5
Impersonation	93	21
Robbery	0	0
Shoplifting	3	1
Theft from Building	4	10
Theft from Motor Vehicle	5	4
All Other Larceny	29	31
Motor Vehicle Theft	3	4
Stolen Property	4	1



Police Department

Firearms Licensing

The Chief of Police is the licensing authority for License to Carry and Firearms Identification Cards. Citizens and local business owners may apply for their license through the police department. New applicants are required to complete the application, take a state approved firearms safety class, provide proof of residency, valid identification card, birth certificate or US Passport, letter of intent and two letters of reference. When submitting their application, they will pay the licensing fee, submit fingerprints for a criminal records check and meet with the Chief of Police to review their information. Applicants who are renewing their License to Carry and Firearms Identification Cards are required to only fill out the application, pay the licensing fee and update their photograph.

What are we doing for our officers.

In 2020 the police department partnered with an Officer Wellness App called CORDICO and we have continued that into 2021. The App provides a centralized location for officers and dispatchers access to therapists, peer support, chaplain support. As well as, the leading officer wellness solution available, by offering confidential in-hand and on-demand 24/7 access, to 40+ modules on topics such as alcohol, depression, emotional health, family support, financial fitness, mindfulness, psychological first aid, sleep optimization, and stress management.

It is a top priority of the Westminster Police Department to provide access to important resources to our officers and dispatchers, which can help them deal with the stress of policing. Law Enforcement professionals are exposed to traumatic calls for service on a daily basis, including child abuse, domestic violence, car accidents and death. Frequent exposure to these stressors and events may be related to the development of mental illnesses, such as anxiety, depression, post-traumatic stress and burnout. With providing our staff with these valuable resources, we will help support healthier officers, who are taking care of our citizens.

During 2021 Westminster Police Department was chosen as one of four police department in the country to participate in the International Chiefs of Police Association's Law Enforcement Family Support,

Training and Technical Assistance Program in 2021. The platform is to help departments learn to equip officers, departments, and families with technical assistance to establish and/or enhance family wellness, engagement, and support programs. The objectives of the program is to:

- Empower law enforcement and families to work together to manage healthy lifestyles
- Create a family-centric environment in an agency
- Improve officer retention and job satisfaction



Police Department

Through tools and resources facilitated by Subject Matter Experts (SME's), agencies learned about the importance and benefits of having positive family engagement and how it plays a crucial role in the well-being of officers and their families. Technical assistance will incorporate foundational considerations such as department policies, structure, and format.

Officers Recognized with Commendation

The Westminster Police Department is proud to have officers such as Sgt. Edward Robbins, Officer Kent Benson and Officer David Leblanc. Who were recognized with a Commendation, for their group effort to peacefully arrest an armed suspect after a pursuit in February. Their brave cooperative efforts more than likely prevented a tragic situation.



What are we doing in 2022

At the end of 2021 the police department was awarded a \$33,960 matching grant, to help fund a proposed Body Worn Camera program for the police department. Our police department was designated as one of 8 police departments in Massachusetts selected in the competitive federal grant program. The Body Worn Camera program will supply each officer with their own body camera which will interact with our cruiser cameras and utilize a cloud storage solution. The grant will assist the police department to fund the program for at least 5 years. The police department is dedicated to our commitment in transparency.

Respectfully Submitted

Chief of Police
Ralph LeBlanc





Fire Department

FIRE ♦ EMS/RESCUE ♦ EMERGENCY SERVICES

Introduction

This year picked up right where 2020 left off with the Fire Department seeing an extremely busy year. The Department set a new record for total incident call volume, responding to 1,783 total incidents including 14 building fires within the community and 29 fires mutual aid. Fire wise it was the busiest year in recent history with two 3rd Alarm Fires, two 2nd Alarm Fires, four Working Fires and six 1st Alarm Fires. In addition to responding to a record high volume of emergency incidents, the fire department also completed 1,045 fire prevention activities.

The department has reached a critical crossroads in regards to staffing this year. The historical structure of a primarily on-call fire department being supported by some fulltime staff has transitioned to a primarily fulltime department supported by some on-call staff. This change has been occurring over the last twenty years as the department has struggled to recruit and retain



adequate numbers of on-call Firefighters. Throughout 2021 the number of on-call Firefighters has reached a critical level as four long standing members retired and three others moved out of town. This trend is not unique to Westminster, and has been well documented locally as well as nationally. Volunteerism is on the decline due to a number of socioeconomic factors that towns and departments of our size and type are facing. The department has seen a 67% loss in on-call staff over the last ten years while incident volume has increased 53% over the same time frame.

The department has been making adjustments to staffing slowly over the last twenty years as the service gaps have appeared. In 2021 the department made some structural changes that included the promotion of two fulltime Firefighters to Lieutenant and increasing part time shifts from eight hours a day to 16 hours a day. This year the department lost 84 years of experience with the retirement of four on-call members and three additional on-call members moved out of town, changing their role with the Department to part-time. With these reductions in on-call staffing the department is left with 7 on-call Firefighters moving into 2022, down from 21 in 2010 and 34 in 2000. In response to this critical shortage of on-call firefighters the Fiscal Year 2023 budget proposal will include a request to hire additional fulltime staff and increasing hours of part-time staff to fill this critical service gap. The request includes the hiring of a daytime officer who will add to the departments administrative team, assisting with fire prevention, training and emergency response. The request will also include the hiring of four full-time firefighters and increasing the hours of our part-time Firefighters from 16 hours each day to 24 hours each day. These increases will bring the on-duty shift strength to offset the continued loss of on-call firefighters.

Fire Department

Through the beginning of 2021 the fire department remained vigilant while responding to a spike in the ongoing COVID-19 pandemic after the holidays. As the year progressed the department began to see cases wain with the State of Massachusetts ending the State of Emergency. As the year progressed the emergence of new variants began to take hold within the community. There was an increase in cases starting in the November timeframe, which included members of the department becoming infected.

On-duty Staffing

The Westminster Fire Department currently has eleven fulltime personnel. The Fire Chief, Deputy Chief and Administrator/EMT -B work a weekday administrative schedule. While the additional eight members consisting of four Lieutenants and four Firefighters, work rotating shifts to cover the town with two Firefighters 24 hours a day, 7 days a week. The department supplements our full-time staff with a part-time Firefighter 7:00AM through 11:00PM, 7 days a week.

Throughout the year the departments full-time staff remained stable and included the training and promotion of existing personnel as well as increased hours for part-time staff. For Fiscal Year 2022 the fire department was approved to promote two existing firefighters to the rank of Lieutenant and increase the hours of our part-time Firefighters. In July the department conducted a comprehensive assessment center comprised of both municipal government leaders and fire service leaders. After the assessment center Bennett Chadbourne and Todd Alden were promoted to the rank of Lieutenant. These promotions allowed the department to ensure there is an officer assigned to work 24 hours a day seven days a week. These officers act as the shift commander and are in charge of shift related activities. This change has allowed the command staff to focus more on administrative tasks while the Lieutenant runs the day to day emergency response, station and apparatus maintenance, training and fire prevention activities. Also in July part-time hours were increased from 8:00AM-4:00 PM daily to 7:00AM-11:00PM.



Throughout the summer of 2021 Firefighter Kyle Halliday, who was hired in November 2020 attended recruit training at the Massachusetts Firefighting Academy in Stow. The Recruit training program is a comprehensive 10-week academy that drills the basic skills Firefighters need to operate as a Fulltime Firefighter. Firefighter Halliday graduated from Recruit in August and returned to his group.

Moving to the future the Fire department looks to our historical trends for guidance. These trends include an average of 8%-10% increase in emergency calls annually, continuous significant reduction in on-call staffing and an ever increasing amount of fire prevention workload due to the volume of new construction and renovations of existing properties in town. These factors are the driving force behind the need to significantly increase our on-duty staff.

Fire Department

On-Call Staffing

For almost 200 years the Westminster Fire Department was adequately staffed by an average of 30-40 citizens. These citizens volunteered to maintain the skillset required to be a Firefighter and to answer the call when their fellow townspeople were in crisis, day or night, on sunny days and during blizzards. Over the last twenty years the numbers of citizens volunteering to perform this job have dropped significantly as showcased in the table below. This is due to a number of socioeconomic factors that are outside of the control of the town and the department. This drop in volunteerism is not solely a Westminster problem, but a well-documented nationwide problem that has only been exacerbated by the COVID-19 pandemic over the last two years.



Year	Calls for Service	On-Call Firefighters	Part-Time Firefighters	Full-Time Firefighters
2000	791	34	0	3
2010	1,162	21	7	7
2021	1,783	7	16	10

During 2021, the department saw its on-call staff reach critically low levels, ending the year with just seven on-call firefighters. Throughout the year four long serving on-call members retired from the department, taking with them 84 years of experience. Firefighter Al Barrett retired after 38 years of service, Lieutenant David Henry after 24 years, Firefighter Brett Duncan served the community for 13 years and Firefighter Michael MacIntosh 10 years. All four of these members served the Town of Westminster diligently throughout their years here and we thank them all for their service to the community. Aside from retirements the department had three on-call members sell their homes in town and move to different communities, we were able to retain one of these members as a part-time Firefighter.

As members retired and moved, the department continuously sought out citizens to replenish our ranks. Throughout the year 16 interviews were conducted, where the candidate is provided with an overview of what being an on-call Firefighter entails. The initial hiring requirements of a Firefighters physical, drug test, background check and the State physical abilities test (PAT). Followed by the training requirements of Firefighter 1 & 2 and 1st Responder. Lastly the long term requirements are explained, which consists of department training once a month and attendance at a minimum of three calls each month. Out of the 16 interested citizens only two followed through with the process and will be coming onto the department as recruits in 2022.

In previous years these recruits were sent to the Massachusetts Firefighting Academy in Stow for the Call/Volunteer training program. This program is a four-month program provided two nights each week and one day every weekend to facilitate the training of on-call Firefighters who are not employed by the community full-time and need to complete the training around an outside employment schedule. The department identified this as an area that we could improve by offering the training locally to cut down on the commute to and from Stow. Starting in 2020 the department banded with other local communities to offer a training program in Westminster. This program was very successful and trained the departments two newest on-call Firefighters in the fall of 2020. Planning has already started to host a similar program in 2022 with our two newest recruits.

Fire Department

Call Volume

This year was another record breaking year for the department, ending the year with 1,783 total incidents. That is a 5.7% increase over the previous year and a 53.3% increase over a 10-year period. This year's numbers extrapolate out to

Type	Total	Percentage
Fire/Explosion	51	2.90%
Overpressure Rupture	0	0.00%
Rescue Call	1117	62.60%
Hazardous Condition	39	2.20%
Service Call	214	12.00%
Good Intent Call	108	6.10%
False Call	245	13.70%
Severe Weather/Natural Disaster	2	0.10%
Special Type/Complaint	7	0.40%
Undetermined	0	0.00%
Total	1,783	100.00%

an average of 4.88 calls per day. As the town continues to grow the department continues to see increases in workload. The 2020 Census data was released in 2021. The Town saw its population rise to 8,213 residents which requires the town to add a third voting precinct. This represents just under a 13% increase in the town's population over a ten year period. Over that same ten years the town added 361 new single family homes.

Aside from total calls for service the department responded to 14 building fires within the community and 29 fires mutual aid. Of these fires two escalated to the level of a 3rd alarm bringing assets from 14 communities to assist the Westminster crews in controlling the fire. Two more of these fires were 2nd alarms, which brought in assets from 11 of our neighbors. Four were Working Fires bringing assistance from 9 communities and six were 1st alarms which were handled by the departments crews without mutual aid assistance. This call volume combined with the decrease in on-call Firefighters has made the need to increase the staff of the fire department even more apparent.

SAFER Grant

With the increased call volume and decrease in on-call Firefighters the Chief has requested to apply to the Federal Emergency Management Agency (FEMA) thru the Staffing for Adequate Fire and Emergency Response (SAFER) grant program for the second year in a row. Last year the department was not successful in this highly competitive grant process that provides 100% of the salary and benefits cost of new Firefighters for a three-year period.



The Select Board has approved the Chiefs request and the arduous process of applying for the grant has begun with awards anticipated to be announced sometime mid-2022.

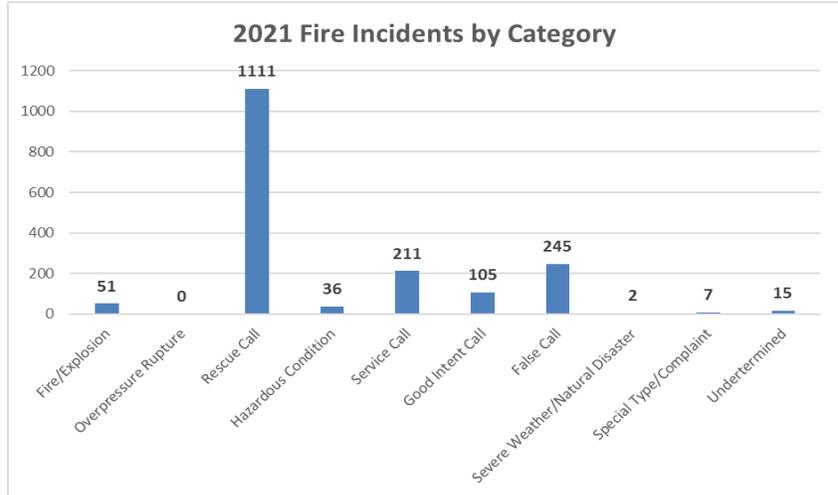
The National Fire Protection Association (NFPA) sets consensus standards nationally for every aspect of the fire service. This organization set standards for staff to fight a residential house fire. Their standard places communities into two categories, NFPA 1710 for all career departments and NFPA 1720 for volunteer and combination departments. Based upon the demographics of our community Westminster falls under the NFPA 1720-Rural staffing model which recommends a minimum of six Firefighters to be one scene of a structure fire within 14

Fire Department

minutes of the call. Currently the department struggles to meet these standards, especially during daytime hours when our on-call staff is at their regular jobs. To meet this standard the Department needs to add staff and with the limited ability to add on-call Firefighters than full-time Firefighters will need to be added. The Chief will apply for four full-time Firefighters thru the SAFER grant process however this grant is far from a guarantee and even if awarded is not enough to overcome the loss of so many of our on-call Firefighters over the last twenty years.

Emergency Medical Services

This year has been a year of continued growth for the EMS Service. Ambulance 2 has arrived, been outfitted and is performing better than expected. The choice to purchase a 4x4 Ambulance has already paid dividends as it allows us to navigate remote areas of town that were previously difficult to access. Ambulance 1 is still performing well and is scheduled for replacement in 2023.



The department changed its Medical Control over to Dr. O'Connor with Leominster Hospital in 2021 after many appreciated years with Dr. Ray from Heywood Hospital. Heywood's Emergency Room Physicians have continued to support our growth and have offered to review cases and calls as needed. Heywood Medical Control served the department well for many years but the changeover to Leominster Hospital has opened the service to advances and options that were previously unavailable.

In July, our EMS Coordinator Todd Alden was promoted to Lieutenant and in order to focus on his new duties stepped down from his role as EMS Coordinator. Lieutenant Alden served as the EMS Coordinator for three years and served the position well. Private Jason Cox was appointed to replace him and has approached the task head on, bringing fresh experience to the role. In August the department was granted the use of Ketamine in the pre-hospital setting for both Pain Management as well as acute Behavioral Emergencies. On the Basic Life Support (BLS) level the department has implemented the use of CPAP for non-invasive airways. A main focus for the new EMS Coordinator was a holistic evaluation and revamp of our supply system which has been completed. Since the start of the COVID-19 pandemic supply shortages have become more prevalent, because of safeguards put in place within our supply system we have been able to stay ahead of the national supply deficits that many other agencies are experiencing. Through selective organization and creative use of space the department has been able to reduce the need of overflow storage in the town hall attic. In an effort to support the community on a larger scale, the departments staff have been authorized to administer Flu and COVID vaccines through our medical control. This is a great advance in the level of care that our department can foster for our community.



Fire Department

Throughout the COVID-19 pandemic the department has been successful in adapting trainings to fit socially distant and virtual guidelines. This past year the department was able to offer more EMS in-house trainings to include Advanced Cardiac Life Support and Pediatric Advanced Life Support. Additionally, department staff have been working with the other town departments to increase CPR and AED effectiveness. Looking into 2022, the department will continue the trend of remote learning by adding more virtual classes, and special training opportunities through local facilities. The department strives to provide the highest level of care to the community by staying abreast of new techniques and equipment while providing our staff with the best training available to meet the needs of the community.



AMBULANCE CALLS BY LEVEL OF CARE

Hospital	Occurrence	Percentage
At Scene Other	9	0.86%
No Treatment Required	5	0.48%
Patient Refused Care	243	23.25%
Treated and Released or Refused Transport	0	0.00%
Treated, Transferred Care	7	0.67%
Treated, Transported by EMS (ALS)	462	41.34%
Treated, Transported by EMS (BLS)	378	33.21%
Treated, Transported by Private Vehicle	1	0.10%
Unknown	1	0.10%
Total	1,045	100%

AMBULANCE CALL BY DESTINATION

Destination	Occurrence	Percentage
Health Alliance - Leominster	371	35.50%
Heywood Hospital	335	32.06%
Other, In-State	7	0.68%
St. Vincent's	8	0.77%
UMASS Memorial	4	0.38%
UMASS University	20	1.91%
No Destination	300	28.71%
Total	1,045	100%

Fire Department

Simultaneous Incidents

Simultaneous incidents are when more than one incident occurs during the same time period. As calls for service have increased over time, so have the frequency of simultaneous incidents. The current staffing level of the department provides enough staff on duty to respond to one basic incident (Medical, lockout, CO alarm) and/or the initial response to a more complex incident. When additional staff is needed for a complex incident or for multiple incidents the on-call Firefighters and off-duty fulltime Firefighters are relied upon to respond to the station, staff additional pieces of apparatus and respond to the incident. Considering the 67% decrease in the amount of on-call Firefighters on the department over the last ten years, this portion of our staffing model has begun to fail. The ability of the department to respond to more than one call at a time was first identified as a service gap in 2018. This statistic was not captured in traditional incident reporting prior to being identified in 2018, when the department began to track the volume of simultaneous incidents annually.

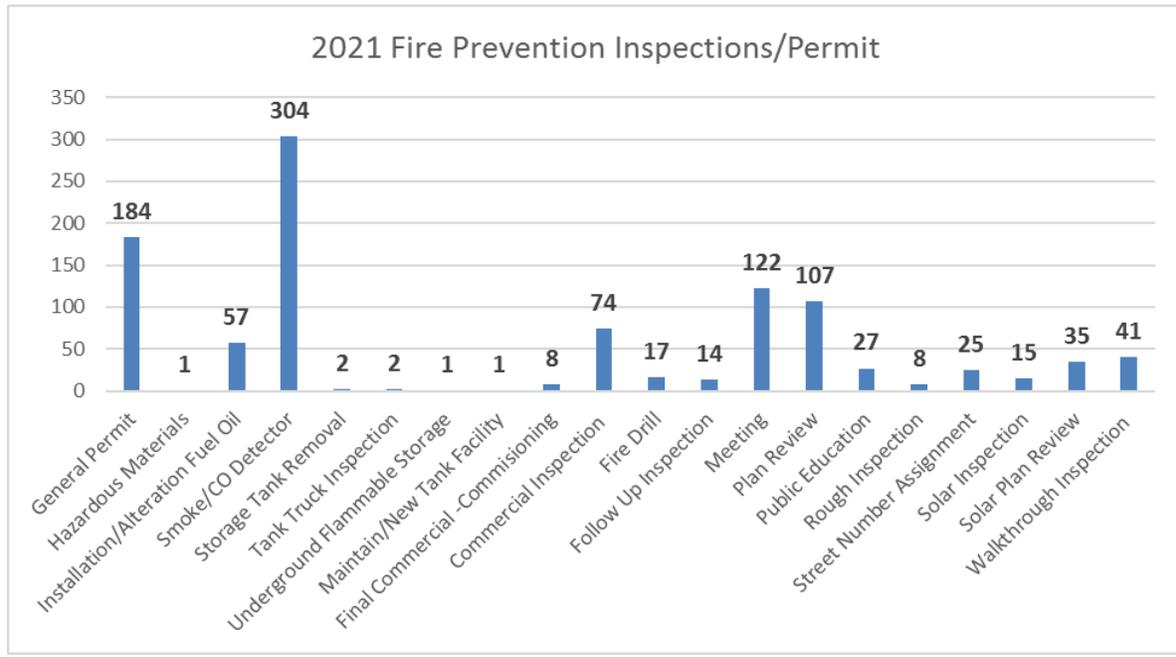
2018	2019	2020	2021
132	170	182	233

As these annual totals are further broken down, 67% (157) of these simultaneous incidents occurred during the daytime hours of 8:00AM – 6:00PM. This time period is the most critical to the departments staffing model due to the fact that the on-call staff is not available to respond due to being at work at their fulltime jobs. In response to this shortfall, the department has asked the fulltime staff to comeback much more frequently to fill this gap incurring additional overtime related costs. When assessing simultaneous calls in 2021 by call type, 66% (154) of these incidents were EMS related. The department does have two ambulances; however, the current staffing model does not consistently provide enough personnel to staff both trucks. When this occurs, mutual aid is relied upon to provide an ambulance for the additional calls. In 2021, the department was able to staff and transport with the second ambulance 53 time out of the 154 incidents. With the current level of staffing the department will continue to struggle to respond to simultaneous incidents.



Fire Department

Fire Prevention



Throughout 2021 the department completed 1,045 fire prevention activities and registered 719 open air permit fires. The towns residential housing market remained steady and the department continued to see smoke detector resale inspections as its highest volume activity. During the year the department saw an emerging trend of the installation of battery storage systems in the residential setting. As battery technology has advanced they have become a real option to store and use energy created by a solar system. Very commonly the advances in technology outpace the codes that regulate their installation. With that the Fire Marshall and Building Inspectors created a joint memorandum for the installation of these systems in the residential setting. As the year progressed many of these systems were installed within the community. With that, training on the inspection of these system was completed as well as mitigating emergencies in these systems when they fail. With the proposed code change coming in the next few years these systems will most likely be installed in most new construction.

With the promotion of two Lieutenants, these new officers were required to complete the Fire Prevention Officer Level 1 credentialing. This program requires that students attend 40 hours of training plus a considerable self study online workload. With this higher level of training it provides the officer the tools needed to recognize and handle a much wider variety of fire code issues. All of the fulltime staff are trained to the Fire Prevention Officer basic level with all fire officers credentialed to the Fire Prevention Officer – Level 1. This training provides a consistent level of code enforcement throughout the department. Chief Butterfield was re-elected to serve on the Board of Directors for the Massachusetts Fire Prevention Association until 2023.



Fire Department

Fire Investigation

The Fire Department continues to investigate all fires in accordance with Massachusetts General Laws in conjunction with our partners from the Westminster Police Department and the Massachusetts State Fire Marshals office. All fires are investigated and when appropriate, all legal options are followed.

Lieutenant Bennett Chadbourne continues to be the departments lead investigator and throughout 2021 investigated 14 building fires and numerous vehicle and brush fires. Of the fires investigated by the department one brush fire was determined to be intentionally set. All other fires were determined to be due to unintentional causes.

Public Education

Like all aspects of the departments work, the COVID-19 pandemic made 2021 a difficult year for Public Education. Lieutenant Zachary Algarin continued as the departments coordinator for Public Education this year. The department was able to perform Senior SAFE Activities on a one on one basis in homes as well as provide the local Girl Scout and Boy Scout troops with classes on first aid and a socially distanced station tour. The department's Public Education focuses the majority of its' efforts in the school system during the spring time. With school being performed on a hybrid model our normal activities were not able to be completed. Lieutenant Algarin was able to attend The Public and Life Safety Educators conference held in Hyan-nis. This is a two day conference that provides educators with the most up to date fire safety

Specialty Community Services

National Night Out

August 14, 2021 was the first annual National Night Out hosted at Oakmont. Throughout the evening over 1,000 people attended the event which included community partners and town entities. The event pro-



vides for a safe community building event with public safety, private/public partners and other special agencies such as Life Flight.

Halloween Bonfire

October 31, 2021 marked the return of the Halloween Bonfire. This event is the departments largest public safety event of the year. The only major change that was made to the normal routine was the elimination of the apple cider due to the ongoing pandemic.



Fire Department

Department Training

In a traditional year the department holds 12 paid monthly trainings. Due to the ongoing pandemic, 2021 saw a modified training schedule in an effort to reduce the spread of COVID-19 thru department members. The department held an apparatus operator course for five members thru the summer and early fall. This course followed the IFSTA curriculum for apparatus operators and was taught in house by department personnel. This course, coupled with an Emergency Vehicle Operator (EVO) class and a pre-determined amount of practice driving and operating each piece of apparatus gives the members the training and practice needed to drive and operate the department apparatus. A training component was also added to our on-duty staffs daily routine, with lesson plans for short (1 hour) drills to be performed during their workday. An array of topics are provided to the groups each month, tailored to the time of year or small improvements that need to be made. Even as the department entered the last month of the year there were some modifications made due to increased Covid-19 cases throughout the department and community.

As the ongoing pandemic affected the department, modifications had to be made to the training schedule. The use of Microsoft Teams was launched to provide an online training platform when in person meetings were not available. With a portion of the meetings having to be postponed, the department added a basic skills and live fire training day into the schedule in an effort to maintain the department members skill sets.

EMS Training was heavily modified to accommodate the change to a new medical director. Rather than members having to go to other Hospital's to achieve their training hours. The training was done in house with all of the required M&M Rounds being done by our medical director. M&M rounds are an opportunity for our Medical Director to review actual call from the service area to improve service.



The change to doing this as a department instead of regionally was a major improvement as we were able to focused on calls strictly from Westminster and not seven other services.

Apparatus

Engine 1 - (2019 Class A Pumper) KME. The vehicle has a 1,500gpm pump with 1,250 gallons of water and is equipped with Class A foam for ordinary fires, this Engine is the primary attack truck for structure fires. This vehicle is two years old and is in excellent shape.

Engine 2 – (2001 Class A Pumper) KME. This vehicle has a 1,500gpm pump with 2,500 gallons of water. This vehicle is also equipped with a Class A foam for ordinary fires. This vehicle is a dual role vehicle able to perform as an attack pumper or a tanker for incidents in the areas of town with no hydrants. This vehicle was refurbished in 2016 and is in moderate shape. The vehicle is starting to show its age. For this vehicles replacement it is proposed that the truck be replaced with two vehicles. A dedicated tanker truck and a dedicated engine.

Fire Department

Engine 3 – (2013 Class A Pumper/Rescue) KME. This vehicle has a 1,500gpm pump with 1,000 gallons of water. The vehicle is equipped with Class A and B foams allowing the vehicle to increase its fire suppression capability as well as fight flammable liquid fires. This vehicle serves as the department's heavy rescue carrying the specialty rescue items such as the Jaws of Life, structural cribbing, water/ice rescue and many other items. This vehicle is good shape but has started to show areas of corrosion on the frame and other structural members.

Tower 1 – (2005 Ladder Truck) KME. The vehicle is a 95-foot aerial ladder with a bucket. This vehicle is equipped with a 2,000gpm pump and a 300-gallon water tank. This vehicle is in fair condition and is scheduled to receive a refurbishment next year. This vehicle is beginning to show body and frame corrosion that will be addressed with a refurbishment. The refurbishment however will not address all of the needs of the truck. This vehicle will start to encounter major mechanical failures in the coming years due to aging components.

Engine 5 - (2008 Mini-Pumper) CET. Engine 5 is the departments brush truck. It has 4-wheel drive, 500gpm pump and 300 gallons of water. The vehicle is also equipped with Class A foam to increase its effectiveness on ordinary fires. This vehicle is fair shape, substantial corrosion was found on its sub-frame and was replaced. The Compressed Air Foam System (CAFS) was disconnected from the vehicle due to high repair costs. To replace this system would require a major service and removal of parts of the body. The cost benefit was evaluated and the benefits of the CAFS did not necessitate its repair.

Car 1 - is a 2020 Chevrolet Tahoe that is designed for emergency response and as a command vehicle. This vehicle was placed in service in March of 2020 and is in excellent shape.

Car 2 - is a 2016 Ford Explorer designed for emergency response and as a command vehicle. The vehicle is in moderate shape and is scheduled to be replaced in the coming years.

Car 3 - is a 2013 Chevrolet 3500 equipped with a plow and is used for daily inspections and as the departments primary tow vehicle. This vehicle mechanically is in fair shape however the bed of the vehicle is showing extensive corrosion.

UTV – The UTV is a 2016 Gravelly UTV. The vehicle is designed for multiple roles including brush fire response in remote locations, rescue/transport of injured parties in remote locations and use during large events as a quick response vehicle. The department has seen and continues to have incidents in remote locations where we once relied upon mutual aid from other communities for a UTV vehicle where now the department can handle many of these calls ourselves.

Ambulance 1 – This is a 2016 Chevrolet Chassis with a Braun ambulance body. This ambulance responds to medical emergencies and transports patients to the hospital. This ambulance is in fair condition. It is showing signs of corrosion but should meet its scheduled life expectancy.

Ambulance 2 – This is a 2020 Ford F-550 with a Braun ambulance body. This ambulance responds to medical emergencies and transports patients to the hospital. This vehicle is in excellent condition.



Fire Department

Station

In 2019, the Select Board re-formed the Public Safety Building Committee to perform a site selection process for a new public safety building. This committee completed a site selection analysis which was posted on the Towns webpage. The selected site was the Hager Park Road site. Once this site was selected the process began to transfer the land to the Town from Hager Park. This required a unanimous vote of the Hager Park Commission to proceed. There was not unanimity in the Hager Park Commission rendering this site unusable. This put the committee back to the beginning steps of its charge from the Select Board and is currently evaluating sites.

While this process proceeds the department continues to see increased needs for its services which has created a need to add additional staff. The department had sufficiently outgrown its current facility in the early 2000's. If sufficient progress is not made through this committee the department will have to request additional funding to modify the existing building. These additional funds will not adequately address the issues faced. It will be a very short term, temporary modification and other areas within the department will sacrifice.

All of the committee's documents can be found on the Town Website under the Public Safety Building Committee.



Future

The Westminster Fire Department is an all hazards response, prevention and education agency. Without a doubt the men and women who serve on the fire department provide the citizens with the highest level of service. The department's performance at all of the fires in 2021 have shown their dedication to the fire service and community. The Department strives to provide the highest level of service to the community as possible and our members embody this. As the department continues experiencing rising call volumes as the community grows, the department will need to grow to meet the needs of the community. I look forward to working with the town to facilitate these needs.

Please contact the office if you have any questions.

Fire Chief Kyle S. Butterfield
Westminster Fire Department
7 South St. Westminster, MA 01473
(978)-874-2313 x200 – kbutterfield@westminster-ma.gov



Emergency Management

Introduction

During 2021, the Emergency Management Department played a large part in continuing the response to COVID-19. The role of Emergency Management moved from playing an active role in purchasing and response to monitoring and preparing. The department saw a change in the Deputy Emergency Manger with the retirement of long serving member Jeff Curtis.

In early 2021, Emergency Management worked with the local Boards of Health to make COVID-19 vaccines available to employees. This was done in conjunction with the Town's Board of Health, Fitchburg's Board of Health hosted a regional vaccine clinic for first responders. This was the initial rollout of the vaccination and was available to first responders only. Along with the Police and Fire Departments in town the department was also able to coordinate the vaccinations of the On-Site Academy located here in town. The On-Site Academy is a training and treatment facility for critical incident stress and substance abuse issues for Fire, Law Enforcement, EMS and Military personnel. These professionals serve our first responders and provide an invaluable resource locally for our personnel.

To replace longtime Deputy Manager Jeff Curtis, Fire Department Engineer Jay Blauser was selected to fill this role. Through his career in the private sector; and public sector serving as a school teacher and member of the fire department his skills matched the needs of the position. He was appointed in July of 2021 and began the process of training on Web EOC the statewide platform for emergency operations. His training will take well into 2022 to complete as the classes become available through MEMA.



Preparation

With the end of the State of Emergency from Governor Charlie Baker on June 15, 2021 the department began to prepare for a return to normal operations. Many of weekly and monthly meetings ceased with the end of the measures. However the department continued to remain vigilant closely monitoring new information.

In early 2021 the department saw a large spike of case's related to the holiday season. The department remained prepared and provided PPE material as needed in support of the other departments. While remaining vigilant and current, the department prepared for the coming spike in cases in late 2021. When the news of new variants was emerging the department secured an order of 1,000 COVID-19 test kits to use to screen employees. Working in conjunction with the Town Administrators office these test kits were made available to all Westminster Employee's. These were ordered in the middle of October prior to the large rush from other agencies and the kits were delivered within two weeks. These test kits played a large role in many departments in the Town. Locally in the fire department these test kits were able to identify 11 personnel who were either exposed or symptomatic. This allowed the fire department to continue operations with limited loss of employees.

Emergency Management

While continuing to provide a support role to other departments, the department continued its normal operations of monitoring and preparing for emergencies. The department continues to take part in the preparedness calls prior to each major storm. These calls allow the department to make notification to the community if needed.

Comprehensive Emergency Plan

In 2021 the Towns Comprehensive Emergency Management Plan and Functional Annexes were completed and distributed to the stakeholders throughout town. This plan will be provided to the Select Board in early 2022 for acceptance. This plan is an all hazards plan maintained by Emergency Management, designed to guide resources in their response to various types of emergencies throughout the town. These include floods, hazardous materials release, blizzards, and ice storms for example. With this document being completed the Towns Continuity of Operations Plan document was started and will be completed in 2022. This plan provides the foundation to ensure the continuance of government operations in the event of a large scale event.

Activities

In 2021, the following are examples of activities that Emergency Management partook in:

- Emergency Management holds meetings between the Deputy Director and Director.
- Adoption of the Statewide Mutual Aid Agreement
- Attend quarterly Emergency Management Meetings held by MEMA.
- Participate in planning meetings with local Utility Companies, Unitil and National Grid being the primaries.
- Maintain Code Red and provide community alerts as needed.
- Work with MEMA, FEMA and other outside agencies
- Procurement of COVID-19 tests for town employees
- Procurement of supplies to ensure safe operations of the community.
- Partial Activation due to a large water main break causing low municipal water levels in town.



Personnel

The first part of the rebuilding process of Emergency Management started with the replacement of the Deputy Director. The department has continued to see a lack of a community volunteer corps. The members who remain are mostly retired members of the fire department. As these members age, it is difficult to recruit new members. Throughout 2021 the fire department interviewed 16 citizens for potentially joining the department. As part of this process they are provided the opportunity to join emergency management should the commitment to the fire department be too great. Out of the 16 citizens 14 declined to pursue either position and two joined the fire department. Moving through next year the Deputy is looking at working with local schools as a recruiting tool to provide additional volunteers.

Equipment

Emergency Management maintains equipment related to its function. There are six radiation detection devices dating back to the Civil Defense time. A new radiation detector was provided from the Central Regional Homeland Security. This updated device is much more efficient and was received in the fall of 2021.

Emergency Management

Preparedness

Emergency Management encourages all residents to have a kit prepared to be self-sustainable for 72 hours or longer. In 2020, the consumer market experienced supply chain shortages for basic items, limited food supplies and moderate duration power outages. Residents should plan to be self-sufficient by preparing a plan for basic supplies. Some of the items residents should plan for are one gallon of water per person per day, three days' supply of nonperishable food, flashlight, batteries, a way to charge electronic devices and a small first aid kit. Medications should be included in the plan. For further information, please visit FEMA's www.ready.gov/kit

Code Red

Code Red will continue to be maintained for emergency and mass notification to residents. Code Red is used to quickly relay information to the community. Residents are able to sign up through our website to receive alerts and manage how they are notified. In addition, a smartphone app is available for download.



Future

Moving into 2022, the Westminster Emergency Management Department will begin to look for areas to recruit volunteers to join the department. With the departure of the previous deputy emergency manager the focus was to appoint and train a replacement. With the solidification of a new Deputy Emergency Manager and a training plan in place, attempts to recruit new volunteers can begin. In conjunction with the upcoming citizens fire academy the participants will be provided the opportunity to serve on the department.

Anyone interested in joining the Emergency Management Department should contact the Emergency Management Director at 978-874-2313 ext. 200

Please contact us in the office if you have any questions.

Respectfully submitted,

Fire Chief Kyle S. Butterfield
Emergency Management Director
Westminster Fire Department
7 South St. Westminster, MA 01473
(978)-874-2313 x200 –
kbutterfield@westminster-ma.gov



Animal Control

2021 ANIMAL CONTROL YEAR END

GARNDER

ASHBURNHAM

LOOSE/STRAY ANIMALS	208	LOOSE/STRAY ANIMALS	49
ANIMAL COMPLAINTS	195	ANIMAL COMPLAINTS	39
WELLNESS CHECKS	165	WELLNESS CHECKS	23
QUARANTINES	67	QUARANTINES	21
KENNEL INSPECTIONS	0	KENNEL INSPECTIONS	10
BARN INSPECTIONS	3	BARN INSPECTIONS	7
HIT BY CAR	15	HIT BY CAR	4
WILDLIFE	137	WILDLIFE	8
VET	135	VET	0
CLERK/COURT	56	CLERK/COURT	29
TOTAL:	981	TOTAL:	190

HUBBARDSTON

WESTMINSTER

LOOSE/STRAY ANIMALS	45	LOOSE/STRAY ANIMALS	82
ANIMAL COMPLAINTS	27	ANIMAL COMPLAINTS	48
WELLNESS CHECKS	21	WELLNESS CHECKS	33
QUARANTINES	13	QUARANTINES	19
KENNEL INSPECTIONS	7	KENNEL INSPECTIONS	11
BARN INSPECTIONS	10	BARN INSPECTIONS	16
HIT BY CAR	0	HIT BY CAR	4
WILDLIFE	17	WILDLIFE	23
VET	0	VET	0
CLERK/COURT	36	CLERK/COURT	27
TOTAL:	176	TOTAL:	263



TOWN POUND 1810

YEARS AGO STRAY ANIMALS WERE RESTRAINED HERE UNTIL THE OWNERS CLAIMED THEM AND PAID THEIR FINE

Animal Control



Animal Control Officers

Senior Animal Control Officer: Kristen Salerno

Animal Control Officer: Cheryl Slack

Animal Control Officer: Alana Meserve

The Regionalized Animal Control Division of Gardner, Hubbardston, Westminster and Ashburnham consists of 3 full time Officers, Senior Animal Control Officer Kristen Salerno, Animal Control Officer Cheryl Slack and Animal Control Officer Alana Meserve. It is our intention to serve the citizens of our communities in the most professional, effective, and efficient manner possible.

Experience and training are the key elements in maintaining the professionalism that we display with every encounter we have with the residents of our communities.

Our primary mission is that of public health and safety. Our officers respond to domestic animal-related calls seven days a week from 7am-5pm and will respond to emergency calls 24 hours per day, 365 days per year. Each Animal Control Officer is certified through the Massachusetts Animal Fund and Animal Control Officers Association of Massachusetts. Our ACO's attend continuing education classes year-round

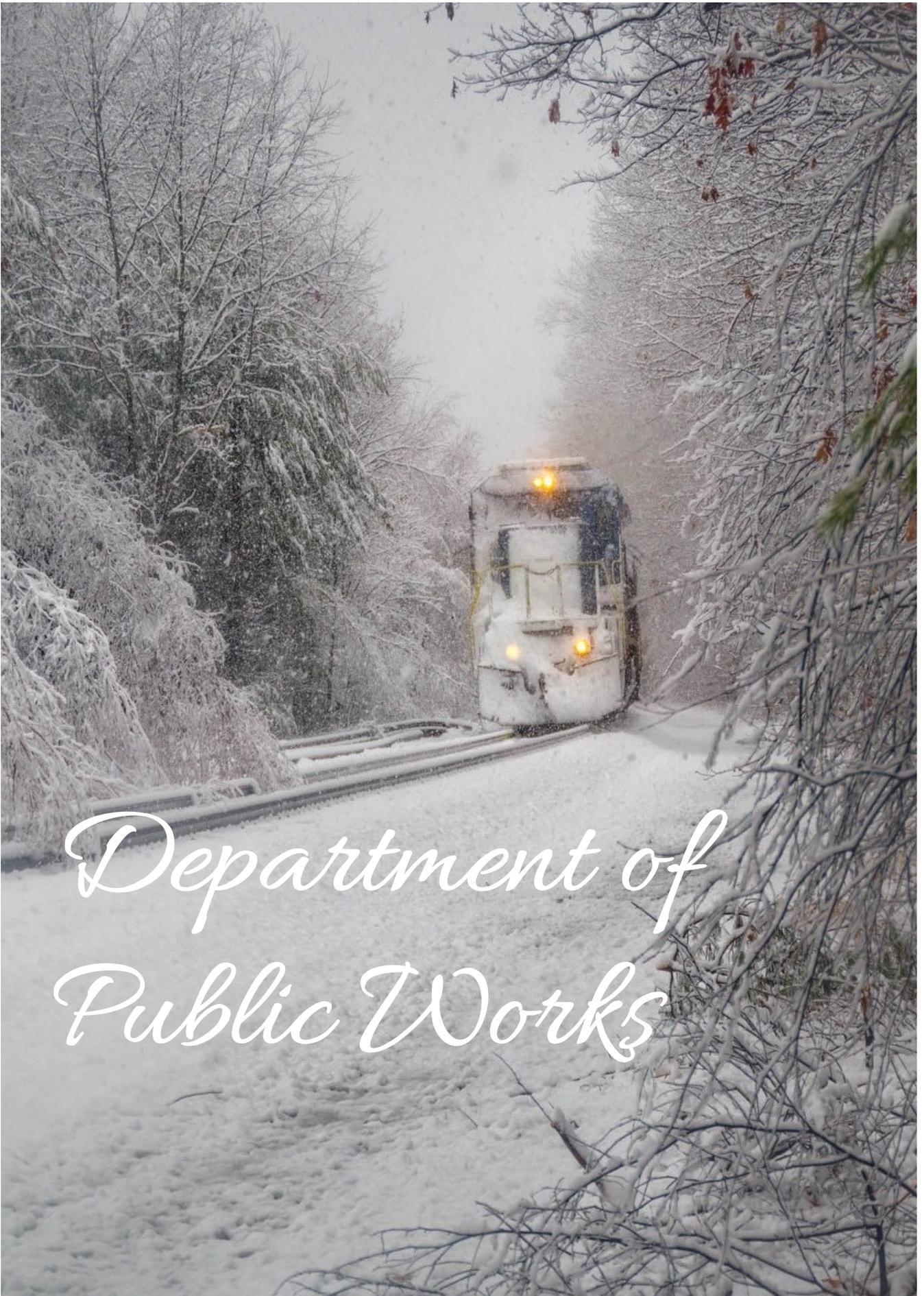
We offer an array of services to the residents and animals of the communities we serve. Some of these services include but are not limited to, pet adoptions, lost & found, rabies education, animal sheltering (at the animal control facility), cruelty investigations, low-cost vaccination clinics, pet licensing, volunteer and foster opportunities and emergency disaster response.

It is our pleasure to continue to serve and provide animal control service and education to the residents of our region

Respectfully,

Kristen Salerno
Senior Animal Control Officer
Gardner, Hubbardston,
Westminster, Ashburnham
200 Main St
Gardner, MA 01440





*Department of
Public Works*

Department of Public Works

HIGHWAY DEPARTMENT

The total snowfall for the 2020/2021 winter season was 74-inches. There were 25 storms, 12 snow and 13 snow/rain mix related. The heaviest snow fell on February 1st and 2nd which produced 18-inches of snow.

Town Funds were used to accomplish the following:

Paving

Bathrick Road (Town Farm Road to Newcomb Road) – 1 ½-inch top

Bean Porridge Hill Road (House #16 to #124) – 1 ½-inch top

Carter Road – Shim pave with town owned paver

Ellis Road – Shim pave with town owned paver

Street Sweeping

A majority of the Town Roads were swept by the Department’s street sweeper.

Brush Cutting

Brush was cut on the majority of Town Roads.

Whitmanville Road Bridge was replaced this year though MassDOT Off-System Bridge Program with Federal-Aid funding.

Hager Park Road/Route 140 was resurfaced this year through MassDOT with Federal-Aid funding.



WATER DEPARTMENT

There were 24 new services connected to the distribution system during the year. The number of service connections is now 1,327.

Daily water analyses for chlorine, fluoride and turbidity levels were all within the acceptable limits.

There was 4 water main breaks and 10 service leaks repaired during the year.

There were 3 hydrants repaired/replaced during the year.

4 services as well as a section of watermain was replaced on Hy Road.

New 8-inch watermain was installed on Town Farm Road (North Common Road to House #91) including 7 hydrants and 15 services.

WATER CONSUMPTION DATA

MONTH	GALLONS	MONTH	GALLONS
January	13,400,000	July	14,451,000
February	11,610,000	August	14,011,000
March	13,245,000	September	11,153,000
April	12,846,000	October	11,000,000
May	15,741,000	November	10,053,000
June	18,072,000	December	10,199,000

TOTAL 2021 CONSUMPTION = 155,781,000 GALLONS

Department of Public Works

Average Daily Consumption =	426,797 gallons	
Largest Daily Consumption =	June 6, 2021	1,136,000 gallons
Largest Weekly Consumption =	June 6 – June 12, 2021	4,687,000 gallons

WATER DEPARTMENT COMPARATIVE TABLE

CALENDAR YEAR	TOTAL (GALLONS)	LARGEST DAY (GALLONS)	LARGEST WEEK (GALLONS)
2017	113,827,000	555,000	2,857,000
2018	134,369,000	859,000	3,589,000
2019	164,506,000	816,000	4,165,000
2020	176,974,000	846,000	4,714,000

SEWER DEPARTMENT

There were 8 new services connected to the collection system during the year. The total number of service connections is now 832.

There was 1 residential grinder pump repaired/rebuilt/replaced during the year.

During the year, 69,093,660 gallons of sewerage passed through our system and into the City of Fitchburg collection system.

SEWER USE COMPARATIVE TABLE

CALENDAR YEAR	GALLONS TO FITCHBURG
2017	65,224,104
2018	75,944,440
2019	72,568,716
2020	63,684,380

SOLID WASTE DEPARTMENT

2,428 tons of Municipal Solid Waste (MSW) was generated at the Drop-Off Center during the year.

SOLID WASTE COMPARATIVE TABLE

CALENDAR YEAR	TONS OF MSW
2017	2,580
2018	2,515
2019	2,566
2020	2,796

935 residential vehicle sticker permits were issued during the year.

78 residential construction/demolition debris permits were issued during the year.

801 drop-off permits to dispose of special fee items were issued totaling \$20,884.00.

Department of Public Works

DROP-OFF FEE ITEM COMPARATIVE TABLE

MONTH	FREON ITEMS	TIRES	MATTRESS	PROPANE TANKS	CRT's (TV's)
JANUARY	8	1	28	4	31
FEBRUARY	2	0	15	3	14
MARCH	18	2	31	3	25
APRIL	15	18	41	11	25
MAY	12	6	37	2	21
JUNE	29	8	42	4	37
JULY	30	12	42	3	26
AUGUST	20	11	47	4	39
SEPTEMBER	24	0	33	10	10
OCTOBER	15	6	30	13	13
NOVEMBER	11	24	29	4	29
DECEMBER	8	0	21	5	22
TOTALS	192	88	396	66	292

Respectfully submitted,

WESTMINSTER PUBLIC WORKS COMMISSION

Lorraine J. Emerson, Chair

Vance A. Butterfield

Ross W. Barber

Joshua W. Hall, P.E.

Director of Public Works

Kevin C. Collins

Assistant Director of Public Works

Peter R. Martineau, Jr.

Water/Sewer Foreman



Tree Warden



As Tree Warden, I am responsible for the care, control and maintenance of all public shade trees, shrubs and growths in town, except those within a state highway, and those in public parks or open places under the jurisdiction of park commissioners, and shall have care and control of the latter, if so requested in writing by the park commissioners, and shall enforce all the provisions of law for the preservation of such trees, shrubs and growths.

I am also responsible for enforcing the Shade Trees Law Chapter 87, of the General Laws of the Commonwealth of Massachusetts.

Work performed this year included removal of hazardous limbs/trees as well as dead or dying trees. This work was performed on the following roads/areas:

Academy Hill Road, Bacon Street, Bean Porridge Hill Road, Davis Road, Dean Hill Road, East Road, Ellis Road, Knower Road, Marshall Hill Road, Mossman Road, Newcomb Road, Nichols Street, North Common Road, Raymond Road, South Ashburnham Road, Spruce Road, Turnpike Road, West Princeton Road and Whitney Street.



Respectfully submitted,
Joshua W. Hall
Tree Warden

Cemetery Department

The Westminster Cemetery Commission is empowered with the sole care, superintendence and management of all public burial grounds in the Town of Westminster.

Woodside Cemetery located at 9 Narrows Rd. Mount Pleasant Cemetery located at the intersection of Ellis & Knower Rd. Whitmanville Cemetery Located across from 245 South Ashburnham Rd. The Cemetery Office is Located at 9 Narrows rd. Normal Working hours are from 7:00 AM to 3:30 PM, Monday through Friday. For cemetery business, please contact us at 978-874-7415.

The Cemetery Department improvements in 2021, the planning and construction of an expansion at WoodSide Cemetery scheduled completion in FY23. A big thank you to DPW for their assistance with this on going project, as well as their assistance throughout the year, it is very much appreciated.

There were 18 Full Burials, and 24 Cremation Burials in 2021. Compared to last year where we had 17 Full Burials, and 15 Cremation Burials. Fees collected from the sale of lots were \$11,700.00 of which \$5,850.00 went into perpetual care fund principal as of 12/31/2021 is \$214,371.17

Respectively submitted

CEMETERY COMMISSION

Stanley V. Skamarycz

Shaun O'Leary

Paul Banks



Cemetery Staff (L to R) Ray Rathier, Alan Mayo, Bruce Shaw, Charles Hildreth





Board of Health

The Board of Health consisted of three elected members for a majority of the year:
Dr. Michael Popik, M.D., Chair; Edward Simoncini; H. Christopher Redkey

The Board of Health regularly meets the first and third Wednesdays of the month at 4:30 p.m. in the Town Hall. The dates and times of meetings are publicly posted in the Town Hall and web site.

The Health Department's current staff are:
Health Agent, Ann Loree; Assistant Health Agent, Abigail Conlin;
Administrative Assistant, Elizabeth Penney

Board of Health's goal:

Is to preserve and protect the health and well-being of the residents of Westminster. The Board of Health protects the public's health, prevents and monitors disease, promotes safe and sanitary living conditions, promulgates, interprets and enforces regulations and protects the environment from hazards.

Town Website: www.westminster-ma.gov.

The Board of Health tab on the Town website has a lot of great information. Included are permit application forms and local regulations. The site includes information on Ticks and Lyme disease, Mosquito-Borne Diseases, seasonal flu and Asian Longhorned Beetles. There are links to the Massachusetts Title 5 Septic Regulations, Massachusetts Sanitary Code, MA Department of Public Health, the Centers for Disease Control (CDC), and COVID-19 prevention information. Please check it out!

Regionalization: Westminster Board of Health continues to be a member of the "Montachusett Public Health Network" (MPHN). MPHN is a self-sustaining organization, consisting of thirteen local cities and towns. Members of the MPHN share a public health nurse for communicable disease surveillance and case management. Other services shared by the communities includes: inspectional services, beach testing, and public kiosk. The MPHN develops health programs which partners with Oakmont High School for substance abuse educational speakers and family-oriented events during Prom season.

Drug Take-Back Program: A Drug/Medication Box has been placed inside the Police Station lobby. Residents can drop-off medications to the take-back-box at any time. **No liquid** medications please.

Sharps Collection Program: A sharps kiosk, located in the foyer of the police department, is available for disposal for sharps/needles. Red sharps boxes are available at the police station and the Board of Health office, for public use only. **Please do not use any other type of container to store or dispose of used needles or sharps.**

EMERGENCY PLANNING

Emergency Dispensing Site Plans: The EDS plan must include a means to vaccinate the entire community within 48 hours. Our primary EDS location is Westminster Elementary School. Our secondary EDS location is Oakmont High School. We consistently practice the EDS process and flow during the Meetinghouse School Flu Clinic, along with Police, Fire, EMS and Selectman attendance.

Region 2:

The Health Agent requested grant monies through Region 2 Public Health Preparedness for emergency preparedness and response equipment as follows:

Two Tables

One Tent

These were requested to assist with drive through vaccination efforts

Board of Health

Flu Clinic:

The purpose of the Board of Health Public Health Clinic and Emergency Response Revolving Account fund is to purchase seasonal flu vaccine, hold clinics, and to respond to Public Health emergencies. This fund is sustained through reimbursements from health insurance companies.

In 2021 Westminster BOH partnered with Wachusett Medical Reserve Corps (MRC) to administer 89 doses of flu vaccine to residents of Westminster at the Meetinghouse School on November 4th. The Board would like to thank Wachusett MRC for providing staff and supplies to help with this effort. Due to the COVID-19 Pandemic we did not hold a vaccination clinic at the Senior Center for seniors this year.

Volunteers Needed: The Board of Health continues to actively seek both medical and non-medical volunteers to join the local arm of the Wachusett Medical Reserve or Worcester Medical Reserve Corps (MRC). Please contact the administrator at wachusettMRC@juno.com.

PUBLIC HEALTH SAFETY MONITORING

<u>Permits Issued for 2021</u>	
Septic Installers	34
Sewage Haulers	16
Motels and Ins	1
Bed and Breakfasts	0
Sundries	0
Semi-Public Swimming Pools	1
Semi-Public Beaches	1
Selling Tobacco & Non-tobacco Products	6
Funeral Home s	1
Emergency Beaver Trapping Permits	2
Outdoor Hydronic heater	0
Recreational summer Camps	0
Trash Haulers	3
<u>Food Permits Issued</u>	
Food Service/Restaurant Permits	41
Temporary Food/Farmers market Permits	77 Permits; 77/77 Inspections
Residential Kitchens	4 Permits; 4/4 inspections
Total Food Permits	122
Total Food Inspections (avg 2 per annual permit)	163
<u>Wells and Septic Applications</u>	
Septic systems servicing new construction & repairs	65
Private Well installations	19
Deepening Well	1
<u>Title 5 and Septic Installation</u>	
System Inspections performed by agents	162
Title 5 Inspections witnessed by agents	101
Percolation Tests witnessed by agents	51

Board of Health

Beach Testing

The Crocker Pond Beach water is tested for E. coli prior to the beach opening and weekly throughout the bathing season per state regulation. We had no exceedance levels. The beach is open and tested from Memorial Day thru Labor Day.

Food Inspections

The Commonwealth of Massachusetts requires a minimum of 2 inspections annually for food establishments including restaurants, school kitchens, retail food markets, the Senior Center, and non-profit organizations. The Health Department inspects camps, concession stands, church kitchens, temporary food establishments and residential kitchens at least once a year. At the end of 2021, the Health Department began using a new software, Food Code-Pro to help reduce paper waste from food inspections and make the process more efficient.

Food Recalls

Listed below are recommended websites for food safety information as well as pet food: www.FDA.gov, www.fsis.usda.gov, www.foodsafety.gov

Temporary Food Events

Some temporary food events in Westminister consist of the Westminister Cracker Festival and events at Wachusett Mountain, like the BBQ Fest and Apple Fest. Every Friday in Westminister from April-October, is the Westminister Farmer's Market! Vendors and food trucks are inspected at least once a year prior to serving. The Health Department follows up to check temperatures and sanitizer for vendors who participate in multiple events.

Town Events

The Health Agents review the applications for temporary events and races and work with the sponsored event planners. Some of this work consists of working to ensure food is prepared and served safely at the event, as well as ensuring port-a-potties and other facilities are available for those participating and attending the event.

Communicable Disease

The State has established the Massachusetts Virtual Epidemiology Network system. All communicable disease reporting is entered into this system which serves Massachusetts Department of Public Health and Local Boards of Health as the surveillance system. Due to the overwhelming amount of work on this system for COVID-19 we are not reporting other infectious diseases at this time.

Rabies Clinic

Wachusett Animal Hospital did not hold a low cost Rabies clinic this year due to COVID-19.

LANDFILL

24-Hour Odor Compliant Hotline: [\(866\) 987-0985](tel:8669870985)

Link to report noise, smell or other nuisances to DEP: <https://www.mass.gov/forms/environmental-complaint-form>

For the year 2021, a total of 329,251.31 tons of waste was landfilled. The estimated remaining permitted constructed capacity at the end of 2021, for Section 3, was 1,443,390 cubic yards or 1,299,501 tons.

Solid Waste Drop-Off Center:

The residential waste drop-off area is inspected once a month by the Health Department, this will increase to twice a month during the months April-October in the year 2022. The drop-off center has designated areas for bags of trash, scrap metal, yard waste, bottles/cans/plastic, paper, cardboard, waste oil, car batteries, florescent light bulbs, rechargeable batteries, cell phone batteries/button batteries, and charcoal/ashes. There is a seasonal Paint Shed and Swap Shed for usable unwanted items such as clothing, furniture, toys, paint. Recyclable items can be placed in the newspaper, paper, or comingled dumpsters. Small appliances and mattress disposal are available as a special fee permit. Permits for the Solid Waste Drop-Off Center can be obtained through the Department of Public Works at 2 Oakmont Ave, Westminister MA. (Tel: 978-874-7420) Permits must be purchased prior to bringing items to the drop off center.

Board of Health

You can purchase special fee permits for the drop-off center online at:

<https://unipaygold.unibank.com/customerinfo.aspx>

Special fee items include:

- 20 lb Propane Tank
- Appliances with Freon
- Car Tires (no rims)
- Mattresses (no box spring)
- TVs/computer monitors/laptops
- Computers



Curbside Pickup: One green recycling tote per household may be obtained from the Department of Public Works (DPW) at 2 Oakmont Ave. Curbside trash pick-up by Waste Management continues to be available for a fee.

Hours of Operation	Solid Waste Drop Off
Monday	7:30-3pm
Tuesday	Closed
Wednesday	Closed
Thursday	Closed
Friday	7:30-3pm
Saturday	7:30-1pm
Sunday	9-1pm

Vehicle Monitors (Dump Sticker): are available for residents from the DPW office.

Hazardous Waste Collection Days

On Saturday, June 19, 2022 and Saturday, November 6, 2022, the Fitchburg Westminster Landfill will be accepting hazardous waste from 9- 12pm from residents of Westminster or Fitchburg. Registration for this is no longer required, however proof of residency will be required. The following items will be accepted:

Antifreeze*	DDT	Furniture Polish	Motor Oil*	Rodent killers
Art/photography supplies	Disinfectants	Gasoline	Moth ball	Septic tank cleaners
Automotive fluids	Dry gas	Herbicides	Muriatic acid	Spot removers/solvent
Button batteries*	Drain cleaners	Insect pump spray	Pesticides	Thermostats*
Car batteries*	Engine degreaser	Kerosene	Photographic supplies	Toilet bowl cleaners
Creosote	Flea killers	Lead acid batteries*	Rechargeable batteries*	Varnishes
Chemistry sets	Fluorescent bulbs*	Metal polish	(Nickel-Cadmium)*	

Paint: oil, marine, lead, hobby wood preservatives & stains

**Check with recycling center, these items may be collected on a permanent basis.*

Landfill Annual Receipts

2000: \$290,917.00	2001: \$368,553.00	2002: \$388,931.00	2003: \$415,267.00
2004: \$858,045.33	2005: \$2,501,857.72	2006: \$2,487,202.77	2007: \$2,727,874.92
2008: \$2,106,037.00	2009: \$1,571,190.60	2010: \$1,255,071.98	2011: \$1,464,951.10
2012: \$1,472,303.30	2013: \$1,431,949.05	2014: \$1,581,454.04	2015: \$2,656,910.09
2016: \$3,425,180.80	2017: \$3,678,432.73	2018: \$3,675,650.23	2019: \$3,376,152.75
2020: \$3,274,849.21	2021: \$2,574,385.40		

Board of Health

2021 Waste Management Site Assignment

A project proposed by Resource Control Inc. was filed to expand the existing capacity of the landfill to include approximately an additional 2.5-acre area south of existing Sections 1 and 2 and west of existing Section 3 within the current site assigned boundary and an overlay onto a portion of the currently permitted landfill footprint. The modification will increase the currently permitted lined airspace by approximately 3.2 million cubic yards. On September 20th the Site Assignment Hearing was held and the Board granted their approval for the site assignment on November 3rd.

TOBACCO CONTROL ALLIANCE

The Alliance provides inspectional services and guidance regarding all tobacco related issues including but not limited to enforcement of all youth access and environmental tobacco smoke regulations and enforcement of the 2019 Tobacco regulations.

Minimum legal sales age in Westminster for all tobacco products is 21 in conformance with State Law.

Tobacco Permits

Number of Retail Sales Tobacco Permits Issued:	6
Number of Non-Tobacco Nicotine Delivery Product Permits Issued:	3
Revenue Tobacco Permits @ \$150 each	\$900.00

Retailer Inspections:

Number of Inspections	6
Number of Violations, warnings, permit suspensions	1

NEW BUSINESS

As the Covid-19 pandemic continued, food establishments, retail, and public enforcement demanded much of the Agent's and staff's time, both in onsite inspections and fielding questions and concerns that came into the Health Department.

The Town Farm Rd. well water test study was completed in 2021 in partnership with DPW, whom took on the final step of the study by completing Town water connections to those homes affected by high salinity in their drinking water.

The Board is now requiring a Title 5 Inspector permit from title 5 inspectors in order to inspect in Town. The permit includes a list of requirements that inspectors must agree to follow.

Well Regulations: new drinking water regulations revised in June 2019. See www.westminster-ma.gov

Tobacco Regulations 2019: Board followed the State tobacco regulations. See www.westminster-ma.gov

Septic Regulations updated 2021 to specify and clarify the need for bedroom and total room count during the inspection process and Title 5 Inspector permit. See www.westminster-ma.gov

New home construction and repairs with on-site septic disposal and wells continues to increase inspectional and permitting processes which placed greater demands on our staff.



Board of Health

The Board and staff wish to thank all Boards, Committees, other elected officials, Attorneys from K P Law, Mark Hawke, Town Department Heads and other department employees and interns for their input and support during the year.

The Board would like to welcome and thank two new staff members, Elizabeth Penney and Abigail Conlin for joining our team at the end of 2020, beginning of 2021.

At the end of the year 2021, Christopher Redkey stepped down from being a member of the Board of Health as he moved out of state. The Board would like to thank him for his service.

Respectfully submitted,

WESTMINSTER BOARD OF HEALTH

Members:

Dr. Michael Popik, Chairperson
Edward Simoncini

Staff:

Ann Loree, Health Agent/Director
Abigail Conlin, Assistant Health Agent
Liz Penney, Administrative Assistant



(L to R) Ann Loree, Liz Penney, Abigail Conlin



Council on Aging

The mission of the Council on Aging is to maintain the health and well-being of the Westminster seniors and to assist them with preserving their independence. There are currently 2364 seniors over 60 living in town. The Senior Center provides a “welcoming destination” that accepts you regardless of financial status, race, creed, medical condition, or mobility. Many seniors see the Senior Center as a “home away from home”. This is where they see old friends or meet new ones.

The Council on Aging is a municipality appointed, volunteer board authorized under Massachusetts General Law Chapter 40, Section 8B.

The Westminster Council on Aging meets on the second Tuesday of each month at 12:00 P.M. at the Community/Senior Center, 69 W. Main Street. Any citizens who are interested in attending are welcome.

The councils’ major responsibilities include setting of local policy for the administration of elder programs and services, developing, coordinating, and/or conducting such activities; serving as an advocate for elders and educating the community-at-large about the needs and resources affecting their lives.

This Council has met the afore-mentioned criteria for many years in providing for a congregate and Meals on Wheels program, as well as, the invaluable services of the Mart van. The Meals on Wheels Program delivered 5151 meals to our seniors of Westminster (mostly shut-ins). The Council continues to support the Montachusett Opportunity Council (MOC), which provides hot lunches 5 days a week, at the senior center. Meals on Wheels are delivered to the homebound, 5 days a week.

SHINE (Serving the Health Information Needs of Elders) is also another service we have to offer. The SHINE Program is a state health insurance assistance program that provides free health care information, assistance and counseling to Medicare beneficiaries of all ages. This program is administered by the Mass. Executive Office of Elder Affairs.

The goals of the Council are to identify the needs and concerns of our elderly population, to educate the community, and to enlist the support and participation of all citizens, as we endeavor to implement services or refer our elders to programs that exist to fill their needs.

The Senior Center has a warm, friendly atmosphere, and the Council encourages participants to spread the word to other seniors who may not already be aware of our venue. The Senior Center was utilized 9,208 for the year 2021.

WOW, Walkers of Westminster, still gather every Thursday morning at 9:00 A.M. The participants set out on walks of two to five miles in length, after which they meet back at the Senior Center for coffee, refreshments and a cooling down period.

The Council also has the Senior Tax Relief Work-Off Program for eligible seniors. The Tax Work-off program has grown; we have 5 couples, and 14 individuals participating in the program.

We have a donation bin on the premises (Planet Aid), which has worked out great, (donation of clothes and shoes). We get 3 cents on every pound, which goes into our donation account.

We continue to offer programs sponsored by the Westminster Cultural Council, a local agency of the Massachusetts Cultural Council.



Council on Aging

Our ongoing participation in the Montachusett Regional Transit (MART) system provides 16 hours weekly, of service to senior citizens and handicapped individuals at a voluntary, nominal fee. We also provide transportation, on a priority basis, to medical appointments, the meal site, senior center, local shopping errands, Friendship Club Meetings, etc. The Mart Van transported 19 clients with the 771 rides. We provided 112 medical rides within the local area.

In order for our seniors to continue to live independently in their own homes, we contract with Montachusett Home Health Care (MHCC) for the supportive services many of our seniors require.

The Elder Services Director is in the Council on Aging office Monday through Friday, 8:00 A.M. to 4:00 P.M., to provide information and referral services and programs and to schedule transportation. A monthly Council on Aging newsletter is published and edited through L.P.I. (Liturgical Publications, Inc.), out of Cromwell, CT. Thank-you, to our local sponsors, for their support, the newsletter is available on the town web site.

The Council is a member of the Central Massachusetts Association of Councils on Aging (CEMACA) the Massachusetts Association of Council on Aging and Senior Center Directors (MCOA), and the Central Massachusetts Advocacy Alliance. Council members are kept abreast of current information and are provided workshop opportunities, which help, advocate for continued services and programs to serve our elder population.

Through the continued efforts of the Council on Aging, staff and volunteers, we are continually striving to provide diversified activities, accurate information and referrals for our senior citizens.

Respectfully submitted,
Susan Fisher
Council on Aging/Senior Center Director

The Westminster Council on Aging members thanks, the many volunteers who have contributed their time and talents to help us in our mission.

Council on Aging Board Members
Respectfully submitted,
Donald Barry



*(L to R) Ann-Marie Page, Ann Johnson, Don Barry, Joan Long,
Dot Barrett, Susan Fisher, Elaine Jones*

Donald Barry- Chair
Ann-Marie Page- Co-Chair
Bill Antonic- Member
Joan Long- Secretary
Ann Johnson- Member
Dot Barrett- Member
Becky Iannaccone- Member
Elaine Jones- Associate Member
Kevin Jones- Associate Member
Joyce Lucander- Associate Member



Culture & Recreation



Forbush Memorial Library



Mission

“The Forbush Memorial Library serves the Town of Westminster as a center for education, culture, recreation and information provided through its collection of materials and by making available technological resources both at the library and by remote access. The library also provides access to programming and serves as a community gathering space for people of all ages.”-from the Long-Range Plan, 2019-2024

Contact

Phone: 978-874-7416

Website: www.forbushlibrary.org

Email: askalibrarian@westminster-ma.gov

Facebook: Forbush Memorial Library (www.facebook.com/ForbushMemorialLibrary)

Regular Hours: Tuesday-Thursday, 10am – 8pm; Friday, 10am – 6pm; Saturday, 9am – 1pm

Covid Hours: Tuesday, Wednesday, 10am – 8pm; Thursday, Friday 10am – 5pm; Saturday 9am – 1p

Highlights of 2021

2021 Has Been a Challenging Year for Library Staff and Patrons.

When 2021 began, the library had been closed to patrons for the previous 9 months. We kept busy offering curbside service as a contactless way to deliver books and other materials. Spring and summer brought hope that the pandemic challenge was behind us; we reopened in steps with increasing hours and required masking. Attendance and circulation numbers gradually increased through the summer, but fall brought the Omicron variant and the positive trend stalled. People’s very real fear to enter public buildings has affected all libraries. Attendance is down about 30% from pre-Covid levels, visits are shorter, and in-library computer use is low. However, patrons have learned to use their home computers and mobile devices to order books and media in unprecedented numbers, so circulation was only 11% lower at the close of the year, and inter-library ordering is actually above 2019 levels. Curbside service has continued, patrons have adapted, staff have been flexible, and the trustees and Town have been supportive of these changes. Visitation will increase but ordering from home is here to stay. The staff continue to augment the library’s collection with purchases of new print, audio, CD, DVD, large-type, children’s and young adult materials.

Major Library Building Improvements Completed

Two significant projects were completed this year. First, the exterior chiller unit for the library’s air conditioning system was replaced through the efforts of Capital Planning and Town Administrator, Mark Hawke. In a dramatic crane lift, the 24-year-old chiller was raised up over the library and the new unit set in its place in less than 3 hours during October.

Second, the library trustees oversaw many details of a myriad of building upgrades to bring the library into compliance with the Americans with Disabilities Act. In addition to many small changes mainly concerning bathrooms, access and signage, the repaving of half the parking lot to better accommodate handicapped users was completed. The redesign of the children’s room kitchenette to

Forbush Memorial Library

ADA standards grew into a full refurbishment of the multi-purpose room with a new floor and fresh paint throughout. Thanks are due to trustees Kim Samson and Kristen Gregory for facilitation and to Bob Cramm for his handiwork.

Important Staff Changes

In February, Catherine (Catt) Miller was chosen to fill the vacant inter-library loan clerk position. Amy Kuilema, Head of Youth Services, retired in October and, after a thorough search, Catt was selected to replace her, effective in December.

December also brought the retirement of Bob Cramm, of the town maintenance staff, who devoted much time and effort to the betterment of the library during his 26 year career in Westminister. He will be missed.

Adult and Community Programs

The closure of the library, which began in March of 2020, continued to inhibit the planning and presentation of programs through all of 2021. But, prior to the annual town election, the library hosted a “Candidate’s Night” as has been done for many years. This year was a Zoom presentation

at which candidates spoke and answered questions to an audience of at least 100, much larger than any library room could accommodate. Subsequently, staff found other programs to present online.

In June, the Friends of the Library sponsored the annual used book sale in conjunction with the town-wide yard sale, the first in a year, which was a great success. This was followed by our second adult summer reading program coordinated by Jason Cavanaugh, Sue Yraola, MaryAnn McGee, and Catt Miller. The library continues to host weekly gentle stretch and quilting classes, a monthly Trivial Pursuit club and a Dungeons & Dragons group.

Youth Services

In early 2021, the Children’s Room continued to offer virtual programs and take home craft kits/story times for Westminister’s families. These were extremely well-received. Approximately 30 kits were created and distributed every other week; often all of the kits were claimed within an hour of the library’s opening! This continued until September, at which point the Children’s Room staff took a break to prepare for resuming in-person weekly story times. Six in-person story times were offered in October and November with limited seating. On December 4th, the library hosted “Pictures with Santa,” which was a roaring success. Almost 100 Christmas-themed craft kits were given out during this event. Finally, a special take home story time kit was offered in mid-December, with almost 40 kits given out before supplies ran out.

The Children’s Room staff also set up a storybook walk in the Children’s Garden over the summer. Patrons were encouraged to walk through the garden and read *When Spring Comes* by Kevin Henkes, which was mounted page-by-page along the interior of the garden fence. Self-directed programs like these are a valuable addition to the library’s offerings. We are looking forward to spring 2022 when we can begin utilizing the garden again.



Forbush Memorial Library

Before her retirement, Amy and the other Children's Room staff – Lisa Erickson, Lorna Rouleau, and Elise Gilbreath – also completed many “behind the scenes” improvement projects. These include the addition of “Accelerated Reader Points” stickers inside the Early Readers books, shifting the non-fiction collection, reorganizing the Wakelet page for Young Adults, and more. Projects like these take a lot of time and energy, but the value they add to the collection is well worth it.

Summer Reading

Summer Reading saw huge success this year, with 50 young adults and 147 children participating. The total number of reading hours logged by young adults was 1,057, while children logged 2,098 hours. This was a 60% increase in total reading hours from 2020!

The theme “Tails and Tales” allowed for fun animal-themed programming. Many thanks to the Westminster Cultural Council for their generous support in funding “Didgeridoo Down Under,” a program combining Australian music, culture, and imagery. We would also like to thank the Ryan P. Jones Heart of a Hero Foundation for sponsoring July's “Stuff a Kangaroo and Joey” and “Animal Adventures” programs. These programs, along with various Art Clubs, craft programs, and take home kits, were enjoyed by a total of 420 patrons. Sixteen programs in total were offered over three months.

Technology

The Massachusetts Board of Library Commissioners (MBLC) offered the state's public libraries an opportunity to acquire hotspots for circulation to the public. These are helpful to those lacking reliable internet access or without computers. We received 15 which were catalogued and programmed by Sue Lucier and are now available for borrowing. Guided by the new trustee committee on technology, plans have been formulated to upgrade our website and coordinate it with Westminster's new town website.

Art and Artifact Collection

The library's exceptional collection of 15 early 19th century portraits by Westminster's Deacon Robert Peckham was increased by two in 2019. After a year in restoration, these came back to the (then closed) library. This year we engaged Ken Levine of Frames/Ink to help us professionally hang the new works and relocate seven others on the main floor.

In June, the trustees accepted two pastel watercolors for the collection, gifts of John and Lynda Christian.

(Lynda is a descendant of E.B. Lynde, clerk of the library building committee in 1901.) One of the watercolors shows the east end of the library in lush foliage, painted by Lynde's son-in-law, John R. Ballou in 1910.

The library also received the results of several years of research by local resident Rachael Vincent. These are thoroughly documented studies on the lives of the 77 individuals who were involved in the founding of Westminster's public library and in the construction of the Forbush Memorial building covering the period from 1868 to 1920. These biographies were culled from area documents and newspapers, and supplemented by on-line sources. The studies are available in print and digitally for study. They are being catalogued for on-line access as well. This is a remarkable genealogical compilation of local families as well as a unique window into late 19th century life in Westminster. The library's collections of art, artifacts and archives are overseen and maintained by the Curatorial Committee composed of trustees Martha Rainville and Cynthia Brown with the library director.



Forbush Memorial Library

Personnel / Trustees

The library's governing board is composed of six publically elected trustees, two of whom are elected annually for three-year terms. In the May town election, Cynthia Brown was re-elected for her first full term, and Tiffany Davis replaced the retiring Leola Leger. In June, the board elected officers for FY2022: Kim Samson, chair; Martha Rainville, vice-chair; Margherita Altobelli, recording secretary; and Kristen Gregory, corresponding secretary.

The Trustees took an active part in the management of the library by drafting and reviewing policies concerning Covid precautions and open hours, overseeing ongoing progress of ADA improvements, managing the program of staged furniture re-upholstery, and the cleaning of display cases. The trustees have created a committee chaired by Tiffany Davis which is focused on redirecting some of our resources towards technological enhancements, which is working in closely with the town's IT team.

Staff

There are five full-time and six part-time employees. In the children's room, Catt Miller has assumed the position of Head of Youth Services, assisted by Lisa Erickson, Elise Gilbreath, and Lorna Rouleau, all well versed in the department's operations.

Our adult services and reference librarian is Jason Cavanaugh. Susan Lucier is our bookkeeper, cataloguer and office manager. Susan Yraola manages adult circulation and patron services. MaryAnn McGee assists at the circulation desk and in processing circulating materials. Early this year, Catt Miller was selected as inter-library loan clerk but was promoted to Head of Youth Services in December. Jan LeClair shelves books and is responsible for keeping the stacks in order. At the end of the year, custodian Bob Cramm retired and his many talents and commitment to the library will be missed.

We also thank the Council on Aging for supporting the work of Carol Harrington, Ann Johnson and Jean Conte through the senior real estate tax reduction program administered by the Council on Aging.

Volunteers

Volunteers are a vital component of library activity, and it is a pleasure to acknowledge their important service. Children's room volunteers included Jennifer Gregoriou and Victor Stasiak. We are especially grateful to Carol Young, who expertly repaired aged and damaged books.



The library grounds have been kept attractive by ML Altobelli and her volunteer staff; they have stabilized the trees, replanted the garden beds and watered, weeded and fertilized on a regular basis. Many say the gardens have not looked better in many years. Bob Cramm served as Santa Claus at "Pictures with Santa" seated in the bed of his restored 1953 Ford F100 pickup truck.

We rely on the many hours of service these volunteers have so cheerfully given. *Thank you all!*

Operations

Three major projects were completed in the library this year, all funded by the town for which we are grateful and extend our thanks. Capital Planning underwrote the cost of the new air conditioner exterior chiller unit and the town administrator's office conducted the bidding and contractor supervision. Thank you!



Forbush Memorial Library

The Energy Advisory Commission, working with a state grant, replaced all 100 of the library's ceiling fixtures with high-efficiency LED units. The Town Planner managed a state grant that enabled the library staff and trustees to undertake many ADA compliance improvements including the hiring of two contractors, one for paving and one for the design and construction of the children's room kitchenette.

Support

The trustees and staff sincerely appreciate the support provided to the library by the Select Board and Advisory Board of Westminster through the annual town appropriation supplemented by other town sources mentioned above; it makes possible all we provide. Additional support comes from the state Board of Library Commissioners and the Westminster Cultural Council in support of several programs, including covering the cost of library patron passes to area attractions and museums. We are very grateful for voluntary gifts, especially the substantial contribution from the Ryan Patrick Jones *Heart of a Hero Foundation* and the Westminster Lions Club. These gifts enable us to deliver a greater quality and quantity of library services.

THANK YOU FOR A SUCCESSFUL YEAR!

-For the Board of Trustees:

Kimberly Samson

Tiffany Davis

Margherita Altobelli

Martha Rainville

Kristen Gregory

Cynthia Brown

- *Nicholas Langhart, Director*



Story time with Catt Miller



Library Staff



New energy efficient ceiling lights being installed



Santa (Bob Cramm) in his restored 1953 Ford F100 pick up truck, greeting children



Halloween decorations at the Yraola's

April 6, 2021
Beginning at 10 AM

**STORY TIME KIT
COLORS**

Have your own story time at home! Kit includes two themed picture books, songs, coloring pages, and a craft.

Kits are available while supplies last. Crafts contain small pieces, and are appropriate for ages 3+.

978-874-7416 Forbush Memorial Library

Crocker Pond Recreation Area Committee



Operations:

Crocker Pond was open weekends from Memorial Day through September 19th, and daily June 21st through August 29th. Senior Citizens on the tax work-off program, and committee members, staffed the check-in booth and distributed beach stickers. Three seasonal employees oversaw the operation and maintenance of the facility, and enforced the Crocker Pond rules for the enjoyment and safety of all visitors. After the suspension of guest passes for the 2020 season due to Covid-19 safety measures, guest passes were once again issued this season. Students from AWRSD and two community volunteers worked alongside the staff and committee members during our volunteer weekend in May to prepare the pond for the Memorial Day Weekend opening. Volunteers from the United Way Day of Caring worked on September 17th to help prepare the pond for the end of season closing.

Volunteers from the United Way Day of Caring worked on September 17th to help prepare the pond for the end of season closing.

Stickers:

Residents must provide a copy of their vehicle registration and proof of residency to be eligible for a sticker.

Community Activities:

13,430 residents and their guests visited the beach during the operating season. In addition to the annual Fairy Day craft event in July, for the third consecutive year we were pleased to offer morning yoga classes free of charge to residents. The Westminster fire department also held a department training session at the pond.

New events this year included a kindergarten graduation fun day in June where the pond held a special opening on the last day of kindergarten for local kindergarteners and their families. Also, a series of story walks were set up in the picnic area where families could enjoy a craft and picture book together.

Kayaks and canoes were again stored at the pond during the season in designated areas. Residents provided their own lock and chain and signed a statement of understanding regarding potential property damage.

Respectfully submitted,

Heather Billings
Kathleen Brennan

Mary Ann Falconer
Sharon Lewis
Patricia Streeter



Crocker Pond Recreation Area Committee



VARIOUS EVENTS AT CROCKER POND



Agricultural Commission

**Meets every 2nd and 4th Wednesday of the Month
6:30pm - at the Westminster Town Hall or on Zoom**

The Agricultural Commission is the newest part of Westminster's Town Government. It's composed of 5 appointed town residents.

Westminster is a "Right to Farm" town. This provides notification to all residents that agricultural activities are allowed throughout the town and the Westminster Agricultural Commission provides active support for both new and existing farmers and gardeners within town borders. Westminster – like all of the local towns – had a self-sustaining agricultural base through the 1800's. That agricultural base gradually gave way to local industry and then to the light industrial/light commercial/bedroom town configuration of today. But - local food production and other agricultural products are on a lot of people's minds, and Westminster wants to support anyone whose goal is to produce food, fiber, biomass fuel etc. either for their family or for the greater community. We have been working with several other North Worcester County Agricultural Commissions this past year to expand the economic options for local food and fiber throughout the entire region.

Westminster is part of Worcester County and Worcester County is one of the top ten counties NATION-WIDE for value of direct market sales. That's our strength – and – unlike some of Massachusetts' towns – Westminster still has the remnants of a vital local agricultural economy – strong enough to be encouraged and built upon. We have several new small farmers and several homesteaders (growing much of their own food) as well as 3rd and 4th generation (or more) farms that are still functioning.

There are currently 18+ farms selling products either directly (farm stand and/or CSA and/or farmers' market) or through existing wholesale markets. There are currently 20+ related businesses (honey, landscaping, horticulture etc.) operating in and out of Westminster.

Any new farms will most likely be smaller than the grandfathered farms in town. Farms will likely average 2-15 acres (with some market gardens as small as 2000 sq ft. becoming financially successful with new production technologies and education) and may be 2nd and 3rd incomes for their owners. In many cases they will be micro, homesteading and hobby farmers – large and getting larger subsets of the "new" Massachusetts agricultural scene. All help to keep the local landscape "working" and are an asset to the town. People enjoy looking at open fields (hay or other), farm animals and barns. It makes for a pretty place to live and a slightly more relaxed pace of life – except for the farmer....

Products produced cover the gamut of what's possible in New England including (but not limited to) market gardens, small fruits, grazing livestock, small dairy, eggs (chicken and duck), hay, bees/honey, maple syrup, firewood, wood chip, custom milling and mixed versions of the above. We actively encourage new ventures in any of these categories and invite inquiries at our regularly scheduled meetings.

There is a long-term future for the economic development of local agriculture...

Value added production is essential if agriculture is to continue to thrive in Westminster. This allows for the farmer to net the greatest return from the investment of time, money and land. These products could include (but would not be limited to) sauces, jams, jellies, pickles, yogurt, salsa, cheese, charcuterie (sausages and other cured meats), baked goods and other ready to eat foods.



Agricultural Commission

With the completion of the Master Plan in 2014, the Agricultural Commission continues to work with the Open Space Committee, Planning Board, other town boards and committees, the North Country Land trust and other interested parties to come up with a coherent approach to maintaining and supporting Westminster's working landscapes.

The Westminster Agricultural Commission sponsors and manages the Westminster Farmers' Market, held on Friday afternoons, 3:00-6:00 pm from the first Friday in May until the last Friday in October. This past year was much more "normal". We had a full compliment of 20+ vendors that included all of our producers plus the crafters that were banned because of Covid the previous year. We hosted three events; How Does Your Garden Grow in July; Peak of the Harvest in August and a wild Art in Agriculture in late September. That event included the presentation of Heirloom Stamps from the United States Post Office to Jody Jess – one of Westminster's farmers. The day was complete with a young team of oxen being driven around the common by their teenaged handler – pretty awesome.

Westminster's Cultural Council and Workers' Credit Union provide the grant money to support the market's local musical talent – of all kinds. Popular returning artists include Joe Reidy, Chris Baum, Shear Bros, Hip Swayers, Sean Fullerton, Jeff Mendoza and the Big River Swing Band.

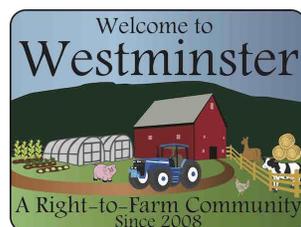
Our Holiday Market was back this year after the Covid hiatus. It's held at the American Legion Hall on Main St. and was well attended.



Sawyer Gentile with his young team of oxen. They are learning to stay focused in confused settings.



Stamp plaque presented to Jody Jess by the USPS



Agricultural Commission

Beyond the Farmers' Market, the Agricultural Commission is involved in other community activities ...

Our Growing Great Food & Flowers (GGFF) group had a successful seventh year by moving the meetings on line with Zoom and people from outside of the immediate region joined in as well. GGFF meets every month, 2nd Sunday. Free and open to anyone who's interested in growing anything.



Tomato and marigold children's planting project. Every child who wanted one, got a plant to take home.

We continued to maintain the front of the library including color plantings in the front and a mix of flowers and veggies in the raised beds.

We worked with the Town's Department of Public Works to rework the planting area for the Academy Hill's existing trees as part of the new tree planting project. 2 days of work with volunteers from town and expert help from both the DPW and a local arborist will provide a new lease on life for the trees.

We are working with several other town organizations to explore the possibilities and potential gains of bringing the Community Preservation Act to a vote in 2022.

We are part of a coalition of local food access, food justice, farming support groups that helped to bring a \$250,000 USDA development grant into the region for a new project called Local Food Works. This is long range planning for creating a more stable local food supply.

We continued with our newsletter and farmers market report to help keep people who are interested in the Ag Com's projects up to date. We're looking for writers and reporters to work on this project with one of our volunteers.



Produce from the Farmer's Market

Help is always needed and anyone who's interested in agriculture, horticulture, local food, or any other related topic is encouraged to check out an Ag Com meeting (not too boring!) or, at least, check out the Farmers' Market and/or one of the scheduled events.

M.L. Altobelli – Chair

Dean Johnson – Treasurer

Heather Bowen

Sheryl Vaillette

Sue Nickerson – Alternate and Secretary



Holiday market at the American Legion Hall

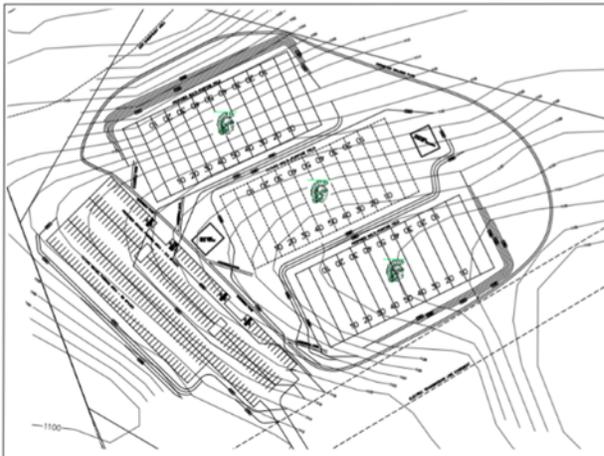
Parks & Recreation

The Parks and Recreation Commission are made up of five community members interested in promoting recreational opportunities for the residents of Westminster and our guests. In 2021 Parks and Recreation was able to again provide Summer Recreation Program to many elementary and middle school age residents for five weeks throughout the summer. We did have to limit the amount of children to adhere to CDC guidelines surrounding supervision and spacing guidelines. In 2022 we are planning on returning to offering the program as a drop off center again and running the program for 6 weeks.



During 2021 the commission replaced the fencing at the basketball court and resurfaced the playing surface. Our town basketball court has been well used during the warm weather, offering a great recreational space for our residents. The Senior League shed replacement was completed with the work being done by volunteers. Work has begun to replace the Minor League shed though members of Parks and Rec and Westminster Baseball volunteers. The new shed will include much needed storage for the Parks and Recreation's Summer Program, for equipment and supplies. There will also be a new announcing booth.

Parks and Recreation has been working diligently to expand the recreation opportunities in town. We have



focused on having a new playground built that will allow all town residents access to climbing structures and swings. If space allows, we hope to incorporate some adult recreation to the area too. We have narrowed down the playground location to two potential sites. The Old Town Hall on Bacon Street, which is seeking proposals for the use of the site. The second is across from the gazebo on Academy Hill, to the right of the Azarian Barn. Once the location is decided, we intend to have the site engineering and design completed to identify the potential use and costs.

The other project we have been working with various town committees and boards, is to have a multisport field complex built on Colony Road. Preliminary planning has indicated that we should be able to have three multi-use fields fit at the location, as well as substantial parking, a perimeter walking path, pickle ball court and other uses. Multi-use fields would be used by local youth recreational leagues for soccer, football, lacrosse, field hockey, cheering and other sports. We have submitted a request for funds to be voted on at the May 2022 town meeting, which would allow us to have engineered plans created to identify the costs and potential phasing of the project.



Parks & Recreation

During the fall of 2020 the town acquired parcels of land (Parcels 65-4, 67-18, and 65-9) situated at the end of Colony Road in Westminster as part of a tax foreclosure judgement. The three parcels acquired by the town are an estimated 53 acres, though most of it had been identified as protected wetland area. The area that has



been identified by the commission for potential multiuse fields are about 14 acres on the back-side of the property, which abuts property belonging to Department of Fish and Game and on the other side of the power lines.

The driveway into the potential fields would follow the Westminster/Gardner town line to access the rear parcel. At the present time Westminster has very limited access to town owned multiuse fields for our youth and public sports.

The Parks and Recreation Department has also been adding other recreation and experiences for our residents. In July we held a free concert on

Academy Hill with local band Cashwood. In August we held a town wide movie night on the baseball field for



our residents. In October we worked with the Bacon Street neighborhood doing a candy drive to assist them with Trick or Treating and added a Trunk or Treating across from the Public Safety Building. Our annual Christmas Tree lighting was well attended with over 100 children visiting Santa. We closed out the year with an Open Skate at the Gardner Veterans Memorial Rink which many residents came out to enjoy.

The Parks and Recreation Commission will look to update the community about our projects and activities through the town's webpage and our Facebook page. www.facebook.com/WestminsterParksandRec Please visit us regularly to learn what we are providing for the town. In 2022 we hope to have an Easter Egg Hunt, a few concerts, movie night, open skates, Trunk or Treating and Tree Lighting Celebration. Along with other recreational activities that we are exploring.

Respectfully Submitted

Ralph LeBlanc

Chairman of the Board

Parks and Recreation Commission

Hager Park Commission

Hager Park is located on Hager Park Road (Route 140) just south of the intersection with Route 2A and the Route 2 East on-ramp. The park consists of approximately 57 acres on the east side of the road, which abuts Woodside Cemetery and surrounds the Water Treatment facility. There are another 18± acres located on the west side of Route 140. These parcels of land were part of a larger tract originally willed to the town by Joseph Hager after his death in 1915. Additionally, the Commission administers the Smith Reservoir and Raymond properties, which are located further to the south and on Worcester Road. These lots contain another 87 acres. The Commission also manages the Wachusett Rambler Recreation Area, which contains about 9 acres around a hilltop adjacent to the main portion of Hager Park.

The Commission maintains a network of hiking and riding trails within the Hager Park and Rambler parcels. The framework for a trail system has been established in the Smith Reservoir area with plans for more trails in the future. These trails are open to the public and we are happy to see them used. Many of the trail corners are marked with white metal signs or diamond-shaped plastic markers.

The Commission typically holds regular meetings in either of the meeting rooms on the first floor of the Town Hall at 4:00 PM on the 2nd Thursday of each odd-numbered month. (Please check the town website to be certain before attending.) The public is welcome to attend. More information about Hager Park can be found on the Town's website. This site can be reached easily using www.hagerpark.com. A trail map and photographs can be viewed there.

The following is a summary of major activities during 2021:

New Public Safety Building

The Town has identified the need for a new public safety building and starting in 2007 formed building committees to determine building needs and to locate potential building sites. Early in 2021, the latest committee created a site matrix weighing various factors to select the most suitable available building site. The resulting choice was the six acre portion of Hager Park that contains the parking area located on the east side of Route 140 in front of the water treatment plant. In February, the Commission voted to approve the concept, subject to a number of conditions. As the process continued, the commission members attended several of the Public Safety Building Committee meetings to learn more about the project. In November, with information from the building committee and input from the public, the Commission met to discuss the transfer of the land to the building committee. The Commission had been advised that a unanimous vote would be required. After due consideration with all the members stating their opinions, the Commission voted 2 in favor and 1 against the land transfer. The Public Safety Building Committee was notified that they would need to find another building site.

Normandin / JEKN, LLC Property Donation

The Commission members have been interested in the backland portion of the property located at 24 Hager Park Road for more than 10 years. The land is along the south side of the main portion of Hager Park and also abuts the Rambler Area. The property had been owned by the Redemption Rock Church and then sold to a developer, who proposed a housing development. The buildable portion is close to the road and is separated from the backland by a large wetland. In 2008, the developer agreed to donate the backland containing approximately 4 acres to the Commission and the town voted to accept this gift.

With housing market crash, the land transfer did not get completed. The property was then purchased by the Normandin family, who also agreed to donate the land to the Commission. Whitman and Bingham, a local engineering and surveying firm from Leominster, donated their time and effort to prepare a plan showing the how the backland would be divided from the rest of the property. The parcel, now containing 6.12 acres, was brought back to Town Meeting in May and was accepted.

While working on the plan, the surveyors found that the lot division would create a minor zoning violation. A hearing with Zoning Board of Appeals has been scheduled for February of 2022 to discuss this issue. If the ZBA agrees that the violation is minor, we hope to have the land transfer completed this year.

Hager Park Commission

Trail Maintenance

The timber sale that was conducted in December 2019 on the 18 acre parcel on the west side of Route 140 left slash, stumps and other debris that interrupted the trail system. In August, we worked to clean up the debris and open the trails back up. This work was done with the use of a mini-excavator donated by R. J. Davenport & Sons.



Commissioner Alan Wiktorski poses in a mini-excavator after doing trail maintenance work at Hager park

Rambler Field

We had the new field up at the Rambler mowed again in July and the place looks great. We hope everybody has a chance to climb up there and check it out. The cost for the mowing the 8± acres has increased by \$200 and we have asked for a budget increase to cover this reoccurring cost.

Trail Map

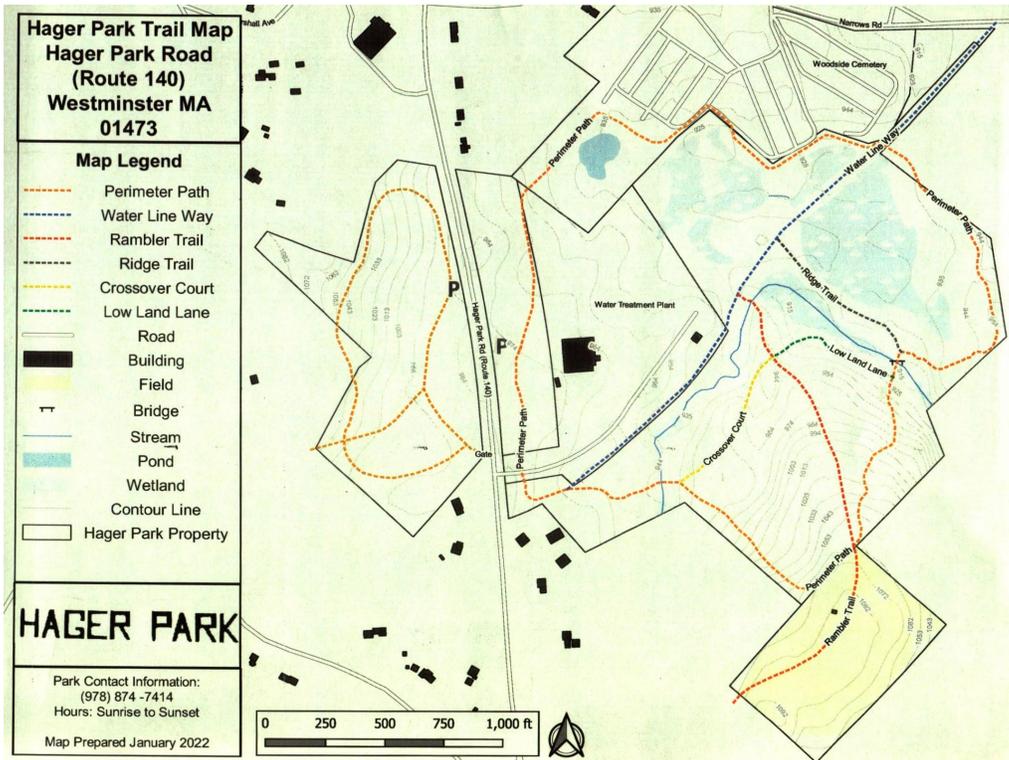
Former Town resident, Chris Capone volunteered his GIS skills to develop a new trail map for Hager Park. A draft has been included at the end of the report. We hope to have an updated version of this map on the Town's website in 2022.

Covid 19

While most our meetings were held outside on park property in 2020, we were able to get together with in-person meetings this year.



Hager Park Commission



Newly redesigned Hager Park trail map

Activities planned for 2022 include:

- We still have a plan drawn for a small two car parking area at the landing at the Raymond property on Worcester Road. We hope to get a few trees cut and create a level area for parking.

Continue annual trail maintenance within the park including placing more trail markers and signs.

We want to thank Peter Normandin for agreeing to donate the 6.12 acres of backland at 24 Hager Park Road and Jamie Rheault and Frank Preston from Whitman and Bingham Associates for preparing the plans to facilitate this donation.

We thank Richard and Ken Davenport for loaning their mini-excavator for trail cleanup.

Thanks to Chris Capone for preparing the new trail map.

We also wish to express our appreciation for the help extended to us from all of the boards, commissions and departments in town. Once again, special thanks go to the Cemetery Department for storing our equipment and gator in their hearse house.

Respectfully submitted,

Hager Park Commission

Christopher C. Mossman

Matthew E. Pearson

Alan P. Wiktorski

Cultural Council

In 2021, there were seventeen grants awarded by the Cultural Council.

Four grants were for programs at the Senior Center.

- * Music is Love
- * A Musical Journey Through the Years
- * Concert for Seniors
- * Hip Hop Exercise for Seniors

One grant was funded for an author's visit to Oakmont.

- * Talk by Jarrett J. Krosoczka, author

Community grants were awarded to the following:

- * Circle of Artists for their annual exhibition
- * Westminster Agricultural Council for Entertainment at the Farmers' Market
- * Westminster Village Foundation for their Dog Show
- * Fitchburg Art Museum for their annual exhibition
- * Discovery Museum for Open Door Connections
- * History program on Abbey Kelley Foster

One grant awarded to Henry the Juggler did not take place.

The Cultural Council continues to co-ordinate the exhibit of art at The Little Gallery at the Town Hall. If you are an artist or know of an artist who would like to be featured please contact a member of the Council.



Four were awarded to Forbush Library.

- * Library passes to area museums
- * Atlantic White Sharks program
- * Didgeridoos Down Under presentation
- * Delvena Theatre, "A Christmas Carol"

One grant was given to Extended Day.

- * Under One Sky program

In September of 2022 the Westminster Cultural Council will again solicit applications for Cultural Council Grants. We strongly encourage individuals, schools and other local organizations to submit applications. More information can be obtained at the Massachusetts Cultural Council website <https://massculturalcouncil.org/>

The Westminster Cultural Council welcomes new members. Cultural Council members are appointed by the Select Board to serve for three years. If interested, please contact a WCC member. The council meets as needed and votes on new grants in November.

Respectfully submitted,
Brenda Malloy, Chairperson
Darcy Linnus, Secretary
Linda McClenahan, Treasurer
Margaret Romano
Nancy Swanson
Cindy Flynn
Patricia McAllister



Historical Commission

The Westminster Historical Commission (WHC) follows the state-wide mandate to identify and preserve architecturally and historically significant sites in Westminster. We work with town committees and the community to make historical preservation a community-wide effort.

We continued our program to identify and honor homes that are historically and architecturally significant.

This past fiscal year we ordered historical house plaques for the following homes:

District Schoolhouse No. 6, built in 1916, 254 Bean Porridge Hill Road

Widow Whitman House, built in 1836, 10 Adams Street

Dr. John White House, built in 1800, 8 Leominster Street

Horatio Eager House, built in 1819, 64 Carter Road

Closson/Merriam House, built in 1877, 19 Leominster Street

Congregational Church Parsonage, built in 1904, 17 Leominster Street

Town residents are reminded that if you are interested in having a plaque for your home, you may contact the Historical Commission.

In February 2021, the Historical Commission hired a preservation consultant to research and document home using the Massachusetts Historical Commission Building Inventory Forms for the State Register and the National Register of Historic Places. Seven homes were researched by Stacy Spies, Preservation Consultant:

Congregational Church Parsonage, built in 1904, 17 Leominster Street

Closson/Merriam House, built in 1877, 19 Leominster Street

Joseph & Clara Raymond House, built in C. 1888, 20 Leominster Street

Frederick Nichols House, built in C. 1870, 50 Main Street

Sherman & Viola Rice House, built in C. 1916, 56 Main Street

Daniel Miles House, built in 1845, 103 Turnpike Road

General Nelson Miles House, built in 1824, 104 Turnpike Road

Members of the Historical Commission met with the town Capital Planning Committee in April with plans and cost estimates to upgrade the Farmer's Cooperative building, located on Leominster Street, as a museum and meeting space. Renovations include one handicap accessible rest room with a sink and toilet; a kitchen sink and storage in food prep area. Future plans include a horticultural education garden for children and others interested in growing their own fruits and vegetables.

In September 2021, a new Form B contract was approved to research former taverns and inns in Westminster. The following five homes were researched by Stacy Spies:

Isaac Miles Inn, 8 Leominster Street, 1810

Colonial Tavern, built in 1840, 10 Roper Road

Walker Farm Inn, built in 1779, 302 Worcester Road

Smith Tavern, built in 1792, 31 Pierce Road

Whitman Tavern, built in 1775, 238 South Ashburnham Road



Historical Commission

Films of Westminster 200th Anniversary events in 1959 were sent to EverPresent, a company specializing in digitizing old films and photos. Original 12-inch reel and 6-inch nitrite reels of film were received in digital form, and the Commission approved to donate the original films to Northeast Historic Films in Bucksport, Maine, where they will be preserved for the future. It was decided to set a date in the future for the public to view these films.

The Westminster Historical Commission (WHC) meets once a month at Town Hall. We welcome and encourage new members to join us. Historical Commission members are appointed by the Select Board to serve 3-year terms. Please contact one of the WHC members if you are interested in becoming a member.

Respectfully submitted,

Historical Commission

Roni Beal, Chairperson

Joan Longcope, Vice Chairperson & Treasurer

Carole Bramante, Acting Secretary

Betsy Hannula, Member-at-Large

Nicholas Langhart, Member-at-Large



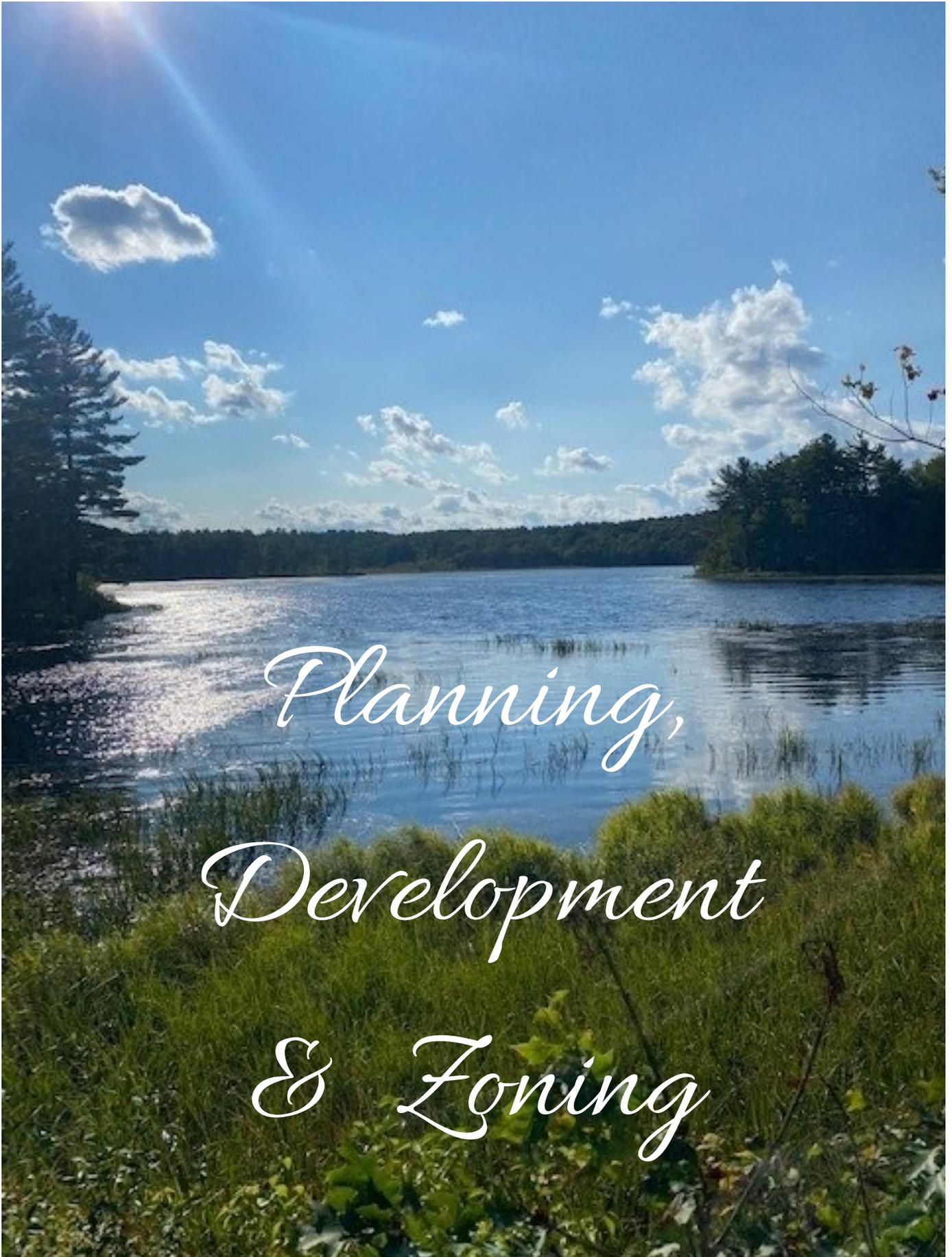
(L to R) Carole Bramante, Joan Longcope, Nicholas Langhart, Betsy Hannula, Roni Beal



*Westminster
Wildlife*







*Planning,
Development
& Zoning*

Planning Board / Town Planner

INTRODUCTION

The Planning Board is a five member elected board with a term length of three years. The current board members and their term expiration dates are as follows:

Larry Skamarycz, Chair	2024
Marie Auger, Vice Chair	2023
Dan Bartkus	2023
Gregg Buckman	2022
Jody Snyder, <i>taking over for Mike Smith</i>	2022



The Planning Board continued holding twice-monthly public meetings on the second and fourth Tuesday night of each month. The pandemic made holding our meetings a bit challenging this year and we had to meet remotely over the internet during the height of the pandemic: January through July. We went back to holding in-person meetings in August, holding them in the Select Board's meeting room at Town Hall.

The Planning Board is responsible for reviewing and approving divisions of land, either through the Subdivision Plan Approval process and the Approval Not Required (ANR) process under Massachusetts General Laws Chapter 41. The Planning Board also reviews and approves new commercial, industrial, institutional and multi-family residential development projects through the Site Plan Approval process. The Planning Board is also the Special Permit Granting Authority (SPGA) for cluster residential developments, wind power facilities, large-scale solar power facilities, adult use and medical marijuana dispensaries, adult uses and earth removal/placement of fill.

Members of the Planning Board also serve as delegates to the Montachusett Regional Planning Commission (MRPC) as well as the Montachusett Region's Joint Transportation Committee.

Town Planner Stephen Wallace enters his eleventh year on the job. The Town Planner assists the Planning Board with its review of all development plans under the Board's jurisdiction. The Planner is also responsible for preparing and updating the Town's Community Master Plan, and coordinating the Town's economic development activities working with the Economic Development Committee. Other Town Planner duties include preparing grant applications and long-range planning studies, representing the Town in State and regional planning initiatives, and working on special projects assigned by the Select Board and Planning Board.

DEVELOPMENT OVERVIEW

2021 was a relatively slow year for new development in Westminister, but the Planning Board did approve the following projects:

- Approved a revised Site Plan for a ground-mounted solar project in the Rowtier Drive industrial park, on behalf of applicant TES Rowtier Driver Solar 23 LLC.
- Approved an amended Special Permit & Site Plan approval to allow Apothca Inc. to grow medical marijuana in addition to adult use marijuana at 99 Development Road.
- Approved a Major Modification of a Previously Approved Site Plan approval to allow TES Overlook Road LLC to add battery storage at the solar power project located at Overlook Road.
Approved a Site Plan approval for Equity Industrial Westminister LLC to build a 325,000 square foot warehouse on Simplex Drive.
- Approved a bond for the roadway and infrastructure for Lot I-7 in the Westminister Business Park.

Planning Board

- Approved a revised site plan for Commonwealth Community Developers and Town of Westminster: several revisions to the previously approved site plan for senior housing behind the Westminster Senior Center.
- Approved a Minor Modification to a previously approved Subdivision plan for Herb O'Connor, O'Connor Drive off Worcester Road, slight adjustment of interior roadway and lot lines.

APPROVAL NOT REQUIRED PLANS

A division of land that has frontage on an existing Town way or on a subdivision road that has been constructed or bonded may be submitted to the Planning Board for Approval Not Required (ANR) endorsement. The ANR process is also used to convey parcels of land or adjust lot lines. The Planning Board endorsed the following ANR plans in 2021:

- ANR plan for Douglas Best, one new house lot at 180 Davis Road.
 - ANR plan for Westminster Realty LLC, one new house lot at 45A West Main Street.
 - ANR plan for Mathew & Laurie Pearson, carving out a lot for the existing house at 152 Bragg Hill Road.
 - ANR plan for Arthur Haley III, six new house lots at 32 Ellis Road.
 - ANR plan for Murray & Sara Clark, and Jeffrey & Bonnie Person, land swap, 83-91 Town Farm Road.
 - ANR plan for the Cormier Revocable Trust, one new house lot with frontage on Narrows Road.
 - ANR plan for the Woti Living Trust, lot line adjustment on Hager Park Road.
 - ANR plan for Edward Mann, land conveyance to neighbor off Davis Road.
 - ANR plan for Traditional Concepts Inc., lot line adjustment for two properties on Rock Maple Lane.
 - ANR plan for Todd Wilson, creation of one new building lot and adjusting lot lines between two existing house lots, 54 Overlook Road.
 - ANR plan for the Town of Westminster, lot line adjustment with neighbor on the corner of Minott and Ellis Roads.
 - ANR plan for Jacques & Christine Dufresne, one new house lot at 6 Washington Drive.
 - ANR plan for Ashley & Kyle Forrest, adding land from an abutting lot, 12 Lighthouse Lane.
 - ANR plan for John King, 57 Bacon Street, lot line adjustment with neighbor.
 - ANR plan for Peter & Michelle Carlson, Turtle Cove Lane, lot line adjustment with neighbor.
 - ANR plan for Donald Foster, creation of one new building lot at 1 Waterman Lane.
 - ANR plan for Larry Streeter, 133 Ellis Road, two new flag lots and one out-lot.
- ANR plan for EF Realty LLC, creating one new building lot at 19 & 23 Carter Road.

OTHER PROJECTS

During 2021, the Planning Board completed the following activities:

Working with an ad-hoc committee, the Town Planner prepared a 2021 update of the Town's Open Space & Recreation Plan.

Planning Board

Town Planner held an interdepartmental meeting to review the Town's new stormwater management permitting system.

Working with the Economic Development Committee, the Town Planner oversaw the update and printing of 3,000 copies of the Town's promotional map/brochure.

Planning Board provided comments on all of the applications before the Zoning Board.

Planning Board provided comments to the Select Board on citizen requests to withdraw land from the State's Chapter 61 taxation program.

GRANTS

- The Town received a \$27,200 grant from the MA Office on Disabilities that enabled the Town to make ADA-related improvements to the Forbush Memorial Library and Crocker Pond Recreation Area.
- The Town received a Neighborhood Outreach grant from the MA Division of Conservation Services (DCR). This grant will enable the Town to work with the North County Land Trust to hold an estate-planning workshop for those Westminster residents that own properties in our watershed resources areas (workshop to take place in 2022).

The Town Planner continues to research suitable grant opportunities and passes them on to relevant departments.

RESEARCH

- Working with the Treasurer-Collector, the Town Planner prepared an analysis of tax delinquent properties, evaluating them for potential municipal use (done annually).

The Town Planner researched the status of old and outstanding subdivisions and shared the results of this research with other municipal departments (done annually).

LONG-RANGE PLANNING

- The Town Planner continues to serve as a member of the Montachusett Region Comprehensive Economic Development Strategy Committee and Brownfields Steering Committee.

Planning Board member Gregg Buckman serves as the Planning Board's delegate to the Montachusett Regional Planning Commission and the Montachusett Region's Joint Transportation Committee.

2021 ANNUAL TOWN MEETING

For the Annual Town Meeting in May 2021, the Planning Board sponsored the following zoning amendments:

Change all Zoning Bylaw references of the Board of Selectmen to Select Board.

Clarify the applicability section of the solar power bylaw.

PLANNING DEPARTMENT ACTION PLAN FOR 2022

The Town Planner will undertake the following tasks in 2022:

1. Update the Town's Floodplain Bylaw to State standards in anticipation of receiving new Flood Risk Insurance Maps (FIRM) from the Federal Emergency Management Agency.
2. Work with the Parks and Recreation Commission to fund, design and construct a new recreation facility at the Town's recently acquired Colony Road property.
3. Reconvene the Economic Development Committee to begin work on a new project

Planning Board

4. Continue to oversee the senior housing project behind the senior center and assist the developer (Commonwealth Community Developers) as needed.
5. Continue to work with the newly formed Open Space Committee on implementing the recommendations of the Town's 2021 Open Space & Recreation Plan.
6. Work with the Open Space Committee to oversee the Neighborhood Outreach Project funded under the Division of Conservation Service's Working Forest Initiative.
7. Work with the Open Space Committee to host a Saturday morning trail maintenance day.
8. Work with the Town Administrator and Town's IT Department to create a new all encompassing "Recreation" web page for the Town's website.
9. Host a second interdepartmental meeting to review the Town's new stormwater management permitting system.
10. Continue to manage the Planning Board's caseload on a day-to-day basis.
11. Coordinate activities between the Town, State, owners of the Westminster Business Park and warehouse tenant regarding the redesign and reconstruction of the Depot Road/Route 2A intersection.
12. Continue to participate in MRPC's Brownfields Steering Committee and Comprehensive Economic Development Planning Committee.
13. Continue to search out grant opportunities that are appropriate for our town.
14. Work with the Treasurer/Collector on the annual analysis of tax delinquent properties.
15. Continue to represent the Town and advocate for its interests at State and regional meetings.
16. Continue to assist the Greater Gardner Chamber of Commerce's economic development working group with marketing our region.
17. Continue to assist the Town Administrator with the planning and implementation of the Town's funding received as part of the American Rescue Plan Act (ARPA).
18. Other special projects as assigned by the Select Board and Town Administrator.

You can direct any planning questions or comments to the Planning Board or Town Planner Stephen Wallace at (978) 874-7414 or swallace@westminster-ma.gov.

Respectfully submitted by:

Stephen Wallace, Town Planner



Economic Development Committee

INTRODUCTION

The EDC's charge is to promote economic development in the Town's Commercial and Industrial zoning districts, work to retain existing businesses and provide a forum for discussing economic development in Westminister.

The Economic Development Committee is comprised of the following individuals:

Joe Serio – Chairman
Jeff Crowley – Vice Chairman
Jim DeLisle – Selectmen's Representative
Eric Callahan
Ralph LeBlanc

2021 was a slow year for the EDC (largely due to the pandemic and the business commitments of its members), meeting only once in February, but the Committee was able to accomplish the following:

The EDC began updated and printed 3,000 copies of the Town's popular promotional map/brochure. The new brochure is on the EDC web page on the Town's website and paper copies were distributed to tourist destinations throughout the region.

In 2022, the Committee hopes to finish the installation of the three remaining wayfaring signposts throughout town and add some new panels at the already installed wayfaring signposts.

The Committee will reconvene sometime in 2022 and come up with a new project to work on.

You can direct any economic development-related questions or comments to the EDC members or Town Planner Stephen Wallace at (978) 874-7414 or swallace@westminster-ma.gov.



Open Space Committee

Building off the citizen enthusiasm generated by updating the Town's Open Space & Recreation Plan, the Town was able to revitalize its long dormant Open Space Committee.

The Committee is an advisory group, appointed by the Select Board, and is responsible for implementing the Town's Open Space & Recreation Plan and advising the Town on land preservation matters.

The Committee also researches appropriate opportunities for protecting land from development.

The current board membership is as follows:

Sue Millman, Chair

Jody Snyder

Amy Tisdale Tetrault

Isiah Grigos

Marie Auger, Planning Board Representative

Heather Billings, Select Board's Representative

Town Planner, Stephen Wallace, serves as staff.



In 2021, the Open Space Committee met six times to work on the Action Items found in the Town's 2021 Open Space & Recreation Plan. The Committee's activities for 2021 included:

Drafting a policy for how the Town handles Chapter 61 land withdrawal requests from landowners.

Obtaining a Neighborhood Outreach grant from the MA Division of Conservation Services (DCR). This grant will enable the Town to work with the North County Land Trust to hold an estate-planning workshop for those Westminster residents that own properties in our watershed resources areas (workshop to take place in 2022).

Planning a trail maintenance day for spring 2022.

Creating a new all-encompassing recreation page for the Town's website.

Working towards establishing a stabilization account for open space and recreation.

The Committee welcomed the following special guest speakers for its 2021 meetings:

Janet Morrison, Land Preservation Consultant

Sheri Bean, MRPC Trails Coordinator

Jassy Bratko, Director of Land Protection - North County Land Trust

Aaron Nelson – Mount Grace Land Trust

The Committee meets on an as-needed basis. Please direct any questions or comments regarding the activities of the Open Space Committee to Town Planner Stephen Wallace at (978) 874-7414 or swallace@westminster-ma.gov

Conservation Commission

The Town of Westminster Conservation Commission is a five member commission, appointed to 3 year terms by the Select Board, whose duties are codified under the Conservation Commission Act MGL chapter 40 s 8C. The Commission enforces the Massachusetts Wetland Protection Act MGL chapter 131 s 40 and Article XXII of the local bylaws for the protection of wetlands.

The year 2021 was, as last year, one of a very busy and active agenda with public hearings and meetings for a wide range of projects from commercial development, subdivisions and small single family upkeep projects and larger scale industrial/commercial proposals and continues to ensure quality results for our numerous solar developments. The Conservation Commission implemented Covid-19 remote working and meeting procedures for a seamless continuance of our public hearing and meeting progress. The Commission has started to provide hybrid/zoom meetings with the commission participating in person. Full in person meetings are expected to resume in early 2022 With staff still able to use the office in a staggered schedule to comply with Covid -19 protocols, the commission continued to provide uninterrupted customer service.

The Commission Agent continued examining the local by-law to determine if any revisions need to be made to it. He also has started working with the town on the e-permitting process and has maintained a cloud repository to enable the commission to review plans for public hearings remotely. The Commission continues to work with the town on familiarizing itself with the upcoming storm water mandates from the EPA and working towards compliance both by procedure and with any necessary codification as well as aiding with the community Notice of Intent to the EPA under the “MS4” regulations. The Commission is also actively participating in the establishment of local stormwater regulations currently being formulated by the planning board and Town Planner. The Commission Agent has worked towards management of locally owned open space.

The Commission has also continued to work closely with the Crocker Pond Association in the implementations of their management plans becoming actively involved in continuation of formulating updates designed to give a better picture of the overall health of the ecosystems and the various ways to ensure continued protection of these valuable resources.

The Commission thanks all the town agencies for a great year and look forward to many more!

Respectfully Submitted,

Daniel Bartkus, Chair

Gary Smith, Vice Chair

Rob Gendron, Member

Carrie Monty, Member

Timothy Sheehan, Member

Susan Kalagher, Administrative Assistant

Matthew S. Marro, Agent



Building Department

2021 proved to be a very productive year in the Building Department, processing a record number of permits, mostly for new roofs, windows, residential solar panels, weatherization, and alterations/ additions. For the first year in many, the Building Department did see a decrease in new single-family homes, with a total of twenty-eight. Despite fewer new homes being built in Westminster, some new developments were completed, such as Lighthouse Lane and The Village at Old Mill.

Residential solar panels continue to increase slightly this past year, with permits issued for thirty-nine homes.

The Building Department is pleased to announce that Wire Permits, as well as Plumbing and Gas Permits, are now accessible through our Viewpoint permitting software, which can be accessed through the town website. Permit applications for Wire, Plumbing, and Gas can now be submitted online along with permit fees. As always, these permits will be available to be submitted manually at the Building Department. Stay tuned for when Building Permits will be available on line.

All permit application forms are still accessible at the Town of Westminster website under the Building/ Zoning Department – Downloadable Forms, and all of the permit applications are fillable PDF documents. Applicants can save time by directly typing in the information, print out and submit, and as always, hard copies are always available at the Building Department.

As a reminder, it is important to inform the residents of this community that a building permit must be obtained for any construction, alteration, addition, repair work, demolitions, pools, re-roofs, solar panels, etc.... or to change the use or occupancy of a building. It is also the responsibility of the homeowner, that when hiring a contractor or repair service, to ask if they are acquiring a permit for the work being performed and to make sure that there is a final inspection so the permit can be closed out. The homeowner will receive a “Letter of Completion”. It is always best to have record of repairs/ improvements and insure that they have been inspected and in the file of your address at the Building Department.

An electrical wiring permit is required for any work to the electrical system in all structures including low voltage wiring and for all solar panels installed within the town. All electrical work and permits must be obtained by a Massachusetts Licensed & Insured Electrician.

Further, any proposed plumbing or gas fitting work must be completed under the respective permits and all work must be done by a Massachusetts Licensed & Insured Plumber/Gas Fitter.

Permit applications should be submitted prior to beginning the proposed work. These codes are existing for the protection and safety of all. Please contact this department with any questions, or proposals to do any work as defined above. Lastly, please remember that pellet and wood stoves (any solid fuel burning appliance), require a building permit and need to be inspected. A Certificate of Approval will be issued after inspection and may be required by your insurance company.

The Building Department is available to answer your questions and assist in making your building project experience a positive and safe one.

The Building Department is located on the second floor, Room 211, of the Town Hall. The office hours are: Monday through Thursday 8:00AM - 4:30PM, and Friday 8:00AM - 1:00PM.

Respectfully submitted,

Paul R. Blanchard
Building Commissioner/Zoning Enforcement Officer



Building Department

WESTMINSTER BUILDING DEPARTMENT			
Permit Activity for 2021			
Type of Building Permit	Number of Permits	Total Construction Value	
<u>Residential</u>		<i>000's</i>	
One Family Dwellings	28	\$8,435,914	
Two Family Dwellings	1	\$150,000	
Alternations/Additions	95	\$5,091,753	
Accessory/Garages	13	\$504,500	
Swimming Pools	25	\$65,340	
Solar Panels	39	\$1,204,525	
Decks/Porches	20	\$349,900	
Sheet Metal	24	\$240,972	
Wood/Pellet Stoves	22	\$72,037	
Demolition	11	\$89,300	
Other- Roofs/Siding/Windows/Insulation/Signs	115	\$2,044,234	
Foundation Only	1	\$20,000	
Weatherization	63	\$285,520	
<u>Commercial</u>			
Commercial / Solar Array Fields	0		
Alterations/Additions	6	\$486,500	
TOTAL BUILDING PERMITS		457	\$19,590,495
FEEES COLLECTED IN 2020			
Building Permits	488	\$180,599	
Gas Permits	192	\$15,335	
Plumbing Permits	134	\$16,485	
Wiring Permits	429	\$40,866	
Safety Inspections	18	\$2,020	
TOTAL PERMITS & FEES		1261	\$255,305

Energy Advisory Committee

In 2021, still amidst a global pandemic from COVID-19 the Energy Advisory Committee tried to continue our efforts to save money for the town while simultaneously helping all of New England to clean up our energy supply.

The solar Net Metering contract offered by Kearsarge Energy is now in its third year, earning the town a 20% reduction off the National Grid rates. As reported at the Fall 2020 town meeting we are on track to save the town more than \$20,000 per year by purchasing solar power.

As town residents are surely aware, the price of electricity has risen drastically in the past several months, due to numerous global petroleum product issues. Our current fixed rate electricity contract with Constellation Energy that covered all of 2020 and 2021 has expired. The default price from National Grid is currently lower than or very close to available fixed-rate contract prices. The Energy Advisory Committee is watching these prices closely and working with our partner, the Power Options energy purchase consortium, the Town of Westminster is looking to renew the contract when prices are favorable. During 2021, the last year of the prior contract saved the town more than \$7,000, compared with the default rate offered by National Grid.

The initial batch of funding for Green Communities is complete. During 2021 we completed the work on the installation of LED lighting fixtures and controls at our library, and both outdoor and indoor ceiling lighting at the Senior Center. The new lighting projects should save the library more than \$2,700 a year and over \$1,500 saved for the Senior Center every year in electricity costs.

As a reminder, all of these projects were made possible by a \$141,500 grant afforded to us because we have been awarded Green Community status and have agreed to the following criteria which we track and report on annually:

- Adopt as-of-right permitting for renewable energy manufacturing or research and development facilities.
- Adopt an expedited permitting process for the above.
- Adopt a 20% energy reduction plan for all of the Town's energy use.
- Adopt a Fuel Efficient Vehicle Purchase Policy.
- Adopt the Stretch Building Code.

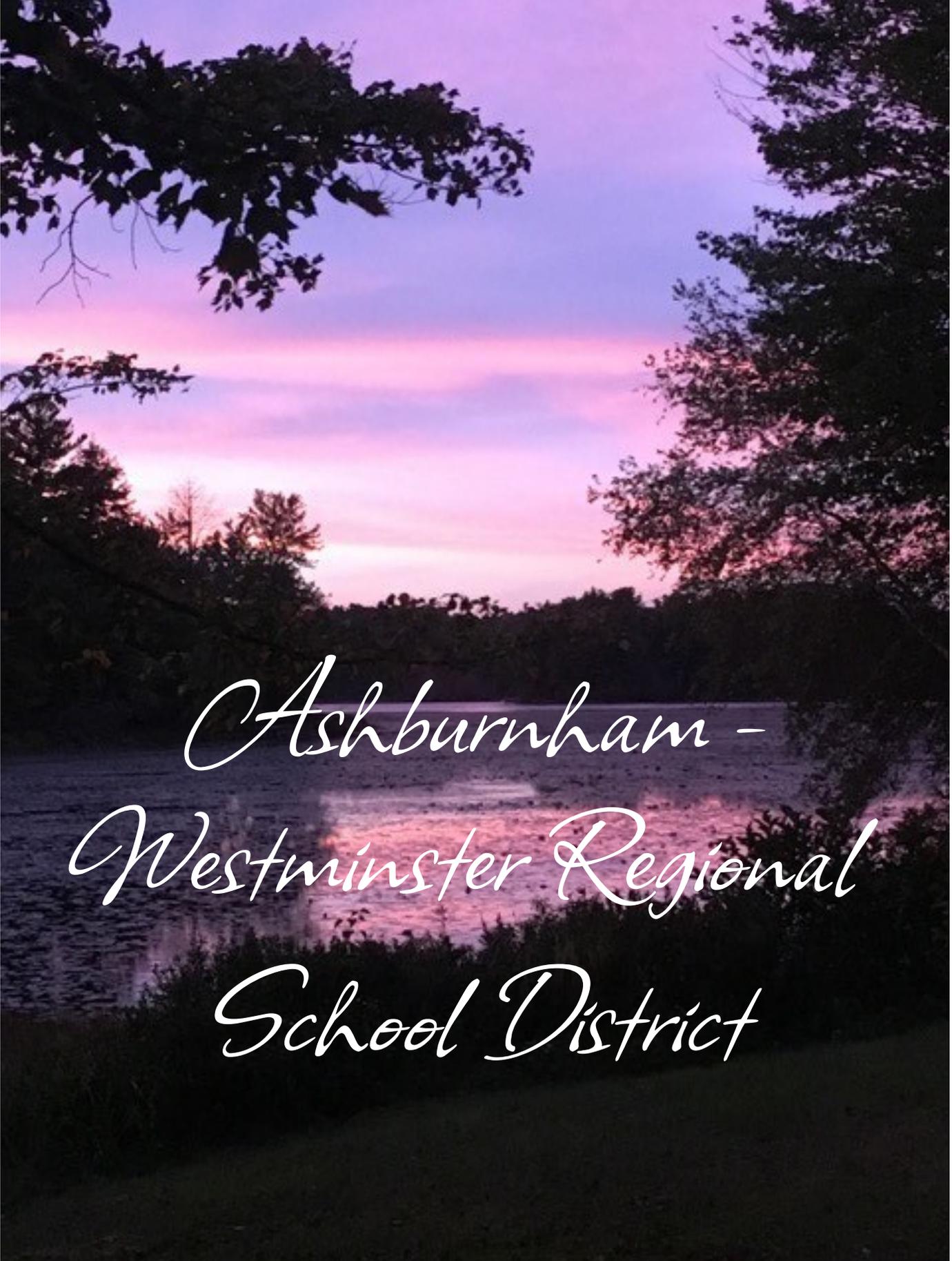
In late 2021 we submitted applications to the Commonwealth for additional funding that will allow us to install more efficiency projects that will save the town more money in future years.

Energy savings to date: approximately \$30,000/year from efficiency improvements to lighting systems, building insulation HVAC control upgrades, high efficiency pumps and storm windows. Because this was funded through state grants, no town funds were spent.

The five volunteer members of the Energy Advisory Committee are Doug Hurley (Chairman), Kerry Koskinen (Secretary), Kevin Keena, Isaiah Grigos, and Heather Billings. We are always open to more participation from any neighbors who are interested in helping the town save money by having cleaner air and water. Please check our webpage on the Town of Westminster website for more information if you are willing to help.







*Ashburnham -
Westminster Regional
School District*

Ashburnham Westminster Regional School District



**SUPERINTENDENT OF
SCHOOLS OFFICE**

11 OAKMONT DRIVE
ASHBURNHAM, MA 01430
TELEPHONE: (978) 827-1434

**OAKMONT REGIONAL
HIGH SCHOOL**

9 OAKMONT DRIVE
ASHBURNHAM, MA 01430
TELEPHONE: (978) 827-5907

**OVERLOOK MIDDLE
SCHOOL**

10 OAKMONT DRIVE
ASHBURNHAM, MA 01430
TELEPHONE: (978) 827-1425

**J.R. BRIGGS ELEMENTARY
SCHOOL**

96 WILLIAMS ROAD
ASHBURNHAM, MA 01430
TELEPHONE: (978) 827-5750

**MEETINGHOUSE ELEMENTARY
SCHOOL**

8 SOUTH STREET
WESTMINSTER, MA 01473
TELEPHONE: (978) 874-0163

**WESTMINSTER ELEMENTARY
SCHOOL**

9 ACADEMY HILL ROAD
WESTMINSTER, MA 01473
TELEPHONE: (978) 874-2043

Ashburnham Westminster Regional School District

AWRSD SCHOOL COMMITTEE MEMBERS

<u>ASHBURNHAM</u>		<u>WESTMINSTER</u>	
CHRISTINE EDDY	TERM EXPIRES 4/2023	COURTNEY-ROSE MCGEE	TERM EXPIRES 4/2024
B. ELLEN HOLMES	TERM EXPIRES 4/2023	KIMBERLY RUSSO	TERM EXPIRES 4/2023
KYLE JOHNSON (C)	TERM EXPIRES 4/2022	JANET SMITH (VC)	TERM EXPIRES 4/2022
WINIFRED KENDER	TERM EXPIRES 4/2024	JUSTIN SPARKS	TERM EXPIRES 4/2023
JENNIFER STORM	TERM EXPIRES 4/2022	ANDREW STORM (S)	TERM EXPIRES 4/2022

(C) = CHAIRPERSON

(VC) = VICE CHAIRPERSON

(S) = SECRETARY

DISTRICT ADMINISTRATION

DR. TODD STEWART	SUPERINTENDENT OF SCHOOLS
JULIE SUPRENANT	DIRECTOR OF FINANCE
STACEY CHRISTIANO	DIRECTOR OF HUMAN RESOURCES
ERIC DEHAYS	DIRECTOR OF TECHNOLOGY
KRITINA BOGOSH	DIRECTOR OF CURRICULUM
JUSTINE MUIR	DIRECTOR OF PUPIL SERVICES
ALLY LAW	DIRECTOR OF HEALTH & WELLNESS
ERIC DAWLEY	DIRECTOR OF ATHLETICS

Mission

In the Ashburnham Westminster Regional School District, we focus on doing what is best for students to meet their academic and social-emotional needs to thrive in a global society through: academically challenging curriculum; community and civic engagement; continuous, responsible use of all resources and evolving technology; high quality, ongoing, focused professional development for staff; real world applications; reflection for continuous improvement; research based and data driven instructional practices; resilient, solution-based mindsets; and student input and ownership.

Vision

The Ashburnham Westminster Regional School District prepares all students to be contributing citizens of local and global societies in an ever-changing world.

Ashburnham Westminster Regional School District

SCHOOL ENROLLMENT INFORMATION Breakdown of Pupil Enrollment (As of December 1, 2021)

Grade	Ashburnham	Westminster	School Choice	Total
PK	43	28		71
K	77	87		164
1	66	91		157
2	64	88	2	154
3	77	114	4	195
4	82	85	3	170
5	82	90	2	174
6	77	99	6	182
7	91	99	5	195
8	88	102	4	194
9	66	82	9	157
10	61	92	16	169
11	74	76	13	163
12	58	52	17	127
ACE	<u>5</u>	<u>4</u>	<u>1</u>	<u>10</u>
Totals	1011	1189	82	2282

SCHOOL BUDGET

	FY20-21 Expense	FY21-22 Budget
1000 Administration	\$ 869,570	\$ 962,818
2000 Instruction	\$ 18,941,276	\$ 18,797,892
3000 Other School Services	\$ 2,702,521	\$ 2,805,347
4000 Operations and Maintenance	\$ 2,786,547	\$ 2,692,641
5000 Fixed Charges	\$ 4,828,960	\$ 5,126,716
6000 Community Services	\$ 8,000	\$ 8,000
7000 Acquisition of Fixed Assets	\$ 271,456	\$ 271,456
8000 Debt Retirement of Debt Services	\$ 717,190	\$ 693,590
9000 Programs with Other Systems	\$ 1,578,685	\$ 1,922,966
Total	\$ 32,704,205	\$ 33,281,425

Ashburnham Westminster Regional School District

SUPERINTENDENT'S MESSAGE

Dear Citizens of Ashburnham and Westminster,

These past few years have been unlike any in history. The COVID-19 global pandemic has affected the Ashburnham Westminster Regional School District as I am sure it has impacted all of you. However, the District has come through the pandemic stronger than ever as this year has highlighted the strength, resiliency and dedication of our students, staff and families.

This year, AWRSD has embarked on several crucial endeavors. We are finalizing the *Attributes of the AWRSD Graduate*, a collaborative effort to identify the skills, knowledge and attitudes most necessary for all of our graduates to leave AWRSD with in order to best position them for success in the rapidly changing world they will enter.

This year also provided an opportunity for our staff to continue to explore new and enhanced resources. Our elementary school educators have had their first *full* year with the Bridges mathematics program and are beginning to see wonderful results in terms of student learning and engagement. They have also undertaken significant work to analyze and update our literacy instructional materials. Many of our teachers have taken a leadership role in researching a variety of programs and approaches to literacy instruction and have been engaging directly with several programs throughout the school-year. We are excited by the prospect of having up-to-date, research-supported and user-friendly materials in all of our elementary classrooms next year.

The 2021-2022 school-year has been challenging for our students, staff and families. But, it has also brought out the best in our students, in our staff, in our families and in our communities. It is a privilege and honor to have the opportunity to work with you all every day toward ensuring that each and every one of our students receives the support, challenge and attention they deserve to prepare them for a lifetime of success and happiness.

Most sincerely,



Todd D. Stewart
Superintendent of Schools



Ashburnham Westminster Regional School District

OAKMONT REGIONAL HIGH SCHOOL

January 2022 marks the midpoint in Oakmont's sixty-second year. The following is a summarization of the highlights from the past year. Additional information about Oakmont can be found on our website under the "About/Resources" tab /About Oakmont.



The 2020-2021 Boys Basketball team went undefeated in the Central MA Pod Six

As 2021 began the school community was still in the midst of the global pandemic. With help from funding provided by the ESSER (Elementary and Secondary School Emergency Relief), all students received Chromebooks and were able to access curriculum and instruction via Google Classroom and Google Meet when not in-person. Oakmont teachers facilitated instruction for both in-person and remote students simultaneously. Students had the choice of a hybrid in-person option or fully remote. The hybrid option included two days of on sight instruction and three days of remote instruction. Wednesday was remote for all students. Remote students participated in the same instruction as their peers attending virtually utilizing google meets from their home. Students who were in Cohort C

(all remote) utilized the Florida Virtual School Platform for their curriculum. Classrooms and the cafeteria were rearranged to keep students "socially distanced" in accordance with the state and local guidelines.

At that time, we were still learning about the virus and doing our best to comply with recommendations and mandates. These experiences were exhausting for staff to manage. The challenges created for students and families made it abundantly clear that returning to in-person learning needed to be a priority. The staff should all be commended for all their efforts to "build the plane while they were flying it" and for finding ways to educate our students despite unprecedented obstacles.

All of the school's departments adapted and looked for creative ways to support and educate all students. The football season was postponed from the fall of 2020 to the spring. The team participated in a shortened season called the "Fall 2" season in March and April.

By the end of April, Oakmont returned to in-person learning five days a week. The school community adjusted and implemented the new state guidelines for social distancing, masking, and hand sanitization. Modifications were made to the building and daily schedule to accommodate a fourth lunch. The small gym was utilized as an extended cafeteria to ensure students could eat unmasked distanced at six feet apart. Due to federal funding, lunches were made, and continue to be, free for all students. A pooled testing protocol was also put into effect through the nursing office to help identify students and staff who were positive for COVID.

By May more restrictions were being lifted. At this time, Oakmont was also able to participate in the spring athletic season and the Board of Health approved a prom which was held at the Colonial Hotel in Gardner on May 22, 2021. The prom was restricted to 150 participants and limited to Senior Oakmont students only. Attendees had to also provide proof of vaccination or participation in the pooled testing and affirm they had no COVID symptoms. A virtual Evening of the Arts was held on May 14, 2021, and the Oakmont Drama club live-streamed a production of "The Theory of Relativity" on May 15th and 16th with parents only allowed to attend in-person spaced out in the auditorium. The month of June was busy with senior events. On June 1, 2021, the Seniors held an outing at Wachusett Mountain. The annual night of reflection was held on June 3, 2021, on Academy Hill. Annual events including the Junior/Senior relay races, academic awards night, and class night were all held according to traditions. Oakmont held its sixty-first commencement on Hurd Field on Sunday, June 6, 2021. One hundred and sixty-nine graduates of the class of 2021 were in attendance with up to six family members each all seated in family "pods" on the field.

Ashburnham Westminster Regional School District

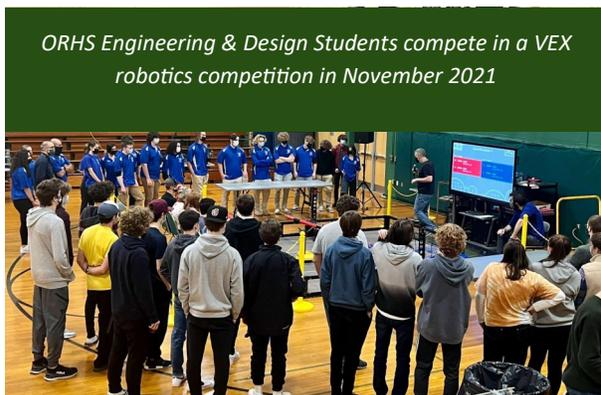
As the year came to a close, several staff members were wished well after announcing their retirement including Laurie Rheault (Science - 18 years), Robyn Ewell (Guidance- 12 years), Tim Douglas (Fitness- 25 years), Liz Woollcott (Special Education- 16 years), and Dave Uminski (Principal/ Teacher- 34 years)

Mr. Uminski, the fifth Principal to lead Oakmont, completed his fourteenth year in the position after serving as the Assistant Principal for two years. Prior to his administrative career, he worked in the district as a History Teacher and coach for nineteen years. Mr. Uminski who was actively involved in the school community will be missed by staff and students alike. He remains a welcome presence with continued support and appearances at many school events. Additionally, girls basketball coach Jeff O'Neill retired after sixteen seasons 2005-2021 at Oakmont. O'Neill coached for over forty years and would later be recognized for his commitment to the school at a ceremony in December.



Members of the 2020-2021 football team clear Hurd field of snow in preparation for the first-ever "Fall 2" season in March

In July 2021, I had the honor of taking over as the next Principal of Oakmont. I started my professional career as an educator at Auburn High School in the fall of 1999 where I taught for nine years. In the fall of 2008, I moved to Northbridge High School as an Assistant Principal where I served in that role from 2008 to 2017. In 2017 I was honored to be selected as a grade administrator at Shrewsbury High School gaining invaluable experience in a high-performing large school district. I earned a Bachelor's degree from UMass Amherst and a Master's of Educational Leadership from Fitchburg State College. I have also completed postgraduate work at Northeastern University and hold a certificate in School Leadership and Management from the Harvard Graduate School of Education and Harvard Business School.



ORHS Engineering & Design Students compete in a VEX robotics competition in November 2021

In July, Oakmont hosted an Extended School Year (ESY) program as well as a Learning Acceleration Enrichment Program (LEAP) for middle school and high school students. In late August we welcomed 168 members of the class of 2025 to their Freshman Orientation. A new staff training was also held as we prepared to re-open the building for the school year. Oakmont welcomed five new teachers; Math teacher, Annette Gorgolione, Social Studies teacher, Erin Bergin (who previously taught at Overlook), Business teacher, Owen Napolitano (An Oakmont Alumni), P.E. and Health teacher, Scott McGrath, and Oasis Program teacher, Clay Parker. We also welcomed a new school counselor, Paul Bradley. As we returned in the fall we were still facing restrictions due to COVID. The school schedule was adjusted adding a third lunch period to cut down on the number of students in the lunchroom at one time. Classroom seating was also arranged to try and maintain 3-foot spacing in order to reduce the amount of contact tracing that was needed. We also returned with strict masking regulations from D.E.S.E. The two Assistant Principal roles were shifted to Grade Administrators. As grade administrators, Mr. Cote and Mrs. Miville will now be assigned to a class and follow the same group of students over four years. This allows them to develop better relationships with students and families. We also launched the "Oakmont Explorer" webpage which was created by, now Juniors, Helen Yan and Anni Seppelein. The site allows students and parents to easily see all the various extra and co-curricular activities Oakmont offers in one location.

Ashburnham Westminster Regional School District

With the return to school, also came the hope that things would be back to “normal” but, they were not. Throughout the school, there was a significant increase in students needing additional support socially, emotionally, and academically. The social and developmental maturity levels of the students were noticeably delayed and hospitalizations due to mental health concerns that were on the rise. We knew from talking to colleagues that this was a state and national trend. The school counselors and administrators were very busy trying to mitigate these issues and support



students' social and academic needs. Teachers were also having to adjust the curriculum and modify instruction to support students.

The Student Council was once again awarded the Gold Council of Excellence Award. It is a huge amount of work and time our students and advisor Dan Dufour put into earning this recognition. Fall sports and activities returned to their regular schedule.

In November, the National Honor Society, under the leadership of Paula Stefanakos, once again participated in the Wreaths Across America event at the Massachusetts Veterans Cemetery in Winchendon and raised over \$600 which was

donated to the cause. The Oakmont Regional High School Friends Club officially became established as a Best Buddies Chapter. Best Buddies fosters one-to-one friendships between students with and without disabilities while providing leadership development and skill-building opportunities for all. Activities and meetings are fun, meaningful, and accessible for everyone.

The Oakmont-Overlook Marching Spartans were able to return to competition for the Fall 2021 season. They had another highly successful season and were recognized at multiple NESBA competitions. Their performances earned them many top finishes including Best Music and Best Percussion. At the Championship finals, they placed second overall in Division IV. The Color Guard completed the fall season in style with an undefeated finish. The Marching Spartans bi-Annual performance trip to Florida, which was planned for December, was canceled due to travel concerns related to the pandemic. All the Music Ensembles continue to work through the COVID restrictions which made things very difficult last spring due to spacing, masking, and indoor restrictions. More reasonable masking and spacing restrictions this year have made it much easier for our musicians to rehearse.

Thanks to financial support from the Ashburnham Westminster Foundation for Academic Excellence, the Stevens Memorial Library, and the Mass Cultural Council, Award-Winning Author/Illustrator, Jarrett J. Krosoczka was able to visit the school for School Literacy Day on November 22nd. Krosoczka gave an inspirational school-wide presentation followed by workshops with the Art and English classes.

The Special Education department continued to review the supports and interventions within the inclusion setting. We are also exploring additional use of the co-teaching model to increase students' ability to receive special education services in inclusion settings and allow us more flexibility with scheduling.



Ashburnham Westminster Regional School District

Several new courses were added to the program of studies for fall 2022. The English Department introduced two new courses, "Diversity in Literature" and "Communication in the Age of Social Media." P.E. added "Mind/Body Fitness." Music brought in "Modern Music Production and Engineering." Lastly, the Excel and ACE programs implemented the Healthy Relationships Curriculum. We are requesting the restoration of department chair positions that had been cut from the budget years ago. We are also requesting an additional Science (Biology) and World Language (Spanish) teacher in order to be able to increase the flexibility of scheduling, reduce class sizes, and add more upper-level course offerings such as AP Biology. Currently, we are identifying programmatic needs as well as areas where we will benefit from professional development. The staff is evaluating and updating the curriculum in Math, Technology & Engineering, Business, and World Language.

We are also analyzing course organization and leveling. Initial exploration has also begun on the means of incorporating possible certifications and micro-credentialing into upper-level courses, implementing the "Seal of Biliteracy," and exploring creating adaptive P.E. opportunities. We are grappling with the limited amount of time we have to spend on pertinent and focused professional development and how we will schedule it. We are also beginning planning for the decennial N.E.A.S.C. accreditation visit which is currently scheduled to happen in the Spring of 2025. Additionally, we are looking to spend some time analyzing our schedule and determining if the 4x4 block which we are currently using is still meeting the needs of our students or whether making adjustments or moving to another schedule would make sense for students.

My hope is that the towns continue to support the schools and that we can continue to provide the best possible education and supports for all our students.

Respectfully Submitted,

Jeffrey M. Lizotte - Principal
Oakmont Regional High School



Ashburnham Westminster Regional School District

Overlook Middle School

At Overlook we are committed to providing children with rich learning experiences. We partner with families and the community to ensure all students achieve their highest potential. It is clear that our students' success relies heavily on the support offered both at school and at home. A strong partnership with the community makes a great difference in our student's education.

Our work as a school community is guided by the School Improvement Plan. The School Improvement Plan was a collaborative effort of the OMS Faculty, Staff and School Council. The School Council met monthly to discuss the strengths and areas for growth of our school, resulting in our 2021-2024 School Improvement Plan. This plan has three main goals which guide professional development and the focus of the learning environment.

1. *Overlook Middle School will build a culture of collaboration and accountability by ensuring high quality instruction through a focus on lesson design and higher order thinking skills.*
2. *Ensure students learn in a culture of collaboration with a focus on results through the development of a Multi-Tiered System of Support model of intervention. Teacher teams will provide timely, informed intervention and enrichment to improve student performance and growth.*
3. *Build Capacity for Enhanced Learning through a system of Authentic Assessments. Integrating authentic assessment strategies is fundamental for empowering learners for the jobs and skills of the future.*



Many thanks to the School Council Members: Nadine Leger, Co-Chair & Westminster Parent; Lonnie Simmons, Assistant Principal; Sarah Duncan, OMS teacher; Olivia Lucier, OMS teacher; Kathleen Walsh, OMS teacher; Jonathan Tegg, Westminster Parent; Nicole Groskreutz, Westminster Parent; Colleen DeMar, Ashburnham Parent; and Kim Scofield, Ashburnham Parent.



This year, our school focused on creating a positive, safe, and secure learning environment where students could grow not only academically but also socially and emotionally. As we are all aware, this came with quite a challenge given the coronavirus pandemic and the ever changing face of education. Our students began in the hybrid model and then transitioned to a full in-person model in the Spring of 2020. While everyone craved a "normal" experience there were still restrictions to indoor activities, sports and how the school functioned as a whole. However, Overlook was able to begin inter-scholastic sports, host 5th grade move up day, a walk-a-thon, garden clean up and spirit week. Our 351 ambassadors, Sawyer Nelson and Jordan Krawczyk sponsored a clothing drive to support "Cradles to Crayons" and the SOAR committee hosted a penny war to benefit local charities. Finally, we were able to celebrate our high achieving

students with a SOAR banquet and 8th grade promotion ceremony.

In the summer and fall of 2021 we welcomed many new faces to the faculty at Overlook. This included: Ms. Jamie Jurgiel, grade 6 Mathematics teacher; Mrs. Amanda Bailey, grade 7 English Language Arts teacher; Mrs. Alanna Toomey, grade 8 Civics teacher; Mr. Tim Anderson, Mrs. Anne Dukett and Mrs. Maria O'Coin, Special Education

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teachers; Mrs. Jennifer Samuels and Mrs. Katie Kilcoyne, Adjustment Counsellors; Ms. Leigh Parker, Guidance Secretary, Mrs. Jacqueline Medrano, Paraeducator; Dr. Michael Popik, Band Director; and Mrs. Kellie O'Brien, Assistant Principal.

The Fall of 2021 brought a "new normal" to Overlook Middle

School. We began with a new student orientation, parent orientation and all students were outfitted with Chromebooks! We were able to continue with interscholastic sports, reintroduced the Quick Stop Cafe, Book Fair, Walk-to-School day and had the first Band Concert in over 2 years!

Our partnership with the Ashburnham and Westminster School Resource Officers (SROs) is strengthened daily with their presence in the building, weekly meetings with the counselling team and administration, presentations to students on school safety & bullying and (I believe the student's favorite) the annual dodgeball tournament!

The counselling team led by Mrs. Whittaker, Mrs. Samuels and Mrs. Kilcoyne created an SEL focus group to address the ongoing concerns caused by the pandemic. They began the school year hosting Starts with Hello week and Mrs. Samuels introduced us to MoJo, the therapy dog, who visits OMS weekly.



The student council, advised by Mrs. Duncan and Mrs. Shattuck has been hard at work this school year with monthly themes, spirit weeks, and hosted our first dance!

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Finally, it was the resilience and patience of all of the Overlook Community which made 2021 a successful year. We would like to thank the following:

Parents - Thank you for your partnership in this ever changing world of Education. The students and teachers needed you this year more than ever and we appreciate all that you do!

Students - Thank you for your energy and motivation as we continually navigate what learning looks like during this strange time. Thank you for your patience and flexibility with the new look and feel of school. Thank you mostly for your kind spirit, it's why we do what we do!

Faculty & Staff - Thank you for your endless energy, skills and devotion to Overlook Middle School. It is because of you that our students are who they are!

If you would like to learn more about the Overlook Middle School Community we welcome you to join us on Facebook @OverlookEagles, on Twitter @OverlookEagles, or on Instagram overlook_eagles.

Respectfully Submitted by:

Christine Martellio ~ Principal

Overlook Middle School



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Meetinghouse School/Westminster Elementary School

Meetinghouse School and Westminster Elementary School continue to be places for students to grow and thrive socially and academically. Although we have made some adjustments due to the ongoing COVID pandemic, we are grateful to keep our doors open and to work with each of our students in person. As of December 2021, the total number of students attending MHS and WES was 550.

Meetinghouse School

Grade	Students	Sections	Class Size	Classroom Teachers
Kindergarten	83	5	16/17	Kristin Burke, Jen Collins, Amy Correa Beth Foster, Missy Spuria
1 st	88	5	17/18	Lisa Cook, Isa Rebholz, Kate Romano, Melissa Sullivan, Pam Terry

Westminster Elementary

Grade	Students	Sections	Class Size	Classroom Teachers
2nd	87	5	17/18	Alicia Bizzotto, Diane Davolio, Kelly Haynes, Katie Sparks, Kerry Volke
3 rd	112	5	22/23	Sue Drake, Caron Goodwin, Danielle Grillo, Karen Perrett, Jessie Tagan
4 th	89	4	22/23	Talia Baril, Jen Kilmartin, Juliet O'Brien, Laura Quinn
5 th	91	4	22/23	Susan Alario, Mackenzie Aveni, Cori Litalien, Eric Sifert

Between our two schools, we have over 80 faculty and staff members that are supervised by the administration of Principal Kathleen Taylor and Assistant Principal Dawn-Marie Ayles.

MHS and WES continue to share special subject teachers. During each school day students have a 40-45 minute special subjects class. This year we added a new special to grades K-3, Social Learning. During this block students learn to strengthen their social skills, social awareness, behavior choices and learn to be more cognizant of other people's feelings.

Subject	Teacher
ART	Annie Banning
MUSIC	Kris Lucander
PHYSICAL EDUCATION	Olivia Creonte
TECHNOLOGY	Natalie Breen
SOCIAL LEARNING	David Weinberg

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New Faculty Members

				
Amy Correa Kindergarten Teacher	Heather Sue Luibil Physical Education Teacher	Jessie Tagan Grade 3 Teacher	Kathleen Walsh Special Education Teacher	David Weinberg Social Learning Teacher

We would be remiss not to mention the incredible team of paraprofessionals and support staff that keep our schools running on a daily basis. They have been rock stars helping in all capacities during days we have had staffing shortages that go well beyond their regular responsibilities. With free lunch and breakfast for all, our kitchen staff has more than doubled the amount of students they serve. In fact, the line for breakfast at WES wraps around the cafeteria. Our recess aides have learned to manage larger groups of children and have stayed longer hours to help cover classrooms. Our custodians have taken on more cleaning responsibilities to sanitize our buildings, and our school secretaries have filled in virtually everywhere to keep our schools running. The list of incredible people working in our buildings is extensive and we are indebted to their commitment to provide the best educational experience for all our students.

Hybrid to Full in Person Education

April 5, 2021 marked an incredible milestone for our schools. We were one of the first districts to welcome our entire school body back to school full time. While school continued to look different with masks, desks in rows, and individual seats in the cafeteria, students and teachers alike were elated to all be together. It was a time of celebration.

Nature's Classroom on Wheels – Two Student Perspectives

Since our 5th graders were unable to travel to our week-long trip to New Hampshire, Nature's Classroom modified their program and came to us for a full 2 days of outdoor classroom activities. Below are two student perspectives of their experience.

"Fifth grade is so fun for many reasons. One in particular is Nature's Classroom. But we had to do a little different this year. Thanks to Dr. Stewart, Mrs. Ayles, Mrs. Pinkes, and Mrs. Taylor, we got Nature's Classroom on Wheels. We did a lot of activities starting with team building, where we got to know a little bit about each other. We go crazy with Mad Scientists, throwing oobleck around. We got very creative with Nature Art. We had fun hiding from counselors in the woods in Camouflage. We had fun learning about how bouncy balls work. Pretending we crashed our plane on a desert island was pretty fun, even without s'mores. Using science to build little boats to carry marbles across the tub of water. Who carried the most? We go to get our hands dirty in Bioblitz. In between classes we got to reunite as a class with snack breaks. Thank you to all the people who made NOW possible." – Grace H.

"We had so much fun at Nature's Classroom! But we had to do it a little different this year. Thanks to Dr. Stewart, Mrs. Ayles, Mrs. Pinkes and Mrs. Taylor, we got Nature's Classroom on Wheels! We did so many fun activities! We started with Team Building where we got to build more of a bond with each other. We got crazy with Mad Scientist, and very creative in Nature Art. We also had fun hiding from counselors in the woods for camouflage. We had fun learning about

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how bouncy balls work, and pretending to crash on an island was pretty fun too. But lighting cotton balls on fire was probably the most fun, even without s'mores! Using science to build boats to carry marbles across the tub of water. Who carried the most? We got our hands dirty in Bioblitz. In between classes we got fun snack breaks to reunite as a class. We want to thank everyone who made Nature's Classroom possible. We had so much fun." – Callighan M.



Outdoor Spring Concerts and our Holiday Concert Returns

2021 brought back after school instrumental music lessons. In order to give students, the opportunity to show off their new skills in the spring, Mr. Lucander hosted outdoor concerts on the lawn of the Upton Building with A Band, B Band, and ukuleles. Then chorus and band started back up in the fall. We were able to end 2021 with a holiday concert inside at Monty Tech's auditorium. It certainly got us all into the holiday spirit!

WES – New Playground

In June, our new playground arrived! Although it was a long process, the final result was totally worth the wait! Thank you to the entire Westminster Community for supporting the valuable project. You've brought many smiles to our children.



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Retirements

We would like to thank our retirees for their dedication to our students and schools. They made a lasting positive impact on our entire school community!

			
Lynne Courtemanche Grade 2 Teacher	Debra Perrett Grade 2 Teacher	Karen Landry Recess/Lunch Aide Extended Day	Leslie Capone Paraeducator

Extended Day

When our school buildings closed down in March 2020, so did Extended Day. In September 2021, we were excited to once again offer this important program to families. Dr. Stewart and his team restructured Extended Day and the doors opened once again to help families with childcare before and after school. Currently the hours from 7:00-8:20 and 3:00-5:30.

Walk to School Day 2021

MHS and WES are partners of the Massachusetts Safe Routes to School Program, a federally-funded initiative of MassDOT, promoting safe walking and biking to school. On October 13th, we participated in the international Walk to School Month. We were happy to bring back the tradition with the help of our Westminster Fire and Police Departments.



Old Traditions Return and New Ideas Blossom – Building Community Spirit

			
The 5 th Grade continued with a car parade for promotion night in June. This year we added a balloon arch.	The weather cooperated and we were able to reinstate the annual MHS costume parade.	5 th Grade shared their vocabulary parade with all of MHS and WES.	Although we were not able to have families participate, we held an MHS Holiday Sing Along outside for all students in K and 1.

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PTO (Parent Teacher Organization)

We continue to have the most incredible PTO. They purchased mask lanyards for every child, and bought 6 picnic tables to put between MHS and WES. Students loved using them for mask/snack breaks or just to take a rest from running around at recess. They also purchased and organized indoor individual recess fun bags for students to use during the cold winter months or rainy days. The PTO comes to our rescue all year long! This past November the PTO ran another Booster fundraiser. Once again, the support from families and community members was overwhelming. The PTO raised over \$29,000! As an incentive to beat the PTO's goal of 20,000, Mrs. Taylor and Mrs. Ayles agreed to dye their hair blue and yellow. When they reached over \$29,000, they become mummies wrapped in toilet paper! This money is currently being spent on purchasing more playground toys, cultural events, adaptive seating for classrooms, and much more.



Curriculum Initiatives

There's no doubt that school closings and hybrid learning left us much to make up for with teaching and learning. In fact, our school-wide data reflects many gaps in student learning. Our teachers and staff continue to working diligently to provide the best quality instruction. This year we have fully implemented the Bridges math curriculum. This innovative curriculum focuses on real-life application of math skills and problem-solving strategies. We love watching students apply their critical thinking skills. In English Language Arts (ELA), we have teachers at each grade level piloting new ELA curriculum materials based on the science of reading. We hope to have a new ELA program ready to implement in the fall of 2022.

We have lots of work ahead of us to make up for lost learning time, however, we are determined and committed to providing the best educational experiences possible for our students. As stated before, with every new challenge, there is an opportunity to reflect, refine and try something new. Thank you to our entire Westminster community for supporting our schools.

Respectfully Submitted,

Principal Kathleen Taylor

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Annual Report 2021 | Earnings In Excess of \$500 7/1/20 - 6/30/21

EMPLOYEE NAME	JOB TITLE	GROSS EARNINGS
Abell, Marissa	SUBSTITUTE	\$ 22,021.46
Adams, Carl	WINGS AIDE	\$ 1,119.47
Alario, Susan	5TH GRADE	\$ 72,914.82
Albert, Barbara	RECESS/BUS/LUNCH AIDE	\$ 1,179.50
Alessandrini, Stephanie	ACHIEVE	\$ 58,834.53
Allain, Johanna	WINGS AIDE	\$ 26,583.72
Allen, Christine	SUBSTITUTE	\$ 20,662.13
Allen, Corinne	DAY CUSTODIAN 1st	\$ 22,447.94
Allen, Gianna	HEALTH/FITNESS	\$ 60,919.53
Allen, Kathy	COMPASS AIDE	\$ 36,503.26
Altobelli, Dana	SOCIAL STUDIES	\$ 99,753.57
Alves, Skylar	SUBSTITUTE	\$ 24,895.50
Ammesmaki, Jari	DAY CUSTODIAN 1st	\$ 30,324.46
Anderson, Margaret	STAR AIDE	\$ 28,825.56
Archangelo, Alana	SCIENCE	\$ 87,930.92
Asadoorian, Derek	MATH	\$ 83,135.24
Asadoorian, Maureen	1ST GRADE	\$ 57,301.00
Aveni, Mackenzie	5TH GRADE	\$ 68,244.65
Ayles, Dawn-Marie	ASST. PRINCIPAL	\$ 91,910.00
Ayotte Leblanc, Danielle	PRE K (ABA)	\$ 36,722.43
Babineau, Michele	BEST AIDE	\$ 5,369.55
Badolato, Lauren	ADJUSTMENT COUNSELOR	\$ 94,372.19
Baer, Jim	HEAD CUSTODIAN	\$ 69,006.77
Banning, Anne	ART	\$ 86,797.92
Baril, Talia	4TH GRADE	\$ 60,919.53
Barker, Megan	SUBSTITUTE	\$ 5,514.76
Barnard, Charles	DIRECTOR OF BLDG/GROUNDS	\$ 88,839.00
Barrett, Glen	WINGS AIDE	\$ 542.45
Barron, Cheryl	PRE K (ABA)	\$ 37,193.50
Barry, Gregory	ART	\$ 94,820.36
Barry, Theresa	ART	\$ 53,150.58
Bebeau-Smith, Cathryn	RECESS/BUS/LUNCH AIDE	\$ 4,309.90

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Becotte, Katelyn	ACADEMIC SKILLS	\$ 53,962.98
Beliveau, Tara	PSYCHOLOGIST	\$ 73,646.13
Belkin, Kristin	READING SPECIALIST	\$ 79,955.24
Bell, Andrew	TECHNOLOGY	\$ 54,088.61
Benes, Cassandra	SUBSTITUTE	\$ 3,893.75
Bennett, Lija	SPECIAL ED	\$ 72,999.55
Bennett, Steven	EVENING CUSTODIAN 2nd	\$ 27,836.80
Berg, Troy	PHYSICAL EDUCATION	\$ 72,685.76
Bergin, Erin	ENGLISH/LANGUAGE	\$ 40,935.74
Billings, Brian	COACHES,OFFICALS	\$ 5,487.50
Bizzotto, Alicia	SPECIAL ED	\$ 40,075.28
Blackwood, Erica	SPEECH PATHOLOGIST	\$ 66,726.04
Bogaard, Katrina	EXCEL AIDE	\$ 31,992.42
Bogosh, Kristina	CURRICULUM/SERV COORD	\$ 111,560.00
Bosselait, Todd	COACHES,OFFICALS	\$ 5,000.00
Boucher, Olivia	SUBSTITUTE	\$ 2,163.39
Brackett, Brian	SUBSTITUTE	\$ 3,278.32
Brasili, Trina	KINDERGARTEN AIDE	\$ 22,372.82
Brennan, Kathleen	ACE	\$ 68,480.67
Brewer, Jillian	7TH GRADE SOCIAL STUDIES	\$ 52,472.07
Brewer, Kaelah	SPEC ED AIDE	\$ 3,567.07
Brogna, Rebecca	5TH GRADE	\$ 76,071.80
Brown, Brenda	KINDERGARTEN AIDE	\$ 25,834.17
Brown, Stacie	SCIENCE	\$ 105,651.42
Bubnowicz, Kimberly	SPEECH PATHOLOGIST	\$ 82,555.24
Bubnowicz, Sarah	SUBSTITUTE	\$ 1,015.89
Burke, Caitlin	ADJUSTMENT COUNSELOR	\$ 7,397.19
Burke, Kristin	KINDERGARTEN	\$ 84,407.82
Caisse, Richard	EVENING CUSTODIAN 2nd	\$ 43,357.31
Caldwell, Renee	SPECIAL ED	\$ 74,201.99
Campagna, Beth	FOREIGN LANGUAGE	\$ 78,341.02
Caouette, Timothy	ENGLISH	\$ 81,005.55
Capone, Leslie	SPEC ED AIDE	\$ 27,416.47
Carey, Ina	SCHOOL/GUIDANCE	\$ 19,551.56
Carey, Marietta	SUBSTITUTE	\$ 1,100.25
Cariglia, Anne	SPECIAL ED	\$ 4,517.80

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Carignan, Jeffrey	EVENING CUSTODIAN 2nd	\$	29,830.64
Caron, Kenneth	TREASURER	\$	10,500.00
Champa, Rachel	ENGLISH	\$	45,141.78
Chartrand, Michael	COACHES,OFFICALS	\$	5,000.00
Checheta, Benjamin	4TH GRADE	\$	58,977.70
Childress, Jill	SPEECH PATHOLOGIST	\$	52,626.25
Christiano, Stacey	DIR. OF HUMAN RESOURCES	\$	100,675.00
Ciras, Thaddeus	MATH	\$	42,050.60
Clark, Victoria	TEMP/PT STAFF	\$	3,366.00
Clinton, Madeline	DAY CUSTODIAN 1st	\$	50,315.88
Cohen, Barbara	SPECIAL ED	\$	79,105.24
Cole, Penny	RECESS/BUS/LUNCH AIDE	\$	965.26
Collette, Rita	COMPUTER TECH	\$	46,818.00
Collins, Jennifer	KINDERGARTEN	\$	79,955.24
Comeau, Carlene	PRE K (ABA)	\$	38,362.20
Connell, Walter	OASIS	\$	64,616.67
Connolly, Karen	STAR AIDE	\$	36,422.43
Contois, Colby	DAY CUSTODIAN 1st	\$	53,988.41
Contois, Steven	HEAD CUSTODIAN	\$	81,747.52
Cook, Lisa	1ST GRADE	\$	60,919.57
Corliss, Ashley	6TH GRADE ENG/LANG	\$	57,807.97
Cormier, Brenda	COACHES,OFFICALS	\$	7,161.00
Cormier, Kimberly	HEALTH	\$	95,933.57
Correia, Jean	1ST GRADE	\$	87,233.58
Cote, Brian	ASST. PRINCIPAL	\$	84,772.07
Courtemanche, Lynne	2ND GRADE	\$	98,529.37
Coutu, Joshua	MATH	\$	55,985.35
Couture, Jaclyn	FOREIGN LANGUAGE	\$	84,568.18
Coyne, Erin	GUIDANCE COUNSELOR	\$	55,671.44
Craigen-Blood, Becky	WORKER	\$	8,798.08
Creonte, Olivia	PHYSICAL EDUCATION	\$	57,301.01
Crewe, Megan	SPECIAL ED	\$	62,659.53
Croteau, Peter	EVENING CUSTODIAN 2nd	\$	47,185.91
Crowley, Donna	6TH GRADE SOCIAL STUDIES	\$	97,733.57
Cucchiara, Craig	5TH GRADE	\$	73,805.76
Cudak, Karlene	COACHES,OFFICALS	\$	15,464.40

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Cummings, Judith	7TH GRADE MATH	\$	91,223.24
Cunningham, John	EVENING CUSTODIAN 2nd	\$	48,964.34
Dabney, Brenda	3RD GRADE	\$	92,005.24
Daigle, Jessica	6TH GRADE ENG/LANG	\$	66,036.67
Davis, Mary Jean	READING SPECIALIST	\$	52,551.19
Davis, Matthew	COACHES,OFFICALS	\$	4,825.50
Davis, Nancy	PRE K AIDE	\$	1,218.26
Davis, Tiffany	TECHNOLOGY	\$	102,371.42
Davolio, Diane	2ND GRADE	\$	6,669.20
Dawley, Eric	ATHLETIC DIRECTOR	\$	105,848.85
De Cola, Kelley	OASIS	\$	55,611.49
Deangelis, Nicole	EXTENDED DAY STAFF	\$	850.00
Deaver-Whittier, Regina	BC BEHAVIOR ANALYST	\$	83,226.81
Dehays, Eric	TECHNOLOGY COORDINATOR	\$	87,886.00
Demarco, Derek	TRANSITIONAL ASSISTANT	\$	33,397.86
Demarco, Maryann	SCHOOL/GUIDANCE	\$	48,670.32
Dembek, Jamie	EARLY CHILDHOOD	\$	72,685.76
Demoura, Kris	MUSIC	\$	115,025.82
Denio, Lauren	5TH GRADE	\$	56,084.04
Descarreux, Kevin	COACHES,OFFICALS	\$	4,191.00
Deslauriers, Kim	WORKER	\$	2,937.56
Desmond, Steven	DAY CUSTODIAN 1st	\$	48,132.81
Devoe, April	SPEC ED AIDE	\$	18,266.17
Dewhurst, Alexander	ENGLISH	\$	52,051.43
Divoll, Shannon	SPEC ED AIDE	\$	21,621.83
Dolan, Kimberley	SCHOOL/GUIDANCE	\$	32,435.60
Doucette, Patricia	SPEC ED AIDE	\$	23,748.03
Douglas, David	SPEC ED AIDE	\$	25,547.00
Douglas, Timothy	HEALTH/FITNESS	\$	94,010.20
Downing, Nichole	SPEC ED AIDE	\$	6,377.50
Drake, Sue	3RD GRADE	\$	86,490.54
Driscoll, Timothy	HEAD CUSTODIAN	\$	51,746.33
Dubovick, Amy	GUIDANCE COUNSELOR	\$	112,251.17
Duckett, Lee	MATH/SCIENCE (REMOTE)	\$	25,445.70
Duffy, Beth	2ND GRADE	\$	4,089.69
Dufour, Daniel	SCIENCE	\$	83,397.61

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Duncan, Brett	SOCIAL STUDIES (REMOTE)	\$ 98,447.19
Duncan, Sarah	7TH GRADE SOCIAL STUDIES	\$ 85,961.00
Dupuis, Rebecca	SPEC ED AIDE	\$ 19,303.87
Duteau, Michael	COACHES,OFFICALS	\$ 7,161.00
Egan, Mary	STAR AIDE	\$ 30,860.63
Erickson, Jeanne	GRANT ACCT/PERSONNEL	\$ 51,751.12
Ethier, James	SOCIAL STUDIES	\$ 53,446.07
Ewell, Robin	GUIDANCE COUNSELOR	\$ 97,083.22
Ewing, Claudia	KINDERGARTEN AIDE	\$ 2,767.55
Faiola, Jessica	SPEC ED AIDE	\$ 25,337.99
Farley, Louise	KINDERGARTEN AIDE	\$ 26,534.17
Ferrick, Alicia	SUBSTITUTE	\$ 500.00
Field, Brittney	8TH GRADE SCIENCE	\$ 45,440.32
Finnegan, Patricia	BEST AIDE	\$ 24,214.36
Fisher, Kerri	DAY CUSTODIAN 1st	\$ 33,045.28
Fitzgerald, Edward	IN HOUSE SUPERVISOR	\$ 47,287.00
Flaherty, Meaghan	MATH	\$ 39,806.31
Fleck, Debra	EARLY CHILDHOOD	\$ 48,991.61
Flis, Jane	SCHOOL NURSE	\$ 66,800.94
Fluet, Tracy	KINDERGARTEN	\$ 64,536.67
Forbes, Quintin	COACHES,OFFICALS	\$ 4,000.00
Fortier, James	MUSIC	\$ 1,000.00
Fortier, Melody	SPEC ED AIDE	\$ 27,194.77
Foss, William	PARTNERSHIP SPECIALIST	\$ 68,612.06
Foster, Elizabeth	KINDERGARTEN	\$ 95,683.57
Francis, Caitlin	3RD GRADE	\$ 74,585.76
Fuller, Thomas	EVENING CUSTODIAN 2nd	\$ 51,679.37
Gage, Christle	SUBSTITUTE	\$ 41,201.56
Galeota, Katharine	KINDERGARTEN	\$ 71,240.27
Galeota, Nathan	TEACHER	\$ 73,408.39
Gallant, Kevin	MUSIC	\$ 808.00
Gastonguay, Kelly	SPECIAL ED	\$ 66,425.33
Gastonguay, Samantha	SUBSTITUTE	\$ 830.26
Gates, Hannah	MATH	\$ 53,369.33
Gauthier, Christine	DAY CUSTODIAN 1st	\$ 40,667.61
Gauvin, Brittany	COMPASS	\$ 52,551.22

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Gauvin, Kimberly	PAYROLL/BENEFITS MANAGER	\$	60,374.08
Gedenberg, Tal	SUBSTITUTE	\$	3,867.75
Gemborys, Alicia	RECESS/BUS/LUNCH AIDE	\$	5,642.28
Giacobbe, Paul	EXCEL AIDE	\$	26,489.98
Girard, Chad	DAY CUSTODIAN 1st	\$	1,334.20
Girouard, Jean	6TH GRADE MATH	\$	109,995.69
Golembiewski Disalle, Kristi Leigh	4TH/5TH GRADE (REMOTE)	\$	89,972.94
Goodwin, Caron	3RD GRADE	\$	91,121.42
Gouldrup, Hannah	SUBSTITUTE	\$	7,131.38
Graves, Andrew	HEAD CUSTODIAN	\$	67,494.45
Gray, Shauna	SPEC EDUCATION (REMOTE)	\$	16,789.98
Hachey, Lauren	WINGS AIDE	\$	25,082.96
Haddad, Melissa	SPECIAL ED	\$	67,440.19
Hagar, Tyler	WORKER	\$	1,478.26
Hamel, Barbara-Jo	SUBSTITUTE	\$	18,942.86
Hamel, Beth	WORKER	\$	12,724.25
Hanks, Thea	ASST COOK/WORKER	\$	16,123.87
Hansen, Kelly	SPEC ED AIDE	\$	26,543.29
Hapshe, Chad	SOCIAL STUDIES	\$	51,462.31
Haschig, Lee	STAR AIDE	\$	37,244.78
Haynes, Kelly	SUBSTITUTE	\$	43,612.00
Heffernan, Jessica	SCHOOL NURSE	\$	62,512.89
Hicks, Emily	EXCEL AIDE	\$	32,721.94
Higgins, Carol	WORKER	\$	15,259.05
Higgins, Wendy	SCHOOL/GUIDANCE	\$	47,000.24
Hilchey, Chassidy	SPEC ED AIDE	\$	1,943.26
Hirons, Karsa	SPECIAL ED	\$	69,265.33
Holman, Taryn	GUIDANCE COUNSELOR	\$	67,693.49
Holmes, Kathleen	SUBSTITUTE	\$	1,576.13
Holmes, Kathleen	PSYCHOLOGIST	\$	41,072.21
Holt Breen, Natalie	COMPUTER TECHNOLOGY	\$	64,199.45
Horgan, Ann	EARLY CHILDHOOD	\$	55,785.35
Horgan, Kevin	6TH GRADE SCIENCE	\$	50,980.13
Houston, Lindsey	SPEC ED AIDE	\$	3,958.78
Hughes, Emma	SUBSTITUTE	\$	7,039.50
Humphrey, Patricia	SPEC ED AIDE	\$	1,088.64

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Hurley, Bridget	SCHOOL NURSE	\$ 45,414.51
Hylan, Richard	SPEC ED AIDE	\$ 24,638.26
Ide, Jennifer	SPEC ED AIDE	\$ 21,533.32
Jackson, Cynthia	2ND GRADE	\$ 83,764.18
Jackson, Robert	SPEC ED AIDE	\$ 21,554.57
Jaiman, Sylvia	SUBSTITUTE	\$ 6,272.04
Jensen, Jennifer	8TH GRADE ENG/LANG	\$ 83,538.24
Jepson, Kenneth	8TH GRADE MATH	\$ 98,435.24
Jepson, Randall	8TH GRADE MATH	\$ 107,722.18
Jette, Harrison	MUSIC	\$ 1,500.00
Jette, Tracy	SPECIAL ED	\$ 76,465.76
Johnson, Jane	KINDERGARTEN AIDE	\$ 25,834.17
Jones, Gerard	MATH	\$ 90,271.42
Jones, Kenneth	SUBSTITUTE	\$ 6,075.01
Jones, Peter	TECHNOLOGY	\$ 48,502.31
Josefiak, Cathryn	KINDERGARTEN	\$ 24,279.90
Joseph, Joshua	EXCEL AIDE	\$ 30,510.12
Kaiser, Krystal	BEST AIDE	\$ 5,859.53
Kalagher, Susan	LIBRARY AIDE	\$ 27,666.48
Kay, Ralph	MATH (REMOTE)	\$ 82,784.18
Kelly, Timothy	MUSIC	\$ 1,500.00
Kilcoyne, Katie	SUBSTITUTE	\$ 8,739.02
Kilmartin, Jennifer	4TH GRADE	\$ 61,577.70
King, Ryan	SPEC ED AIDE	\$ 23,923.68
Koczur, Andrew	COACHES, OFFICIALS	\$ 3,500.00
Kortegast, Laura	SCHOOL/GUIDANCE	\$ 36,554.60
Kosciak, Alexandra	ADJUSTMENT COUNSELOR	\$ 17,149.41
Kostich, Nicholas	SCIENCE	\$ 57,457.70
Laine, Kelley	SPEECH PATHOLOGIST	\$ 89,772.87
Lambert, Ryan	8TH GRADE SOCIAL STUDIES	\$ 84,362.06
Lamica, Catherine	TREASURER	\$ 2,000.00
Landry, Karen	RECESS/BUS/LUNCH AIDE	\$ 6,688.71
Lapointe, Chris	SPEECH PATHOLOGIST	\$ 81,705.24
Larson, Madonna	ACE	\$ 92,166.63
Lashua, Chelsea	BEST AIDE	\$ 16,047.36
Law, Alicia	SCHOOL NURSE	\$ 72,585.40

Ashburnham Westminster Regional School District

Lawrence, Elizabeth	WINGS AIDE	\$ 23,651.94
Leblanc, Tanya	SPECIAL ED	\$ 57,601.43
Leblanc, Wendy	SCHOOL-CAREER COORDINATOR	\$ 69,589.35
Lilley, Jennifer	ASST. PRINCIPAL	\$ 98,749.28
Linnehan, Alycia	MUSIC	\$ 916.00
Litalien, Cori	5TH GRADE	\$ 71,159.55
Livi, Janet	SUBSTITUTE	\$ 614.25
Loescher, Andrea	SPEC ED AIDE	\$ 24,059.92
Lofquist, Susan	SCHOOL NURSE	\$ 74,932.76
Long, Emily	ART	\$ 7,677.52
Lordan, Joseph	MUSIC	\$ 89,379.86
Lordan, Melinda	MUSIC	\$ 59,194.00
Losordo, John	2ND GRADE	\$ 79,955.24
Lucander, Kris	MUSIC	\$ 92,364.76
Lucier, Olivia	COMPUTER TECHNOLOGY	\$ 47,492.06
Mackinnon, Alyssa	RECESS/BUS/LUNCH AIDE	\$ 3,964.00
Maillet, Elizabeth	SCHOOL/GUIDANCE	\$ 34,058.45
Malnati, Lori	ADJUSTMENT COUNSELOR	\$ 74,134.16
Margarita, John	SUBSTITUTE	\$ 5,679.00
Marinelli, Kathryn	SPEC ED AIDE	\$ 28,926.11
Marion-Cox, Carrie	MATH	\$ 90,205.24
Marlborough, Linda	KINDERGARTEN AIDE	\$ 26,087.16
Martellio, Christine	SCHOOL PRINCIPAL	\$ 108,045.00
Martin, Julie	WORKER	\$ 9,739.35
Martin, Melissa	SOCIAL STUDIES	\$ 97,627.57
Masterman, Elizabeth	ADJUSTMENT COUNSELOR	\$ 58,916.89
Maxwell, Jonathan	COMPUTER TECH	\$ 60,244.00
Mccarthy, Kathleen	SCHOOL/GUIDANCE	\$ 46,320.32
Mccarthy, Ryan	7TH GRADE SPEC ED	\$ 54,088.61
Mccullin, Gina	COACHES,OFFICALS	\$ 3,975.00
Mcculloch, Brian	TEMP/PT STAFF	\$ 1,000.00
Mcgrath, Krysten	BEST AIDE	\$ 11,598.31
Mcgrath, Scott	SUBSTITUTE	\$ 26,390.97
Mcloughlin, Juneanne	SCHOOL/GUIDANCE	\$ 42,508.63
Mcnamara, Nicholas	COACHES,OFFICALS	\$ 6,634.00
Mcneill, Kellee	8TH GRADE SOCIAL STUDIES	\$ 63,730.53

Ashburnham Westminster Regional School District

Melanson, Ashley	2ND/3RD GRADE (REMOTE)	\$ 69,518.41
Mellekas, James	EXCEL	\$ 76,057.53
Michael, Sian	SUBSTITUTE	\$ 992.25
Miganowicz, Jonathan	SPEC ED AIDE	\$ 17,906.55
Miller, Amy	COACHES, OFFICIALS	\$ 5,002.00
Miller, Deborah	SPEC ED AIDE	\$ 36,503.26
Miller, Theresa	SPECIAL ED	\$ 84,407.82
Milne, Lindsay	ALTERNATIVE THERAPIST	\$ 73,646.13
Miville, Kathryn	DEAN OF STUDENTS	\$ 103,040.00
Monaghan, Ryan	4TH GRADE	\$ 52,472.07
Moores, Amy	WORKER	\$ 9,042.31
Moorman-Smith, Gretchen	4TH GRADE	\$ 81,874.53
Moran, Colleen	6TH GRADE SPEC ED	\$ 62,717.70
Morin, Inga	SCHOOL/GUIDANCE	\$ 35,922.93
Morin, Jennifer	LIBRARIAN/MEDIA	\$ 82,398.86
Morneau, Christina	BEST AIDE	\$ 25,434.83
Morrison, Nicole	KINDERGARTEN	\$ 60,919.53
Mossman, Joann	7TH GRADE SCIENCE	\$ 95,183.57
Muir, Justine	SPECIAL ED DIRECTOR	\$ 114,780.78
Mullins, Stephen	SPEC ED AIDE	\$ 1,019.52
Munnis, Sandra	WORKER	\$ 19,457.26
Munroe, Laurie	2ND GRADE	\$ 108,335.57
Murphy, Richard	ASST TECH INT SPEC	\$ 35,648.06
Murphy, Robin	1ST GRADE	\$ 84,407.82
Myracle, Germaine	3RD GRADE	\$ 66,425.33
Nader, Theresa	COOK/BAKER	\$ 18,625.18
Napolitano, Owen	SUBSTITUTE	\$ 4,606.50
Navin, Susan	WORKER	\$ 7,187.38
Nelson, Ritchie	PRE K (ABA)	\$ 29,712.21
Nevard, Mark	ENGLISH	\$ 91,705.53
Nolan, Larissa	BEST AIDE	\$ 24,732.72
Normand, Krystyna	7TH GRADE SCIENCE	\$ 52,472.07
North, Nathaniel	SCHOOL PRINCIPAL	\$ 106,701.00
O'Brien, Connor	SUBSTITUTE	\$ 1,937.25
O'Brien, Juliet	4TH GRADE	\$ 64,059.53
O'Callaghan-Greco, Suzanne	PARTNERSHIP SPECIALIST	\$ 10,458.00

Ashburnham Westminster Regional School District

O'Day, Rebekah	SPECIAL ED	\$	48,492.08
O'Leary, Anthony	SUBSTITUTE	\$	951.76
O'Neil, Mary	SPECIAL ED	\$	28,917.15
O'Neill, Jeffrey	COACHES,OFFICALS	\$	7,590.00
Ortiz, Danny	COACHES,OFFICALS	\$	7,590.00
Osborne, Janelly	WINGS AIDE	\$	28,124.61
Osborne, Kristina	5TH GRADE	\$	39,799.67
Paajanen, John	SPEC ED AIDE	\$	28,498.25
Palojarvi, James	EVENING CUSTODIAN 2nd	\$	53,028.61
Pantojas, Josue	COACHES,OFFICALS	\$	5,312.00
Parenteau, Danielle	3RD GRADE	\$	61,723.81
Parenteau, James	HEAD CUSTODIAN	\$	78,832.14
Parker, Clay	SUBSTITUTE	\$	24,334.73
Parker, Paula	SPECIAL ED	\$	107,962.82
Pavlosky, Derek	EVENING CUSTODIAN 2nd	\$	31,593.39
Perez, Melinda	COMPASS AIDE	\$	34,841.13
Perkins-Cote, Jennifer	ENGLISH	\$	94,485.21
Perrett, Debra	2ND GRADE	\$	96,979.37
Perrett, Karen	3RD GRADE	\$	76,766.76
Peterson, Kristin	BEST AIDE	\$	25,434.83
Phelps, Emily	BEST AIDE	\$	607.02
Pilger, Alexander	GUIDANCE COUNSELOR	\$	70,496.64
Pilsbury, Becky	SCHOOL/GUIDANCE	\$	45,630.54
Pinkes, Danielle	ADJUSTMENT COUNSELOR	\$	60,457.05
Pinkes, Leah	SUBSTITUTE	\$	2,450.25
Porpora, Patrick	COACHES,OFFICALS	\$	5,679.00
Potter, Douglas	6TH GRADE SCIENCE	\$	76,135.76
Powderly, Michael	MUSIC	\$	808.00
Proctor, Catherine	3RD GRADE	\$	54,833.14
Provencial, Wendy	EXCEL AIDE	\$	26,110.53
Pulnik, Katie	SPEECH PATHOLOGIST	\$	45,445.60
Quinn, Jared	TECHNOLOGY	\$	88,472.08
Quinn, Laura	2ND GRADE	\$	62,702.12
Quist, John	STAR AIDE	\$	30,657.88
Rabeler, Lorraine	TECH AIDE	\$	24,480.65
Rebholz, Isa	1ST GRADE	\$	50,980.13

Ashburnham Westminster Regional School District

Reidy, Sarah	K/1ST GRADE (REMOTE)	\$	49,257.75
Renda, Olivia	SUBSTITUTE	\$	2,468.48
Rheault, Laurie	SCIENCE	\$	12,539.37
Rheaume, Melissa	6TH GRADE MATH	\$	49,530.43
Ricard, Carly	SUBSTITUTE	\$	34,934.04
Richardson, Elizabeth	PRE K (ABA)	\$	21,694.78
Ridley, Shauna	SUBSTITUTE	\$	1,845.00
Riley, Katrina	KINDERGARTEN	\$	57,301.00
Rios, Hayden	RECESS/BUS/LUNCH AIDE	\$	2,129.65
Risi, Jillian	PRE K AIDE	\$	6,440.19
Roberts, Jessica	SPEC EDUCATION (REMOTE)	\$	55,924.52
Robichaud, Kellie	4TH GRADE	\$	83,764.18
Robichaud, Michelle	RECESS/BUS/LUNCH AIDE	\$	9,016.32
Robillard, Amie	SCHOOL/GUIDANCE	\$	26,056.88
Robinson, Beth	TEACHER	\$	63,254.08
Rocheleau, Arthur	EVENING CUSTODIAN 2nd	\$	44,343.36
Rogers, Lauren	SUBSTITUTE	\$	28,259.63
Rogers, Pamela	WORKER	\$	11,598.17
Romano, Mary	1ST GRADE	\$	82,664.18
Romano, Peter	7TH GRADE MATH	\$	90,093.18
Rose, Jonathan	ART	\$	37,486.43
Rouleau-Wojnas, Beth	SPEC ED AIDE	\$	29,624.22
Rourke, Rosemary	SPEC ED AIDE	\$	5,225.80
Roy, Leanne	HEALTH/FITNESS	\$	96,800.42
Ruschioni, Cynthia	PRE K (ABA)	\$	36,253.26
Samuels, Evander	MATH	\$	51,180.14
Sargent, Debra	SCHOOL/GUIDANCE	\$	6,000.00
Sargent, Sarah	SPEC ED AIDE	\$	1,057.93
Schaefer, Janie	SUBSTITUTE	\$	5,895.00
Secino, Gregory	TECHNOLOGY	\$	97,960.08
Seppelin, Gayane	SPEC ED AIDE	\$	27,041.74
Sharron, Jason	TECH AIDE	\$	33,294.06
Shattuck, Lori	7TH GRADE ENG/LANG	\$	85,314.18
Shaw, Stephanie	SPECIAL ED	\$	47,492.06
Shea, Abby	SUBSTITUTE	\$	8,162.50
Sifert, Eric	5TH GRADE	\$	91,584.53

Ashburnham Westminster Regional School District

Simmons, Lonnie	ASST. PRINCIPAL	\$ 87,322.50
Sinclair, Katrina	TECHNOLOGY	\$ 87,359.24
Smeltekop, Brittany	ACADEMIC SKILLS	\$ 6,462.12
Smeltekop, Christopher	GROUNDSCKEEPER	\$ 43,489.60
Smith, Kristin	STAR AIDE	\$ 30,498.48
Smith, Michael	SUBSTITUTE	\$ 18,778.50
Solominsky, Somer	SUBSTITUTE	\$ 4,492.13
Sparks, Katharine	4TH GRADE	\$ 59,620.25
Sparrow, Michelle	ENGLISH (REMOTE)	\$ 64,536.67
Spuria, Melissa	KINDERGARTEN	\$ 50,980.13
St Laurent - Kuehl, Paula	SCHOOL/GUIDANCE	\$ 34,152.68
Stafford, Jane	ENGLISH (REMOTE)	\$ 95,183.60
Stanton, Christine	SPEC ED AIDE	\$ 36,422.43
Stanton, Gail	ACCOUNTANT	\$ 78,289.12
Stark, Adam	MUSIC	\$ 1,420.00
Stassen, Natalie	TEACHER	\$ 56,634.82
Stefanakos, Paula	ENGLISH	\$ 81,994.24
Stewart, Austin	DAY CUSTODIAN 1st	\$ 23,517.67
Stewart, Todd	SUPERINTENDENT	\$ 172,630.00
Stiles, R Lincoln	SOCIAL STUDIES	\$ 108,944.06
Stone, Angel	PRE K (ABA)	\$ 31,016.16
Stone, Juana	WINGS AIDE	\$ 28,290.52
Stukuls, Amy	SPECIAL ED	\$ 83,514.18
Sullivan, Melissa	1ST GRADE	\$ 46,138.61
Surprenant, Julie	DIRECTOR OF FINANCE	\$ 134,408.00
Swaney, Donna	DAY CUSTODIAN 1st	\$ 51,723.60
Swanson, Laura	RECESS/BUS/LUNCH AIDE	\$ 1,876.51
Sylvester, Kristina	PRE K (ABA)	\$ 32,971.89
Szalay, Lawrence	ART	\$ 90,874.61
Tagan, Jessie	SUBSTITUTE	\$ 18,416.23
Tamaren, Cynthia	SPECIAL ED	\$ 9,480.00
Tammaro, Karissa	MATH	\$ 48,122.98
Taylor, Kathleen	SCHOOL PRINCIPAL	\$ 114,145.65
Taylor, Nancy	SCHOOL NURSE	\$ 67,410.94
Teixeira, Paula	RECESS/BUS/LUNCH AIDE	\$ 3,071.27
Terry, Pamela	1ST GRADE	\$ 81,785.24

Ashburnham Westminster Regional School District

Testa, Aaron	COACHES,OFFICALS	\$ 2,501.00
Therault, Kathi	SCHOOL/GUIDANCE	\$ 1,677.41
Therault, Marc	PHYSICAL EDUCATION	\$ 66,373.06
Therrien, Jacqueline	FOREIGN LANGUAGE	\$ 71,736.55
Therrien, Norman	SUBSTITUTE	\$ 7,987.42
Thibault, John	COACHES,OFFICALS	\$ 2,501.00
Thibeault, Alex	TECHNOLOGY	\$ 49,909.76
Thompson, Meaghan	SPEC ED AIDE	\$ 990.11
Thompson, Valerie	COMPUTER TECH	\$ 6,338.49
Thrailkill, Jason	MUSIC	\$ 1,000.00
Tobia, Carolyn	8TH GRADE ENG/LANG	\$ 94,657.82
Tobin, Vicki	WINGS AIDE	\$ 20,488.73
Toner, James	DAY CUSTODIAN 1st	\$ 17,058.73
Toomey, Alanna	SOCIAL STUDIES	\$ 38,610.96
Torrey, Laura	PRE K AIDE	\$ 15,982.11
Tree, Jo	SUBSTITUTE	\$ 4,914.00
Tufts, Sharon	ASST COOK/WORKER	\$ 15,286.25
Uminski, David	SCHOOL PRINCIPAL	\$ 137,919.00
Vallera, Kaitlin	COMPASS	\$ 1,084.87
Vera, Aimee	SPECIAL ED	\$ 88,433.06
Vick, Michaela	ENGLISH	\$ 38,040.49
Volke, Kerry	2ND GRADE	\$ 90,594.95
Walker, Sean	COACHES,OFFICALS	\$ 1,987.50
Walsh, Kathleen	8TH GRADE SPEC ED	\$ 79,955.24
Warren, Jennifer	MATH (REMOTE)	\$ 70,294.15
Wells, Shelley	COMPASS	\$ 10,296.94
Wetherbee, Sara	SPEC ED AIDE	\$ 23,651.94
Whitaker, Katherine	GUIDANCE COUNSELOR	\$ 74,410.77
Whitney, Ashley	SUBSTITUTE	\$ 18,600.00
Whitney-Deaver, Jamie	PRE K (ABA)	\$ 21,655.41
Whittemore, Kelsi	PRE K (ABA)	\$ 29,712.22
Wiegand, Karen	PRE K (ABA)	\$ 32,480.36
Wiggins, Ian	EVENING CUSTODIAN 2nd	\$ 25,111.94
Wilder, Wendy	KINDERGARTEN AIDE	\$ 28,063.61
Williams, Mary	SUBSTITUTE	\$ 2,079.00
Wilson, Kelcey	PSYCHOLOGIST	\$ 69,890.47

Ashburnham Westminster Regional School District

Wirta, Cindy	WORKER	\$	11,707.74
Woollacott, Elizabeth	SPECIAL ED	\$	96,136.00
Young, Jason	8TH GRADE SCIENCE	\$	85,594.24
Zbikowski, Sadie	BUSINESS	\$	52,911.19





ANNUAL REPORT 2021

Montachusett Regional
Vocational Technical
School District

1050 Westminster Street
Fitchburg, MA 01420

(978) 345-9200

www.montytech.net



MONTY TECH

When schools across the country shuttered in March of 2020, no one could imagine the long-term effects the pandemic would have on our school systems. The summer of 2020 was spent purchasing and installing air filtration systems and plexiglass barriers, sourcing mass quantities of PPE and working with local departments of public health to determine how to safely bring students and staff into the building. When guidance from the state's Department of Elementary and Secondary Education was released, school leaders were faced with rolling out a learning and instruction model that had never been attempted before. We would offer a Hybrid Learning Model, and a rotating daily schedule that would allow half of the student body to come into the building, while the other half would learn from home.

Still, the beginning of the 2020-2021 school year was fraught with concern for student, faculty and staff safety and a deep-rooted knowledge of how students learn best – in-person. School leaders worked tirelessly to develop a schedule that would bring as many students back into the building as possible, safely, while attempting to balance academic and vocational in-person learning time. Instructors were provided with additional technology supports and added professional development days, to write and create curriculum that could be delivered remotely. This, in itself, would be a challenge. How do you teach a student how to prepare and present a meal, or demonstrate fine-motor skills required to give a haircut, in a virtual learning environment? How do you assess a student's understanding of residential electrical wiring, without having the ability to observe and manipulate his/her work? How can you teach students to safely restrain an animal, with no pet interaction? I am proud to say that the Monty Tech instructors rose to this incredible challenge, and for much of the 2020-2021 school year, delivered an effective educational program, using the resources that were available to them.

While face-to-face instruction was provided, that, too, looked and felt different to students and staff. On those days when students were scheduled to attend in-person lessons, they found things had changed. Traffic patterns were rerouted, and signage on floors, hallways and doors reminded them to wear a mask and maintain distance. Seating on busses and in the cafeteria was assigned and closely monitored. A place that had always encouraged connection with fellow classmates was now insisting on distance. Though it may have been uncomfortable for both students and staff, the school wide adherence to these new rules seemed to be a quiet demonstration of their understanding. And on May 3, 2021, their compliance was rewarded - Monty Tech was allowed to return to full, in-person learning. With just over a month remaining in the 2020-2021 school year, students and staff welcomed the change, anxious for the halls and classrooms to return to a more normal capacity. While masks, social distancing and numerous hand sanitizing stations were still present, the return of students into the building was a welcome sight for all.

In 2020-2021, it was disappointing that so many traditional annual events had to be cancelled, including VIP, Tour Day, College Fair, and Career Awareness Night; however, where possible, the district continued to operate at a high level. Examples include:

To help our faculty and staff return to work, daycare issues had to be addressed, and, as a result, an important relationship with the Boys and Girls Club of Fitchburg and Leominster developed. The club provided daycare and homework help, Monday through Friday, to school age children of Monty Tech faculty and staff.

Thanks to more than \$670,000 in competitive grant awards, Monty Tech was able to renovate and expand the welding/metal fabrication shop and retrofit one science lab. The school launched an all new evening training program that provided no-cost training and job placement to qualified participants. With grant funds, we also established a Safe and Supportive Schools Team to review school policies and procedures and target those in need of improvement, with an overarching goal of providing all students with safe and appropriate learning environments.

In an effort to build connections with our school supporters and to "show off" the talents of our students, we held our first Holiday Sale, which quickly sold out! More than 400 charcuterie trays, designed and handcrafted by our Cabinetmaking students were sold, and all proceeds went to the Class of 2021 Scholarship Fund.

The 2020-2021 school year was unexpected, challenging, and at times, disappointing, yet there were so many moments to be proud of. I remain humbled and honored to lead such an outstanding organization, and thank you for your continued support.

Respectfully submitted,



Sheila M. Harrity, Ed.D., Superintendent-Director

Our Mission

Every student will graduate from Montachusett Regional Vocational Technical School with the skills, knowledge, and abilities to be a productive and effective member of an ever-changing society.

Our District

Montachusett Regional Vocational Technical School is a four-year career and technical high school serving the member towns of:

Ashburnham	Harvard	Princeton
Ashby	Holden	Royalston
Athol	Hubbardston	Sterling
Barre	Lunenburg	Templeton
Fitchburg	Petersham	Westminster
Gardner	Philipston	Winchendon

Leadership

The leadership team at Montachusett Regional Vocational Technical School is comprised of ten talented administrators whose varied educational backgrounds, professional experiences, and areas of expertise contribute to the success of the school. Working collaboratively, and under the direction of the Superintendent and Principal, the team has transformed the school into one of the most sought-after high schools in North Central Massachusetts.

Sheila M. Harrity, Superintendent-Director

Tom Browne, Principal

Dayana Carlson, Assistant Principal

Tammy Crockett, Business Manager

Christina Favreau, Director of Academic Programs

Jim Hachey, Director of Vocational Programs

Michael Gormley, Director of Facilities

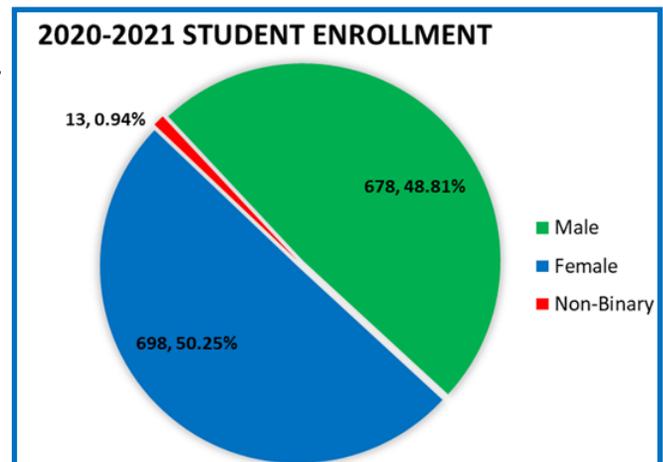
Donald Kitzmiller, Director of Technology

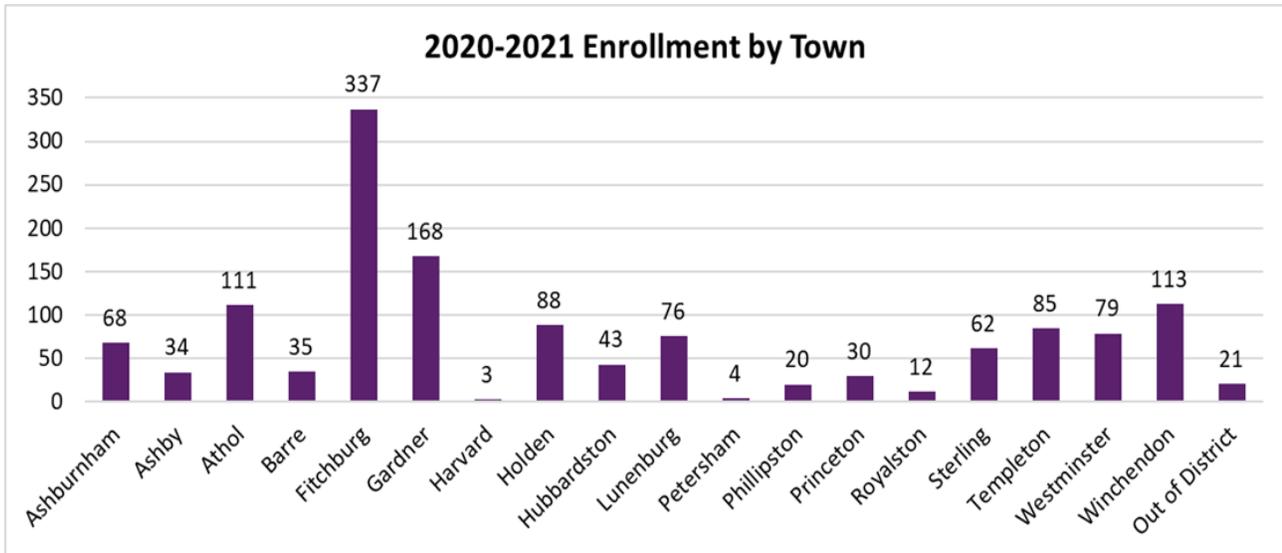
Katy Whitaker, Development Coordinator

Victoria Zarozinski, Director of Student Support Services

Enrollment

On June 1, 2021, student enrollment at Monty Tech included 1,389 students in grades nine through twelve, representing each of the district's eighteen sending communities. Each class of students is comprised of a relatively equal balance of male vs. female students, and each student attending Monty Tech has elected to do so, prepared to explore an interest in one of the school's twenty-one rigorous vocational-technical programs. While the school currently offers only five programs non-traditional for male students, and twelve programs non-traditional for female students, we are proud to have a student population that is well-balanced by gender and a variety of academic interests and achievements.





Class of 2021 Awards

Members of the Class of 2021 were awarded approximately \$200,000 in scholarships, tools, and equipment. The Monty Tech Foundation generously provided \$35,500 in scholarships to graduating seniors, ranging in amounts of \$250 to \$2,000. The Foundation also awarded \$3,250 to the Practical Nursing graduates. Once again, local and state organizations, as well as generous individuals, continue to recognize the ability and potential of Monty Tech graduates in the form of financial donations. The School Committee, administration, faculty, and graduates are grateful for this support.

Articulation Agreements with local colleges also play an important role in helping reduce the cost of higher education. Qualified Monty Tech students are eligible to receive college credits through a number of articulation agreements with public and private colleges across the country. Approximately 36% of the graduating class of 2021 reported plans to enroll at a 4-year college/university upon graduation. By earning college credits while still in high school, these students will save both time and money as they pursue advanced educational programs.

Financial Report

In an effort to develop a cost-effective budget for the fiscal year 2020-2021, a great deal of effort was put forth by the School Committee, administration, and staff. The final fiscal year 2020-2021 Educational Plan totaled \$28,814,865 which represents a 0.19% increase over the 2019-2020 Educational Plan. The District’s FY21 budget only exceeds the minimum spending required by Massachusetts General Law Chapter 70 by \$899,640 or 3.5%.

The District was audited in December 2021 as part of the yearly financial audit by the accounting firm of Melanson, Heath and Co. from Greenfield, MA and expects to receive a good report.

Grants and Contracts

Monty Tech continues to pursue grant funding on an annual basis. These funds help provide many educational and social services to the student population. For fiscal year 2021, state and federal grant sources provided the school with \$2,037,076. Programs funded by these grants include: Coronavirus Prevention and Relief, Improving Teacher Quality, Special Education Services and Program Improvement, Title I Support, Perkins Occupational Education, Vocational Capital Equipment initiatives, Student Support and Academic Enrichment and Marine Corp Junior Reserve Officer Training.

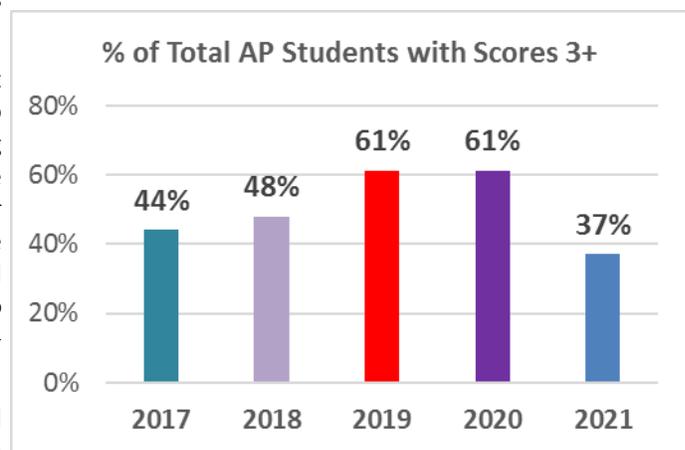
Academic Achievement

During the spring of 2021, administration of MCAS examinations was disrupted due to the pandemic and changes to educational delivery across the Commonwealth. Here at Monty Tech, 284 Freshman students qualified to take the Biology MCAS exam, having successfully completed the Grade 9 Biology course - 3 of whom were classified as Remote Learning Only. 349 students in Grade 10 took only the ELA and Math MCAS exam - 39 of those students were classified as Remote Learning Only. Finally, 32 Juniors opted to complete both the English and Math MCAS exams, in order to qualify them for scholarship opportunities such as the John and Abigail Adams Award.

Monty Tech remains committed to providing students with rigorous STEM learning opportunities, and so when an opportunity to apply for a Massachusetts Life Science Center grant presented itself, instructors were eager to apply. Working closely with the school's Development Coordinator, science instructors proposed the addition of an all-new science course that would introduce students to Microbiology and career pathways that are emerging in this recent health crisis. After developing a comprehensive proposal, and soliciting (and acquiring) support from business partner Bristol Meyers Squibb, the school's MLSC application was approved for funding, infusing the Monty Tech science department with approximately \$110,000. These funds will be used to renovate a science lab (replicating a biomedical facility), purchase all new course materials, equipment and technology, and provide opportunities for instructors to attend the National Science Teachers Association's national conference in 2022.

During the spring of 2021, students at Montachusett Regional Vocational Technical School continued to demonstrate high academic achievement, earning commendable scores on AP exams, though we did see our first decline in students who scored a 3 or better on the exam. It is important to remember that these exams took place during a difficult year of Hybrid Learning and Instruction. We anticipate a return to improved performance in the coming years, as students return to full-time, in-person learning.

The school is in its 9th year of administering Advanced Placement exams, and students enrolled in AP courses continue to improve their performance.



In the spring of 2021, 70 out of 188 (37%) exams earned qualifying credit - the highest number of test takers the school has ever seen.

This year, more than half of the students who tested in the following subjects received qualifying scores: Computer Science Principles, AP Language and Composition, and AP US History. Qualifying scores by these students exceeded the "state" averages in Massachusetts. In addition, students who completed the AP US History exam exceeded "global" averages.

The AP subject with the highest number of students with qualifying scores was AP Language & Composition with 26 out of 44 students (59%).

	Spring 2017 (SY16-17)	Spring 2018 (SY17-18)	Spring 2019 (SY18-19)	Spring 2020 (SY19-20)	Spring 2021 (SY20-21)
MT AP Courses	6	7	7	7	7
MT AP Student Enrollment	151	135	157	179	187
Students with Qualifying Scores	53 (44%)	46 (48%)	68 (61%)	89 (61%)	70 (37%)
AP Test Takers	120	95	111	146	188
Total # of Qualifying Exams	65 (44%)	58 (43%)	79 (54%)	75 (71%)	60 (43%)
Total # of AP Exams	148	134	146	106	140

Vocational Projects in the District Communities

2020-2021 challenged vocational instructors to rewrite curriculum, so that any lesson may be delivered effectively remotely. For so many years, the value of a Monty Tech vocational education has been our commitment to hands-on learning, which, due to the pandemic and an inability to safely have all students in the building, was limited. However, instructors across the school worked with local municipalities, community service agencies, and within the building to find meaningful opportunities for students to demonstrate their technical skills and proficiency. While projects may have been smaller and even taken a bit longer to complete in 2020-2021, their educational value was immense, and we are forever grateful to our vocational instructors for their diligence in reimagining vocational education under these challenging and unforeseen circumstances.

Advanced Manufacturing: Beginning 2020-2021, what was formerly known as Machine Technology would now be called Advanced Manufacturing, a name that better aligns with local workforce needs, job titles and qualifications, and may aide in job placement for qualified students and program graduates. In FY21, program instructors also adopted the newly revised frameworks, and reviewed and developed curriculum to address any changes noted. 124 NC3 Certifications were earned by students, now skilled in Advanced & Precision Measuring Instrument (PMI). Advanced fusion CAD/CAM software training was completed, and Makerbot Method Carbon was also added to the training program. All Freshman students successfully completed safety training, earning an OSHA 10-hour general industry certification. Eight Seniors earned co-op placements, working and learning in area machine shops. (Total student enrollment: 46)

Auto Body Collision Repair Technology: Monty Tech Auto Body students and instructors prioritized earning valuable credentials in 2020-2021. Students earned the OSHA 10 hour general industry card, EPA 6H Rule spray certification, I-Car Pro Level One in Refinishing and I-Car Pro Level One in Non-Structural Repair. Five Seniors also earned co-op placements, and were reported to be valuable contributors in local repairs shops in the area. Due to the pandemic, the program restricted shop work to that of Monty Tech staff, but remained surprisingly busy throughout the year. Students performed quite well at the SkillsUSA District competition, earning a gold medal and a bronze in Collision Repair; which several students for the State competition. (Total student enrollment: 62)

Automotive Technology: Automotive Technology students benefited from the addition of two new certification opportunities (digital multimeters and scan tool applications) that were made available to students, using the newly purchased Snap-On NC3 certified training equipment. These industry-recognized credentials and the new equipment will enhance the students' level of competency within the automotive industry for years to come. Due to the pandemic, hands-on learning opportunities and in-house repairs were limited to faculty, staff, school, and student vehicles only; yet, surprisingly, the shop remained very busy. Students performed repairs that included transmission replacements, intake manifolds, brake work, and various other technical repairs, demonstrating technical skills that are required for any service technician in our area. Three Seniors and two Juniors earned co-op placements, while instructors continued to utilize e-learning program options to keep the remaining students on track and engaged during the hybrid schedule. (Total student enrollment: 66)

Business Technology: Monty Tech's Business Technology program continues to benefit from a unique partnership with Workers Credit Union. The opportunity to participate in teller training and financial literacy workshops has been met with great enthusiasm from students, who completed nine modules and earned a financial literacy certificate. Instructors, in collaboration with their post-secondary colleagues, continue to refine and develop new articulation agreements. The agreement with Mount Wachusett Community College will provide qualified students with college credits at no cost to the student. Students are eligible to receive 24 credits from Mount Wachusett Community College. Unfortunately, due to the pandemic, the Gear House School Store and the Monty Tech Greenhouse were not operational. Program instructors hope to reopen these important training facilities in the coming year, allowing all freshmen, sophomores, and juniors to be successfully trained in the day-to-day operations of retail sales. Four Seniors and three Juniors were out on co-op placements during the 2020-2021 school year. (Total student enrollment: 64)

Cabinetmaking: Monty Tech Cabinetmaking students are called upon for a number of projects small and large, across the campus and beyond. During the 2020-2021 school year, students completed projects that included: designing and constructing Barre Cemetery arches, manufacturing button chairs for the town of Royalston's Phineas S. Newton Library, and designing and installing cabinetry for the Fitchburg Fire Department kitchen. Student work was featured during the school's first-ever Holiday Sale, where 400 charcuterie trays that were designed and handcrafted by

our students were sold to community members. The items were so well received that they sold out quickly, and community members have requested similar sales in the future, so that they may benefit from the creative and beautiful work done by these students. Eight Seniors and seven Juniors earned co-op placements, representing the program so well. A sophomore student also won gold in the SkillsUSA District Competition. (Total student enrollment: 62)

CAD/Drafting & Design: In 2020-2021, Monty Tech CAD/Drafting & Design students adjusted quite well to the Hybrid Learning Model, and were able to complete the curriculum easily through the online platform. Students were also able to achieve a number of valuable industry-recognized certifications, including AutoCAD, Inventor, Revit, and Solidworks. While the school's COVID protocol curtailed the number of community service jobs that these students could complete, the senior class was able to work on an important community design project for the Town of Lunenburg. One student competed in the SkillsUSA States competition, representing the program well, while two Senior students were proud to earn coveted co-op placements. (Total student enrollment: 62)

Cosmetology: The Monty Tech Cosmetology program is one of the only programs that students may leave and directly enter the industry, fully-licensed and ready for a career. The state-approved program is rigorous and provides students with countless opportunities to refine their cosmetology skills on clientele who understand and appreciate the learning environment. During the 2020-2021, instructors collaborated with college partners to develop and sign articulation agreements with Mount Wachusett Community College & Quinsigamond Community College that will grant qualified students with college credits, should they choose to pursue advanced training and education. 17 out of 22 Seniors earned their cosmetology licenses, as the Juniors look forward to scheduling their own exams. Seniors also earned certifications in COVID Barbicide, and Pravana. Two Seniors were out on co-op, which was beneficial to their training, as COVID prohibited the opening of our own on-site Salon until May 2021. (Total student enrollment: 82)

Culinary Arts: In a typical year, Monty Tech Culinary Arts students and instructors operate a full-service restaurant and bakery, serving 90-120 patrons daily. They might also showcase their talents at regional events and fundraisers, working side-by-side with some of the area's finest chefs. But 2020-2021 was a different year. Due to COVID, and the hybrid schedule, the school's Mountain Room Restaurant opened to offer take-out meals only to faculty and staff, three days per week. This also included bakery items and desserts. In April, the restaurant was approved to open to the public, though on a very limited basis. Students and instructors found creative ways to keep busy, applying their talents. In February 2021, Culinary Arts students baked more than thousand cookies and chocolates for the Monty Tech Foundation Valentine fundraiser. These "cookie boxes" were extremely popular, providing community members with an opportunity to support the school and students, while also enjoying a sweet treat. All proceeds benefitted student scholarships. The program also continued to donate leftover baked goods to Our Father's House in Fitchburg. Curriculum was reimagined, from a traditional in-person format to the required virtual platform, which proved to be challenging for the culinary trade. Instructors were dedicated to their craft and their students and performed well with the resources that were available to them, seeking meaningful opportunities for students to continue to develop in their chosen trade. Junior Students had an opportunity to earn ServSafe Certifications, Sophomores earned the Massachusetts Allergen Training, and Freshmen earned their OSHA 10 hour Culinary certification. (Total student enrollment: 93)

Dental Assisting: Monty Tech Dental Assisting instructors have emphasized the need for students to earn valuable industry-recognized credentials, as a means to demonstrate technical skill and proficiency. As a result, all students work and prepare for Dental Assisting National Board (DANB) certification exams. In 2020-2021, 93% of Sophomores passed the DANB Infection Control exam, and 100% of the class passed the DANB Radiology exam. This excellent pass rate is a true testament to the high quality instruction in the Monty Tech Dental Assisting program, and something the school continues to be so proud of. A total of 14 students (nine Seniors and five Juniors) earned co-op placements, while the remaining Juniors and Seniors remained in-house, due to COVID restrictions; affiliation/externship experiences in area dental clinics and offices were postponed due to the pandemic. All Seniors & Sophomores received the American Red Cross CPR/AED certification. One Senior won the gold medal at SkillsUSA districts and went on to compete at the state competition. (Total student enrollment: 61)

Early Childhood Education: Students and instructors in the Monty Tech Early Childhood Education program are committed to community service activities, but due to the pandemic, were only able to work on in-house on student-centered projects. Three students earned co-op placements, gaining valuable experience working with young children in area daycare and educational centers. Six Seniors earned the National Child Development Associate credential, while all 13 seniors qualified and applied for the Massachusetts Department of Early Education and Care

Teacher certification. One student was awarded a Gold medal in the SkillsUSA district competition. In 2020-2021, the Monty Tech Child Care Center continued to operate on a much smaller scale (due to enrollment protocols), providing meaningful hands-on learning opportunities for all students in the Early Childhood Education program. (Total student enrollment: 55)

Electrical: Throughout 2020-2021, students and instructors in the Monty Tech Electrical program wired numerous machines, equipment, computers, and lights throughout the school. Students and instructors successfully transitioned lighting in the Auto Body welding stations and the Welding/Metal Fabrication shop to all LED lights. Students also successfully wired a new sand blaster and car lift in Automotive Technology, helping complete a much-needed update in that shop. Students worked in Lunenburg, installing, servicing and adding lighting and electrical plugs to the garage associated with the town's cemetery. With guidance from program instructors, students also began wiring the Habitat for Humanity house being built in Athol. Sixteen Seniors and seven Juniors earned co-op placements, which allowed them to gain important on-the-job skills and additional training in the industry. The Freshman class was filled with 24 first choice students, and all successfully completed the 10-hour OSHA training and certification. (Total student enrollment: 93)

Engineering Technology: The Engineering Technology program at Monty Tech is a rigorous program, infused with a nationally certified curriculum provided by Project Lead the Way, and countless hands-on learning opportunities that provide students with opportunities to demonstrate creativity, make connections with prior learning, and earn college credits. Engineering Technology students continue to benefit from the new technology available in the A.R.M. Lab, including three Amatrol tabletop mechatronics learning systems with Pegasus robots, one Fanuc LR Mate 200ID/4S robot, one Festo MPS 203 mechatronics system, and one Stratasys F270 3D printer. New lessons and training available because of the added technology will only open additional career pathways for students interested in pursuing engineering as an occupation. All Freshmen student completed the OSHA 10-hour General Industry training and certification program, while five Seniors participated in meaningful co-op placements. (Total student enrollment: 54)

Graphic Communications: Throughout the 2020-2021 school year, students in the Graphic Communications program produced numerous projects for our district cities and towns, and a variety of non-profit organizations within the district. As the COVID-19 pandemic continued, hands-on learning opportunities and time spent in the school were limited by the change to a Hybrid Learning Program, so students were unable to complete all community service projects that were requested of them. One Senior and one Junior pursued and earned co-op placements, which allowed them to continue their on-the-job training in a real world work setting. Of the twenty-one talented Seniors who graduated from the Graphic Communication program in 2021, 17 were accepted to college, and four entered the workforce in related careers. Graphics students consistently perform well at SkillsUSA competitions, and 2020-2021 was no exception, with students taking gold, silver & bronze medals at the state competition in in screen printing; a gold medal was also earned in photography, a bronze was awarded in Advertising Design, and silver and bronze medals were achieved in Graphic Imaging Sublimation, making program instructors quite proud. (Total student enrollment: 85)

Health Occupations: The Health Occupations program continues to be one of the more competitive programs here at Monty Tech, providing a rigorous education grounded in current medical knowledge and practice, balanced by hands-on learning opportunities in the on-site Sim Lab and through the use of state-of-the-art Anatomage technology. As our shop continues to utilize the Skills Capital Grant of \$180,246 that was awarded in the summer of 2019, we continued to improve the instructional spaces, technology and equipment for student training purposes. 14 Seniors were partnered with area clinics, through the co-op program, where they continued to learn and flourish in their chosen field, while back on campus, students focused on achieving important industry-recognized credentials. All Juniors and Sophomores obtained their CPR and First Aid certifications. 29 Sophomores and 26 Juniors received Centers for Medicare & Medicaid Services, CMS targeted Covid-19 training for Frontline Nursing Home Staff certifications. Eight Seniors obtained their Home Health Aide Certification, and 19 seniors took the NHA Clinical Medical Assistant Certification (CCMA) exam and passed. (Total student enrollment: 108)

House Carpentry: Though the school has shifted to a Hybrid Learning Model, opportunities to support communities in the district were ever-present. The Monty Tech House Carpentry program completed a number of projects, large and small during this challenging time, that included: constructing and installing the little free library for Ruggles Lane School, and building an 8'x12' cooling shed for the Harvest Community Project – both projects were completed by Sophomores. These Sophomore students also handcrafted a number of beautiful Adirondack chairs, which will be used for charitable donations in the months to come. Juniors and Seniors, meanwhile, completed the Habitat for Humanity building project in Ashburnham, and also framed, installed a roof, and sided the equipment garage

for the Town of Lunenburg Cemetery Department. Students and instructors assisted with framing of the Habitat for Humanity house in Athol, installed a complete truss roof system, all exterior trim details, and roofing and siding materials. 13 Juniors received their HotWorks certifications, while four Senior students earned co-op placements, and enjoyed working with area businesses representing the carpentry and construction trades. (Total student enrollment: 56)

HVAC & Property Maintenance: To complement the programs theory and technical skill lessons, Monty Tech HVAC and Property Maintenance students and instructors participate in the home building project each year, installing the HVAC system and a number of other tasks associated with residential construction efforts. In 2020-2021, Monty Tech HVAC students and instructors works with other trades at the school to complete the Ashburnham Habitat for Humanity community service project. In addition, the venting was completed in the Habitat for Humanity house in Athol. On campus, students removed and installed the mini split system in the school's Bakery. Four Seniors and three Juniors were placed in area businesses through the school's popular co-op program. All Juniors earned EPA 608 Certification, and two Sophomores and one Junior performed well, earning honors at the SkillsUSA State competition. (Total student enrollment: 55)

Information Technology: The Information Technology program continues to offer students opportunities to earn a wide range of industry-recognized certifications that affirm the technical skill proficiency needed for entry-level careers in networking and information technology. In 2020-2021, all Freshmen completed the OSHA 10-hour General Industry training. Sophomore students passed the Test-out PC Pro Certificate exam, the Cisco IT Essential course for computer repair and maintenance, and the Introduction to Networking course. All Juniors completed the CIW Web Curriculum, and Seniors completed the Cisco Python Programming curriculum. Seven seniors completed the AP-CSP curriculum, and five took the finishing exam. Juniors in the program participated and did quite well in the Cyberpatriot and CyberStart America cybersecurity competitions. Two Seniors were on co-op placements applying their technical skills in area businesses. In total, approximately 100 hours of technical support were completed at the program's Help Desk, where students worked on hardware and software troubleshooting on desktops, laptops, printers, and mobile devices. (Total student enrollment: 31)

Masonry: The talents of Monty Tech Masonry students are on display throughout district communities, as projects that were completed during the 2020-2021 school year include: constructing scaffolding at the Habitat for Humanity house in Athol, replacing a concrete walk at Hubbardston Council on Aging, and repairing a granite wall at the Fay Club in Fitchburg. A creative solution to restrictive in-person guidelines, Monty Tech Masonry students and instructors designed, placed and finished a 24 'x 24' concrete slab outside, creating an outdoor classroom so that students could continue to work on important projects, yet remain socially distant and safe. Students continued to maintain the OSHA silica standard, in a program that operates in compliance with all trade regulations. Three Seniors earned co-op placements, and continued to refine their skills working with business partners through the school's co-op program. One Senior won a silver medal at the SkillsUSA State competition, and all juniors completed the industry-standard HotWorks Certification. (Total student enrollment: 45)

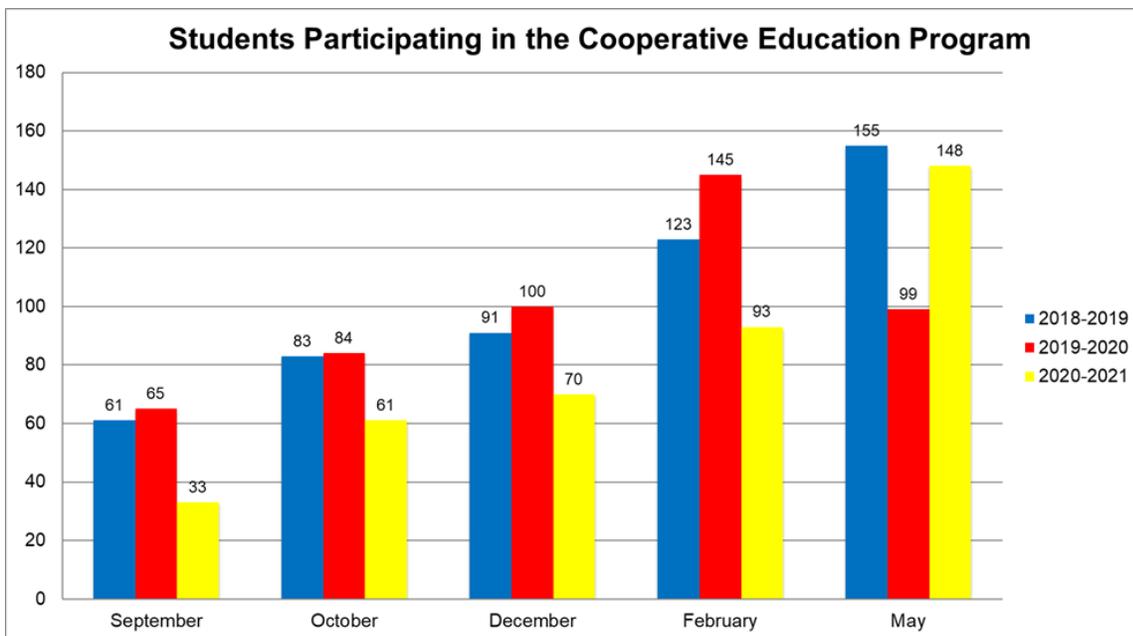
Plumbing: Like programs across the school, the Monty Tech Plumbing program struggled with delivering hands-on lessons that would rival their in-person instruction. However, talented instructors in the school's popular shop worked diligently to rewrite curriculum and design lessons that could be adapted. With a focus on theory and technical knowledge, instructors aimed to embed certification opportunities where possible. To that end, students in grades 10, 11 and 12 successfully completed their HotWorks safety training and earned that important credential. Freshmen also completed the 10-hour OSHA general industry safety training, while Sophomore students completed the 10-hour OSHA Construction safety training and certification. Students and instructors collaborated with other trades to complete two single family house building projects, both located in Ashburnham. Students and instructors also began rough plumbing for the Habitat for Humanity single family home in Athol. Back on campus, students replaced three water coolers with combination filtered bubbler/bottle filler units. Seven students (four Seniors and three Juniors) earned co-op placements, which allowed them to continue to grow in the trade, working with plumbing professionals in the area. All graduates received either a Tier 1 or Tier 2 completion toward MA plumbing licensure. (Total student enrollment: 67)

Veterinary Science: 2020-2021 was the 4th year for the school's newest vocational training program - Veterinary Science. Unfortunately, due to COVID restrictions, traffic in the community clinic was somewhat limited. The clinic did, though, provide low cost veterinary care to 421 families with 635 pets within our district. 14 Seniors earned the CVA (Certified Veterinary Assistant) certification; 20 Seniors achieved their Recover CPR Certification; 21 Juniors

achieved their Fear Free Certification; and 22 Freshman successfully completed OSHA 10-hour Healthcare training and certification. Freshmen and Sophomores learned about the use of animals, anatomy, disease, laboratory skills and client service. Junior and Senior lessons in pharmacology, surgical and nursing care, and anesthesiology proved to be invaluable to the students working in the clinic, applying their knowledge with purpose alongside veterinarians and veterinary technicians. (Total student enrollment: 85)

Welding/Metal Fabrication: The 2020-2021 school year brought some exciting news to the Welding/metal Fabrication program. Thanks to a partnership developed while working on a Skills Capital Grant, the Monty Tech Welding/Metal Fabrication program became the first pre-apprenticeship program in the school’s history. This 5-year agreement with the Plumbers & Pipefitters Union #4 will help create a meaningful pathway for students to enter into a registered apprenticeship program leading them into high-wage, high-skill career opportunities. Numerous projects were completed by talented students, including more than fifty requests for individual projects from community members residing in the school’s sending district. Students also fabricated and installed copper inlay on two archways for the Barre cemetery, fabricated an aluminum cupola for the Town of Royalston gazebo, fabricated two art display racks for Fitchburg Riverfront Park, and fabricated and welded three clothing racks for the Town of Hubbardston Senior Center. Five Seniors and four Juniors participated in the popular co-op program, and eight Seniors earned the AWS D1.1 Structural Welding Code Qualification Test. All grade 9 students completed 10 Hour OSHA training. (Total student enrollment: 57)

Co-operative Education and Student Placement



The Cooperative Education Program is an extension of the student’s technical education that combines classroom instruction with on-the-job-training. The Co-op Program provides students with an opportunity to further develop academic, technical and employability skills in an industry work environment. All students are eligible to participate in the Co-op Program, provided they satisfy state and school grade, attendance and performance requirements. All Co-op students have completed the OSHA recognized Career Safe online health and safety course.

The Cooperative Education Program is beneficial for both student and employer. For the student, it is a chance to gain on-the-job training that improves both their technical and employability skills. Additionally, making industry connections enhances post-graduate employment opportunities. The Co-op Program allows students to earn while they learn.

Employer benefits include addressing workforce needs in an efficient manner. Co-op students provide a pool of temporary

and potential full-time employees who are already trained, thus reducing employer training costs. Co-op work hours may be tailored to suit the needs of partnering employers. While overall co-op placements experienced a slight decline, due primarily to business closures in response to the recent pandemic, qualified students (Juniors and Seniors) continue to work, learn and apply their technical skills in businesses across North Central Massachusetts.

Student Support Services

The 2020-2021 school year forced the world to respond to a pandemic with ripple effects to be felt for years to come. It goes without saying that we needed to pull together, respond, and unite as partners in order to ensure our special populations, and all students regardless of identified disability, remained at the center of decisions. Individuals needed to be met where they were at and all services provided needed to allow for individual needs to be met in new and innovative ways. The health and safety of our school community and their families dictated our decisions and actions. As the district responded to the unforeseen COVID-19 related closure, the hybrid model, and reopening events that occurred throughout the 2020-2021 school year, it did not go unnoticed that our Student Support Service staff, students, and families displayed great resilience as they worked together to address individual needs and tackle these challenging times. While we hope to never experience these events again, we did share a number of experiences that have proven to increase communication and collaboration. Some of our greatest lessons learned came from this experience and we want to extend our sincere gratitude for the efforts put forth during such unprecedented times.

During the 2020-2021 school year, Montachusett Regional Vocational Technical School District provided special services to approximately three hundred students – measuring progress of over two hundred students on Individual Education Plans (IEPs) and just under one hundred students adhering to individualized Section 504 plans. While the Student Support Services (SSS) Department encompasses special education, the department provides support and is available to all Monty Tech students.

The department includes a full-time nursing staff that responded to, and continues to respond to, COVID-19 data, administers medications, performs state-mandated health screening exams, and provides, when necessary, health information to the special education team for a student's IEP meeting. The department benefits from a full-time school social worker that participates in departmental meetings and assists students who have needs concerning finances, family issues, homelessness, maternity, health issues, and proper food and clothing. During the 2020-2021 school year, the department in conjunction with our School Social Worker, doubled down on our efforts to address food insecurity and ensure community agency supports were extended to families in need. The school is also fortunate to have on staff a full-time psychologist, whose role it is to evaluate all students referred for an initial evaluation or who require a three-year re-evaluation. In addition, we have a full-time speech language pathologist, who is available to assist students with disabilities, assess these students and consult with teachers. Our students also have access to the services of a full-time adjustment counselor and part-time school psychologist. All of these individuals are available for scheduled counseling sessions, mental health emergency treatment, medical/mental health re-entry and transition support services, as well as crisis intervention.

The school's Director of Student Support Services oversees the District's Special Education Program, which is reviewed annually in May, in accordance with regulatory requirements. The comprehensive review and evaluation are done in collaboration with the Parent Advisory Council, and the results of the evaluation are used to improve the special education procedures and programs in place at Montachusett Regional Vocational Technical School.

During the 2020-2021 Montachusett Regional Technical School District's Department of Student Support Services made a concerted effort to increase social, emotional, and community based supports. In addition to our current re-entry and school based counseling services, Monty Tech and LUK, Inc. joined forces with the help of the Department of Public Health to provide services to at-risk students and their families. Further, the district partnered with LUK to create a direct pipeline for Telehealth referrals and access to counseling supports. Couple this with the further expansion of our partnership with the SHINE Initiative, it has allowed the district to build upon our mission to provide opportunities for all students to be engaged, lead, and access the supports necessary to improve their social and emotional wellbeing. The Department of Student Support Services has taken the necessary measures to ensure Social Emotional Learning (SEL) is in the forefront of conversations when supporting students as they acclimate to returning to school full time after lengthy periods of time experiencing various educational models throughout the pandemic. As we establish a full time

school routine, we recognize the experiences all students have had over the past few years has varied. Courses and activities designed to promote mindfulness, understanding, and social emotional wellness are part of the many course offerings. Yoga and Meditative Art, Visual Arts, Directed Studies with Social Emotional Learning lessons are all part of the efforts being implemented to ensure we address the needs of all students and support their individual growth and development in a post pandemic world. More about tiered interventions can be found on our website. However, it is worth noting that we continue to build and refine our services for all students as we recognize the importance of developing the whole student and ensuring they are equipped with the necessary to become productive citizens that can compete and adapt in a rapidly changing economy.

Technology

The 2020-2021 school year proved to be a test in many ways for the Monty Tech educational community, requiring flexibility as students and instructors balanced both in-person and remote learning expectations. The shift in instructional delivery, however, was no match for the school's Technology Department. Because of forward thinking on the part of the department's Director and the school's leadership team, 2020-2021 was the school's 5th year for the 1:1 Chromebook initiative, so students and instructors had previous experience with the tools and technology needed to learn in a remote or hybrid setting. To support the additional and now required use of this technology, the Technology Department spent countless hours during the school year upgrading the network and increasing the bandwidth coming into the school to sustain video and audio conferencing.

Department personnel upgraded the learning experience for students, by purchasing laptops for students and teachers, building new iMacs for the Graphic Communications program, and rebuilding surplus computers for full remote students in CAD Drafting & Design, Graphic Communications, Business Technology, and Engineering, so that they may work from home on their vocational assignments. A ZOOM license was purchased, and the Instructional Technologist worked diligently to purchase and deploy software for all teachers. Camcorders, wireless headsets, interactive displays and a variety of apps were purchased, installed, and put into the hands of our educators to engage learners at all levels.

Finally, to ensure "business as usual," we invested in Splashtop, VPN client and configured the firewall, so that faculty and staff laptops could be fixed remotely if a software issue presented itself, and so that the Business Office would have remote access into the school to maintain a secure working environment, even when the building was closed.

Marine Corps JROTC

The Monty Tech Marine Corps Junior Reserve Officer Training Corps (MCJROTC) remains one of the school's most worthwhile and engaging programs available to our students. This outstanding leadership program, based on the foundations of instilling a value of citizenship, service to the United States, personal responsibility, and a sense of accomplishment, provides students with countless opportunities to serve as ambassadors in their communities, through the routine demonstration of student leadership development, volunteerism, perseverance, and dedication.

Due to outstanding performance throughout the year, Monty Tech's Marine Corps Junior Reserve Officers' Training Corps program was, once again, designated as a Marine Corps Honor School. Selection for the Marine Corps Honor School means that the school's Marine Corps JROTC program was in the top 15% of the 68 other programs in Region 1, which includes schools from the mid-Atlantic and Northeast U.S. The selection is based on several criteria including:

Inspector General's inspection results
Number of cadets in the program
Number of community service hours conducted
Number of public affairs events attended by cadets
Number of academic awards presented to cadets
Participation in drill team competitions, marksmanship competitions, physical fitness competitions, and field trips that support the growth and development of the cadet

During the 2020 - 2021 school year, MCJROTC Cadets participated in more than 5,000 hours of community service and volunteerism. Cadets assisted the Salvation Army by collecting more than \$25,000 in donations, which were used to countless families in need during the holiday season.

These donations will go on to support community members that are in need of assistance, especially during the holiday season.

The Monty Tech MCJROTC has assisted with color guards and participation in community parades, which provides the cadets and community members the opportunity to be involved with civic and veteran ceremonies.

Finally, the Monty Tech Cadet Corps provided 11 Color Guards for local civic and veteran ceremonies, a highlight for students and instructors alike.

Monty Tech School of Continuing Education

The Monty Tech School of Continuing Education had an exciting FY21, receiving the program's first-ever training grants. School leaders applied for and received Career Technical Initiative Grants (Rounds 1 & 3), totaling \$290,000, as well as a \$30,000 Rapid Reemployment Grant. These grants allowed the School of Continuing Education to rollout new training programs, offered to qualified participants (must be unemployed or underemployed) at no charge. In addition, each participant who successfully completed the training would be offered job placement with a business partner. Comprehensive 200-300 hour programs that culminated in industry-recognized credentials in Welding, HVAC and Allied Health were developed and advertised. While the Allied Health (CNA) program did not see enough interested participants to field a cohort, HVAC and Welding were successful in their initial endeavor. Program leaders continue to track student progress and placements, and expect to pursue additional funding for future offerings.

As we continue to monitor workforce needs and skills gaps, the School of Continuing Education works closely with the MassHire North Central Career Center to determine specific training programs that are most in-demand. Our overarching goal to support the North Central Massachusetts workforce readiness pipeline with an increase in career and licensure courses is evident in new programs that are developed, existing programs that are refined and in traditional journeyman/apprenticeship programs that remain a hallmark of our institution.

The pivot to a hybrid learning model seemed to be beneficial to both our career/licensure students as well as our personal enrichment students. During the Fall 2020 and Spring 2021 sessions, we realized the resiliency of our students and their willingness to persevere with their training despite the challenges. Our instructors worked tirelessly to maintain training programs timelines.

Our medical students' skill set was and continues to be in high demand due to the pandemic. We were able to support our local medical facilities with newly licensed healthcare workers, to include Pharmacy Technicians, Medical Billing and Coding Specialists, EKG Technicians, Phlebotomists, and Patient Care Technicians. We hope to offer another CNA training program in the future, as the need for trained Assistants remains great.

Practical Nursing Program

The Monty Tech Practical Nursing Program is designed to prepare graduates to practice safely and ethically in a caring manner for patients who are experiencing common variations in health status in diverse health care settings.

On June 24, 2021 a graduating class of 28 students completed the Practical Nursing Program and entered the nursing profession. The class has thus far achieved a pass rate of 75% graduates passing the NCLEX-PN exam (National Council Licensure Examination for Practical Nurses). Program graduates are currently employed in the health care profession throughout Massachusetts, working in various health care settings, such as long-term care, sub-acute care, mental health/substance abuse facilities, physician's offices and correctional medicine.

The Monty Tech Practical Nursing Program continues to strengthen the "LPN to BSN (Bachelor of Science in Nursing) Bridge" relationship with Fitchburg State University (FSU). Former graduates have successfully transferred into seats in the LPN to BSN Bridge program at FSU and will continue their education to a Bachelor's of Science in Nursing (BSN). Many class applicants cited their attraction to Monty Tech as the opportunity to complete a ten-month accelerated program and then bridge to Fitchburg State University. In the seven-year history of the Bridge Program, all

of Monty Tech's Practical Nursing graduates reaching graduation at FSU have passed their NCLEX-RN exam. These former graduates have gone on to work in hospital settings including Lahey, Beth Israel, and Baystate Medical Center, while others have pursued advanced degrees as Critical Care Nurse Practitioners, Nurse Educators, and Family Practice Nurse Practitioners.

In 2020-2021, Monty Tech Practical Nursing students were asked to complete patient scenarios in the Sim Lab on a weekly basis in Terms 2 and 3. The Faculty Sim team has implemented National League of Nursing (NLN) patient scenarios and authored several others consistent with the National Council of State Board of Nursing Detailed Test Plan. Instructors have also utilized the Sim lab setting to instruct students in developing nursing skills that they may not be experiencing in the clinical setting.

By successfully developing and implementing a vast library of scenarios reflecting INASCAL Standards (International Association for Clinical Simulation and Learning), we hope to prepare our students for any experience they may encounter as a newly licensed Practice Nurse. In Maternity Sim Lab Boot Camp, for example, students utilize the simulation models to imitate the birthing process, from obstetric office visits through labor and common postpartum complications. Well newborn care is also taught. Student feedback has been positive regarding these maternity scenarios, stating it better prepares them for an unexpected outcome during a delivery. This expanded content also better prepares students for NACE (Nursing Acceleration Challenge Exam) success at FSU.

Substance abuse and the mental health setting job opportunities have increased with more funding being provided to combat the opiate crisis. In addition to having specialty clinical rotations, students participate in simulation scenarios involving substance abuse and mental health clients, to help to prepare our graduates to work in a substance abuse clinical setting.

The Monty Tech practical Nursing Program recently completed an accreditation visit from the Massachusetts Board of Registration in Nursing, highlighting goals that include stabilization of faculty positions and pursuance of ACEN (Accreditation Commission for Education in Nursing) accreditation to more accurately reflect the changing environment in nursing education.

Looking Ahead

Undoubtedly, the 2020-2021 school year was challenging and difficult for students and staff, yet the school community demonstrated a remarkable resilience and commitment to education and service that proves, yet again, that Monty Tech is truly a special place to work and learn. While adapting curriculum to the needs of all students both at home and in-person, adhering to state and federal safety and health guidelines, and finding opportunities for students to demonstrate their creativity and technical skills, certainly kept staff busy, there was always an element of improvement, vision, and forward-thinking that kept moving the school forward. Successful grant applications, new coursework, and increased school-to-business partnerships that came about during this difficult year are a few of the more notable initiatives that we expect to have a positive impact on our school and students in the coming years:

Grant funding to improve and expand training programs: Monty Tech has applied for and received six Skills Capital Grants, totaling \$2,029,686. School officials anticipate a FY22 application may be forthcoming, and as a result, have met to determine which program is in need of a shop renovation, updated equipment, and/or new technology that reflects current industry standards. The school's Dental Assisting program, which effectively prepares students to enter the dental field may be the next vocational program to benefit from grant funding, should an application be approved. Instructors have advocated for a renovated instructional space, as well as new chairs, tools, and equipment, so that students are trained using the exact instruments and technology found in area clinics. This improved facility would certainly benefit our high school students, and would also allow Monty Tech's School of Continuing Education to develop an all-new evening training program, which would help address the critical shortage for trained Dental Assistants in North Central Massachusetts. We look forward to an opportunity to apply for grant funding that would allow us to extend this training opportunity to young adults in our area, who may not have had the benefit of a vocational high school experience.

New coursework that aligns to STEM career pathways: With the successful application of the FY21 Massachusetts Life Science Center Grant, school officials have been working to renovate an outdated science lab to create a more state-of-the-art instructional space that replicates a microbiology laboratory

As the school looks to update classrooms and vocational areas, it is critical that we do so in a manner that will allow our instructors to deliver information and train students in careers that present high-skill, high-wage job opportunities. The proposed Microbiology course, which was developed by Monty Tech science instructors as a means to engage students in the sciences, may be more critical now than ever before. Seeking partnerships with biomedical companies in our area, so that our instructors may work and learn from skilled scientists will not only benefit our students and strengthen the Monty Tech academic educational program, it may also help feed a struggling STEM workforce pipeline. Whether learning from our industry-immersed colleagues, or gaining new instructional resources and techniques from colleagues attending the National Science Teachers Association's national conference, Monty Tech science instructors are prepared to deliver new course materials that engage students in important and timely science concepts.

Building partnerships for improved job placement: 2020-2021 brought the school's first-ever approval for a Pre-Apprenticeship program – a designation that we expect may improve our graduates' chances of retaining employment with a framework for upward mobility. While Welding/Metal Fabrication students already enjoy this new appellation, school officials may consider seeking approval for other programs in the coming years. To do so, we must first seek and acquire an approved Apprentice Sponsor. This sponsorship and collaboration will serve as a testimony to the strength of Monty Tech's vocational programming, and will increase student opportunities for employment and continued education and training. Business partners that serve on Program Advisory Boards, as Co-Op employers, or who even graduates who now own and operate their own businesses may be interested in such a unique collaboration. In an effort to prepare students for careers, it is incumbent on us to ensure that training does not stop when a student leave Monty Tech, and an approved apprenticeship would ensure students will have continued support and training as they enter a competitive and demanding workforce.

The Monty Tech School Committee

The Montachusett Regional Vocational Technical School District Committee is comprised of twenty-two dedicated individuals, whose expertise proves invaluable in advising the district's operations, policies, and procedures. Our students continue to benefit from the broad scope of their experiences and varying perspectives, and we are thankful to the following members of the 2020-2021 School Committee for their outstanding service.

Eric Olson, Phillipston—Chair
Melanie Weeks, Fitchburg—Vice Chair
Julie Marynok - Secretary
Norman J. LeBlanc—District Treasurer

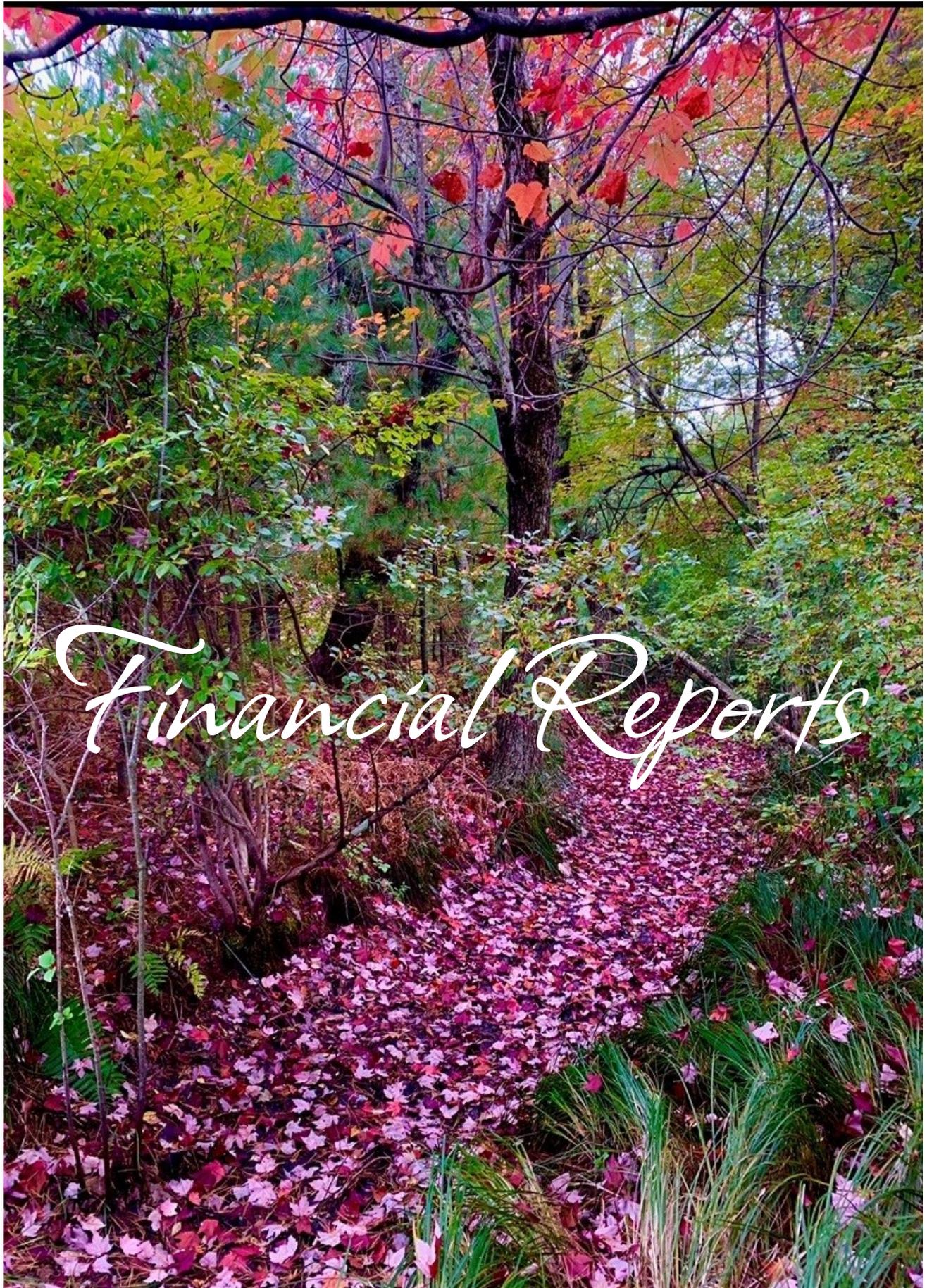
Whitney Marshall, Barre
Diane Swenson, Ashburnham
Peter Capone, Ashby
Toni L. Phillips, Athol
Robert Campbell, Fitchburg
Dr. Ronald Tourigney, Fitchburg
Brian J. Walker, Fitchburg
Matthew Vance, Gardner
James S. Boone, Gardner
Amy Morton, Harvard

James Cournoyer, Holden
Kathleen Airoidi, Hubbardston
Barbara Reynolds, Lunenburg
Edward simms, Petersham
John P. Mollica, Princeton
Mary C. Barclay, Royalston
William Brassard, Sterling
John Columbus, Templeton
Ross Barber, Westminster
Dr. Maureen Ward, Wichendon

Montachusett Regional Vocational Technical School
1050 Westminster Street
Fitchburg, MA 01420 - 978-345-9200

www.montytech.net





Board of Assessors

The Board of Assessors respectfully submits their annual report for 2021. The Board held 8 posted meetings.

The primary responsibility of the assessor's office is the valuation of all real estate & personal property in the Town of Westminster. Under Massachusetts General Laws Chapter 59, Section 38, the Board of Assessors must assess all property, real & personal, at full and fair cash value. These values are used as the basis of the local property tax. The office also administers all real estate tax exemptions, real estate tax abatements, personal property abatements and excise tax abatements.

In addition, the Assessing Department must administer the processing of motor vehicle excise tax bills, which are generated from the Mass Registry of Motor Vehicles. We review applications for MV, RE & PP abatements, Senior, Blind & Veteran exemptions, 3ABC, F.O.L. and Chapter land forms.

The Assessor's Office hours are: Monday-Thursday, 8-4:30 and Fridays, 8-1. The phone number is 978-874-7401 and the fax is 978-874-7462. Field Cards, Plot Plans & Assessor forms are on the Westminster Website. www.westminster-ma.gov

The following is information compiled during the calendar year 2021:

# Of motor vehicle bills processed	11,282
Amount committed to collector	\$1,512,439.63
# Of motor vehicle abatements granted	444
Amount of abatements granted	\$49,614.65

During 2021, the Board of Assessors were required to do an Interim of the whole town, for real estate, and submit a LA3 Report to the Department of Revenue; this is required every year. This form reports the results of sales analysis for real estate and review of commercial and industrial market indicators. The community's assessments must be equitable and consistent with accepted Mass appraisal measures of assessment level and uniformity.

In cooperation with the Fire and Police Departments, the Board of Assessors makes the necessary changes needed regarding street numbers for all properties. Land sales or new construction may often require that street numbers change to correspond numerically and geographically correct. It is imperative that our town's emergency personnel locate all properties in case of an emergency. Therefore, the small inconvenience caused by re-numbering is a necessary step for the safety of the town's residents. The Fire Department currently assigns street numbers to new residences and notifies the board of any changes. This board also works closely with the Treasurer/Collector, Board of Health, Select Board, Conservation Commission, Personnel, Accountant, Town Administrator, Town Planner, Town Clerk, Veteran's Department, Council on Aging, Highway Department, Police Department and the Building Department.

The board would also like to take this time to thank all residents, town boards and departments for their continuing support & cooperation during the past year.

Respectfully submitted,

Donald Frigoletto, Chairman
Robin L. Holm
Robert J. Sampson



Board of Assessors

THE FOLLOWING WERE CALCULATED ON A
FISCAL YEAR 2021

(JULY 1, 2020– JUNE 30, 2021)

Fiscal year 2021 tax rate \$16.76 per thousand dollars of valuation

	<u>VALUE</u>	<u>TAX</u>
Real Estate	993,658,799	\$16,653,721.47
Commercial	59,143,572	\$991,246.27
Industrial	40,123,400	\$672,468.18
Personal Property	<u>49,645,123</u>	<u>\$832,052.26</u>
Totals	1,142,570,894	\$19,149,488.18

<u>EXEMPTIONS GRANTED</u>	<u>NUMBER</u>	<u>AMOUNT</u>
Widow/Widower		
Clause 17D	18	\$3,304.44
Veterans		
Clause 22	59	\$23,600.00
Clause 22E	22	\$22,000.00
Clause 22D	2	\$8,338.10
Clause 22 Paraplegic	1	\$3,790.28
Blind		
Clause 37A	0	\$0
Elderly		
Clause 41B	11	\$5,769.50



Treasurer/Collector

TOWN COLLECTOR'S REPORT

PERIOD ENDED JUNE 30, 2021

	FISCAL	COMMITTED OR		ABATED OR	REFUNDED OR	
	YEAR	FORWARDED	COLLECTED	LIENED	ADJUSTED	BALANCE
HOLMES PARK WATER ASSESSMENT	2020	222.38	308.87	0.00	86.49	0.00
	2021	3,680.21	3,508.62	0.00	0.00	171.59
LEINO PARK WATER ASSESSMENT	2020	575.00	575.00	0.00	0.00	0.00
	2021	35,075.00	35,075.00	0.00	575.00	575.00
SEWER USAGE	2020	64,248.10	33,020.87	31,227.23	0.00	0.00
	2021	1,230,868.92	1,127,754.75	36,771.63	3,084.90	69,427.44
SEWER LIENS	2020	2,864.02	1,757.05	1,106.97	0.00	0.00
	2021	31,227.23	28,676.84	1,126.61	0.00	1,423.78
SEWER SERVICES	2020	225.00	225.00	0.00	0.00	0.00
	2021	8,015.25	5,397.40	0.00	0.00	2,617.85
SEPTIC LOAN PROGRAM NOT YET DUE	2016	183,948.27	9,885.81	15,753.29	0.00	158,309.17
SEPTIC LOAN APPORTIONED LOAN PRINCIPAL REPAYMENTS	2020	2,959.80	0.00	2,959.80	0.00	0.00
	2021	15,753.29	12,793.52	0.00	0.00	2,959.77
SEPTIC LOAN APPORTIONED LOAN INTEREST REPAYMENTS	2020	750.76	0.00	750.76	0.00	0.00
	2021	3,867.34	3,175.76	0.00	0.00	691.58
SEPTIC LOANS LIENED	2021	3,710.56	3,710.56	0.00	0.00	0.00
HOLMES PARK WATER ASSESSMENT	2020	222.38	308.87	0.00	86.49	0.00
	2021	3,680.21	3,508.62	0.00	0.00	171.59
LEINO PARK WATER ASSESSMENT	2020	575.00	575.00	0.00	0.00	0.00
	2021	35,075.00	35,075.00	0.00	575.00	575.00
SEWER USAGE	2020	64,248.10	33,020.87	31,227.23	0.00	0.00
	2021	1,230,868.92	1,127,754.75	36,771.63	3,084.90	69,427.44
SEWER LIENS	2020	2,864.02	1,757.05	1,106.97	0.00	0.00
	2021	31,227.23	28,676.84	1,126.61	0.00	1,423.78
SEWER SERVICES	2020	225.00	225.00	0.00	0.00	0.00
	2021	8,015.25	5,397.40	0.00	0.00	2,617.85
SEPTIC LOAN PROGRAM NOT YET DUE	2016	183,948.27	9,885.81	15,753.29	0.00	158,309.17
SEPTIC LOAN APPORTIONED LOAN PRINCIPAL REPAYMENTS	2020	2,959.80	0.00	2,959.80	0.00	0.00
	2021	15,753.29	12,793.52	0.00	0.00	2,959.77
SEPTIC LOAN APPORTIONED LOAN INTEREST REPAYMENTS	2020	750.76	0.00	750.76	0.00	0.00
	2021	3,867.34	3,175.76	0.00	0.00	691.58
SEPTIC LOANS LIENED	2021	3,710.56	3,710.56	0.00	0.00	0.00

Treasurer/Collector

TOWN TREASURER'S REPORT

PERIOD ENDED JUNE 30, 2021

					ABATED OR	
	FISCAL	COMMITTED OR	SUBSEQUENT		TRANSFERRED TO	
	YEAR	FORWARDED	TAXES ADDED	COLLECTED	TAX POSSESSIONS	BALANCE
TAX LIENS RECEIVABLE	all years	351,384.10	184,672.39	123,435.67	79,289.20	333,331.62
TAX POSSESSIONS	all years	129,580.75	79,289.20	0.00	40,562.10	168,307.85
DEFERRED TAXES	all years	0.00	0.00	0.00	0.00	0.00



Office Staff: (L to R) Corinne Jarvi, Janet Baczewski, Melody Smith, Sheila Casey



Treasurer/Collector

TOWN TREASURER'S REPORT

PERIOD ENDED JUNE 30, 2021

GENERAL FUND

Town Clerk's Cash Drawer	100.00
Treasurer/Collector's Cash Drawer	100.00
DPW's Cash Drawer	50.00
Citizens Bank	217,742.27
Eastern Bank	460,594.40
Enterprise Bank	3,995,974.11
Greenfield Cooperative Bank	1,242,039.01
Massachusetts Municipal Depository Trust	379,759.85
Rollstone Bank	249,427.19
UniBank for Savings	6,063,053.10
Webster Five	2,414,279.44
TD Bank	516,218.72

SPECIAL FUNDS

Citizens Bank

1856 Hearse House Building Fund	698.20
250th Anniversary Fund	24,888.95
Aalto/Salo Memorial	2,823.24
Altobelli Memorial	3,759.83
Board of Health 53G	0.14
Compost Bin Sales	206.62
Conservation Commission/Stein Fund	1,455.34
Cultural Council	12,205.64
Forbush Memorial Library Endowment Fund	583.70
Inflow & Infiltration	4,596.86
Law Enforcement Trust	26,685.39
Library State Grant	38,258.95
Planning Board Escrow	129.57
Planning Board Escrow/Rte. 31 Business Park	29,409.54
Planning Board Escrow/Westminster Woods/53G	872.86
ZBA Cell Tower/53G	326.08
Zoning Board/Kingsbury Arms/53G	769.70
Zoning Board/Mountain View Estates/53G	3,128.14
Westminster Business Park Phase II	234,442.23
Westminster Business Park 53G Depot	20,872.29
Nexamp Solar Theodore Drive	63,089.57
Nexamp Solar 235 So Ashburnham Road Bond	63,347.40
Newton Road Subdivision II	1,648.51
Westminster Estates II	2,941.53
Biz Park Roadway A	1,943.64
Biz Park Roadway B	2,101.16

Treasurer/Collector

SPECIAL FUNDS

Citizens Bank (continued)

Lighthouse Lane	138,317.44
Borrego Solar - Livermore	2,439.86
Bean Porridge Hill Solar 53G	1,759.73
26 Theodore Drive Solar	40,014.10
Carter Road Fill	0.34
Village at Old Mill 53G	3,048.28
Tangent Solar	2,901.92
345 South Ashburnham Road	50.04
Blacks Pond Road	474.16
Ellis Road Inspections	6,119.30
Rowtier Dr Solar Inspection	4,686.11
Sargent Road Solar Inspection	5,666.98
O'Connor Drive Inspection	517.05
Tandem Drive Road Inspection	4.51
Narrows Earth Inspection	8,061.11
Overlook Solar Review	5,807.06
Simplex Dr Warehouse Review	6,431.11

Bartholomew & Company

Stabilization Fund/General	5,272,417.30
Stabilization Fund/Building Maintenance	2,061,683.49
Stabilization Fund/Capital Equipment	2,488,355.72
Stabilization Fund/Technology	1,033,558.87
Stabilization Fund/OPEB	332,077.42
Stabilization Fund/Road Maintenance	3,003,462.60
Stabilization Fund/Pension	4,099,375.48

TRUST FUNDS

Bartholomew & Company

Charles F. Giles Fund	126,291.94
Conservation Fund	6,464.13
Fred W. Smith Poor Fund	126,886.63
Joseph Forbush Worthy Poor Fund	92,639.61
Westminster Grange Fund	617.30
OPEB Trust Fund	137,067.13

CEMETERY FUNDS

Bartholomew & Company

Expendable Funds/Non-Expendable Funds	337,964.68
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LIBRARY FUNDS

Bartholomew & Company

Expendable Funds/Non-Expendable Funds	72,820.26
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GENERAL FUNDS

Bartholomew & Company

General Fund	258,805.70
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TOTAL ALL FUNDS 35,757,310.53

Town Accountant

REPORT OF THE TOWN ACCOUNTANT

It is the legal obligation of the Town Accountant to oversee all the financial activity of the municipality and to maintain all of the municipality's financial records, to review all bills and payrolls to ensure that they are within the budget and are lawful expenditures. The Town Accountant retains custody of all municipal contracts and prepares the financial reports for the community.

In fiscal year 2021 the Town Accountant oversaw financial transactions of \$39,650,125 in revenue and receipts and \$35,809,285 in expenditures, for a combined total of transactions in the amount of \$75,459,410.

The following financial statements are included in this report:

Balance Sheet-All Funds Types and Account Groups

Appropriation and Expenditure Report/Activity Report

Detailed Schedule of Receipts

Helpful information for understanding the financial statements reported.

Definitions

Fund - A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives.

Proprietary Funds - The Town maintains two types of proprietary funds.

They are referred to as Enterprise Funds. Enterprise Funds - uses the economic resources measurement focus to account for the following specific operations in a manner similar to private business. The Town uses enterprise funds to account for water and sewer functions.

General Fund - The government's primary operating fund. It accounts for all financial resources of the general government except those required to be accounted for in another fund.

Stabilization Fund - This is used to account for certain unencumbered accumulated financial resources that are subject to appropriation as directed by the Town's legislative branch. These funds are typically used for nonrecurring expenditures, usually capital in nature, unexpected items that may arise during the year, or they maybe targeted resources for a particular use.

Special Revenue Fund - Account for the proceeds of specific revenue sources, other than those for major capital projects that are restricted legally to expenditure for specified purposes.

Agency Fund - Account for assets held by a government in a purely custodial capacity.

Capital Projects Fund - Account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds or trust funds).

Respectfully submitted,

Julie M. Costello, CPA

Interim Town Accountant



Town Accountant

Appropriation / Expenditure Report FY 2021

General Fund			
	Appropriations/ Transfers	Expenditures	Unexpended Balances
Board of Selectmen			
Personal Services	\$4,000.00	\$1,297.75	\$2,702.25 *
Expenses	\$27,250.00	\$25,351.44	\$1,898.56 *
Giles Fund Emergency	\$5,901.84	\$1,298.09	\$4,603.75
Subtotal - Selectmen	\$37,151.84	\$27,947.28	\$9,204.56
Town Administration			
Personal Services	\$174,145.00	\$172,623.41	\$1,521.59 *
Expenses	\$6,675.00	\$2,664.70	\$4,010.30 *
Computer System Updates	\$40,138.35	\$31,749.85	\$8,388.50
Public Safety Communication System	\$144,323.02	\$5,798.90	\$138,524.12
Upgrade Telephone System	\$20,398.90	\$15,476.09	\$4,922.81
Prior Year Bills	\$2,194.29	\$2,191.22	\$3.07 *
Secure/Demolish Vacant Properties	\$30,000.00	\$330.00	\$29,670.00
Domain Server, Library Phone, Security Card	\$27,851.00	\$27,851.00	\$0.00
Communications Tower	\$297,184.23	\$4,800.00	\$292,384.23
Replace Virtualized Server	\$35,000.00	\$0.00	\$35,000.00
Subtotal - Coordinator	\$777,909.79	\$263,485.17	\$514,424.62
Advisory Board			
Expenses	\$650.00	\$583.00	\$67.00 *
Subtotal - Advisory Board	\$650.00	\$583.00	\$67.00
Reserve Fund			
Transfers (Memo)	\$3,949.00	\$0.00	\$3,949.00 *
Town Accountant			
Personal Services	\$96,319.00	\$95,833.33	\$485.67
Expenses	\$36,900.00	\$26,929.68	\$9,970.32
Subtotal - Accountant	\$133,219.00	\$122,763.01	\$10,455.99 *
Board of Assessors			
Personal Services	\$67,363.00	\$55,711.60	\$11,651.40
Expenses	\$17,480.00	\$16,818.31	\$661.69
Subtotal - Assessors	\$84,843.00	\$72,529.91	\$12,313.09 *
Revaluation			
Revaluation Consultant - FY21	\$25,000.00	\$0.00	\$25,000.00
Revaluation Consultant - FY20	\$50,000.00	\$0.00	\$50,000.00
Revaluation Consultant - FY19	\$50,000.00	\$8,534.36	\$41,465.64
Subtotal - Revaluation	\$125,000.00	\$8,534.36	\$116,465.64
Town Treasurer/Collector			
Personal Services	\$155,862.00	\$142,343.23	\$13,518.77
Expenses	\$9,816.00	\$4,698.98	\$5,117.02
Subtotal - Treasurer/Collector	\$165,678.00	\$147,042.21	\$18,635.79 *
Legal			
Expenses	\$75,000.00	\$64,279.79	\$10,720.21
Prior Year Bill	\$6,250.00	\$6,249.10	\$0.90
Subtotal - Legal	\$81,250.00	\$70,528.89	\$10,721.11 *

Town Accountant

	Appropriations/ Transfers	Expenditures	Unexpended Balances
Personnel Administration			
Personal Services	\$47,170.00	\$47,136.60	\$33.40
Expenses	\$17,130.00	\$16,920.40	\$209.60
Encumbrance	\$200.00	\$0.00	\$200.00
Subtotal - Personnel	\$64,500.00	\$64,057.00	\$443.00 *
Data Processing			
Personal Services	\$62,275.00	\$56,998.97	\$5,276.03 *
Expenses	\$115,055.00	\$109,288.21	\$5,766.79 *
Encumbrance	\$914.99	\$914.99	\$0.00
Public Safety Radio	\$29,871.50	\$14,280.00	\$15,591.50
Subtotal - Data Processing	\$208,116.49	\$181,482.17	\$26,634.32
Tax Title Foreclosure			
Tax Title Foreclosures - FY19	\$21,462.50	\$6,936.32	\$14,526.18
Subtotal - Tax Title Foreclosure	\$21,462.50	\$6,936.32	\$14,526.18
Town Clerk			
Personal Services	\$87,744.00	\$84,972.03	\$2,771.97 *
Expenses	\$10,530.00	\$5,000.83	\$5,529.17 *
Encumbrance	\$4,320.00	\$1,991.72	\$2,328.28 *
Voting Tabulator	\$5,900.00	\$0.00	\$5,900.00
Subtotal - Town Clerk	\$108,494.00	\$91,964.58	\$16,529.42
Elections & Registration			
Personal Services	\$12,480.00	\$8,058.16	\$4,421.84
Expenses	\$17,205.00	\$8,840.22	\$8,364.78
Encumbrance	\$1,928.25	\$1,928.25	\$0.00
Subtotal - Election & Registration	\$31,613.25	\$18,826.63	\$12,786.62 *
Conservation Commission			
Personal Services	\$39,295.00	\$36,546.51	\$2,748.49 *
Expenses	\$1,550.00	\$343.00	\$1,207.00 *
Consultant/Forester Muddy Pond	\$4,000.00	\$0.00	\$4,000.00
Subtotal - Conservation Commission	\$44,845.00	\$36,889.51	\$7,955.49

Town Accountant

Town Planner

Personal Services	\$76,524.00	\$76,524.00	\$0.00
Expenses	\$4,300.00	\$1,011.62	\$3,288.38 *
Wayfaring Signage	\$4,939.62	\$4,939.62	\$0.00
Subtotal - Town Planner	\$85,763.62	\$82,475.24	\$3,288.38

Planning Board

Personal Services	\$2,000.00	\$376.93	\$1,623.07
Expenses	\$1,150.00	\$149.00	\$1,001.00
Subtotal - Planning Board	\$3,150.00	\$525.93	\$2,624.07 *

Zoning Board of Appeals

Personal Services	\$1,500.00	\$0.00	\$1,500.00
Expenses	\$300.00	\$0.00	\$300.00
Subtotal - Zoning Board	\$1,800.00	\$0.00	\$1,800.00 *

Agricultural Commission

Expenses	\$500.00	\$0.00	\$500.00
Subtotal - Economic Development	\$500.00	\$0.00	\$500.00 *

Economic Development

Expenses	\$1,300.00	\$600.00	\$700.00
Economic Development Brochures	\$3,000.00	\$3,000.00	\$0.00
Subtotal - Economic Development	\$4,300.00	\$3,600.00	\$700.00 *

Public Buildings & Properties Maintenance

Personal Services	\$111,444.00	\$101,211.94	\$10,232.06 *
Expenses	\$248,000.00	\$222,618.80	\$25,381.20 *
Encumbrances	\$10,187.91	\$8,984.81	\$1,203.10 *
TownHall AC Condenser Units	\$5,213.00	\$0.00	\$5,213.00
Subtotal - Public Buildings & Prop. Maint.	\$374,844.91	\$332,815.55	\$42,029.36

Printing of Town Reports

Expenses	\$2,250.00	\$2,158.37	\$91.63 *
Subtotal - Printing of Town Reports	\$2,250.00	\$2,158.37	\$91.63



Town Accountant

	Appropriations/ Transfers	Expenditures	Unexpended Balances
Crocker Pond			
Personal Services	\$21,033.00	\$20,461.53	\$571.47 *
Expenses	\$7,655.00	\$7,114.57	\$540.43 *
Encumbrances	\$225.00	\$225.00	\$0.00
Crocker Pond Tree Trimming and Pruning	\$8,000.00	\$6,500.00	\$1,500.00
Subtotal Crocker Pond	<u>\$36,913.00</u>	<u>\$34,301.10</u>	<u>\$2,611.90</u>
Police/Dispatch Department			
Personal Services	\$1,851,694.00	\$1,780,523.45	\$71,170.55 *
Expenses	\$298,800.00	\$251,189.54	\$47,610.46 *
New Vehicle & Equip	\$49,000.00	\$6,553.81	\$42,446.19
Portable Radios	\$55,000.00	\$53,681.04	\$1,318.96
Police/Fire Radio Building	\$75,000.00	\$0.00	\$75,000.00
Security/Fire Alarm Notification System	\$50,000.00	\$0.00	\$50,000.00
Dispatch Console	\$93,324.01	\$470.40	\$92,853.61
Bullet Proof Vests	\$8,564.06	\$850.00	\$7,714.06
Subtotal - Police/Dispatch Dept.	<u>\$2,481,382.07</u>	<u>\$2,093,268.24</u>	<u>\$388,113.83</u>
Fire Department			
Personal Services	\$967,509.00	\$905,071.09	\$62,437.91
Expenses	\$132,317.00	\$118,789.34	\$13,527.66
Encumbrance	\$2,980.00	\$2,980.00	\$0.00
Subtotal - Fire Dept.	<u>\$1,102,806.00</u>	<u>\$1,026,840.43</u>	<u>\$75,965.57 *</u>
Ambulance Service			
Personal Services	\$156,756.00	\$131,285.54	\$25,470.46 **
Expenses	\$123,806.00	\$115,035.59	\$8,770.41 **
New Ambulance & Equip	\$250,000.00	\$250,000.00	\$0.00
Training Mannequin	\$3,127.56	\$0.00	\$3,127.56
Paramedic Training for Fire/EMS Personnel	\$15,880.00	-\$400.00	\$16,280.00 **
Subtotal - Ambulance Service	<u>\$549,569.56</u>	<u>\$495,921.13</u>	<u>\$53,648.43</u>
Building Department			
Personal Services	\$226,742.00	\$202,617.45	\$24,124.55
Expenses	\$20,000.00	\$13,404.14	\$6,595.86
Subtotal - Building Dept.	<u>\$246,742.00</u>	<u>\$216,021.59</u>	<u>\$30,720.41 *</u>
Animal Control			
Expenses	\$40,000.00	\$32,800.00	\$7,200.00
Subtotal - Animal Control	<u>\$40,000.00</u>	<u>\$32,800.00</u>	<u>\$7,200.00 *</u>
Tree Warden			
Personal Services	\$2,000.00	\$1,689.42	\$310.58
Expenses	\$33,200.00	\$31,125.00	\$2,075.00
Subtotal - Tree Warden	<u>\$35,200.00</u>	<u>\$32,814.42</u>	<u>\$2,385.58 *</u>
Emergency Planning			
Expenses	\$11,985.00	\$9,554.74	\$2,430.26
Encumbrance	\$104.97	\$104.97	\$0.00
Subtotal - Emergency Planning	<u>\$12,089.97</u>	<u>\$9,659.71</u>	<u>\$2,430.26 *</u>

Town Accountant

	Appropriations/ Transfers	Expenditures	Unexpended Balances
Regional School District			
K-12 Assessment	\$11,121,644.00	\$11,121,644.00	\$0.00
Vocational School Assessment	\$714,596.00	\$682,122.52	\$32,473.48 *
Admin Phone System Replacement	\$1,386.78	\$1,054.77	\$332.01 *
Oakmont Exterior Board Replacement	\$9,397.21	\$9,397.21	\$0.00
Oakmont Exterior Board Replacement	\$10,984.00	\$0.00	\$10,984.00
Overlook Network Cabling	\$1,117.18	\$0.00	\$1,117.18 *
Overlook Wireless Upgrade	\$1,014.09	\$0.00	\$1,014.09 *
Meetinghouse Replace Windows	\$930.00	\$0.00	\$930.00 *
Truck w/plow	\$27,510.00	\$0.00	\$27,510.00
Oakmont Exterior Board Replacement	\$14,615.75	\$0.00	\$14,615.75
Overlook Floor Replacement	\$5,150.00	\$0.00	\$5,150.00
District Security System Phase II	\$3,018.08	\$796.16	\$2,221.92
Overlook Locker Replacement	\$565.43	\$0.00	\$565.43 *
Overlook Ride-on Floor Scrubber	\$226.64	\$0.00	\$226.64 *
Oakmont New Generator Fuel Tank	\$5,770.00	\$2,576.30	\$3,193.70 *
Meetinghouse New Cafeteria Tables	\$433.60	\$0.00	\$433.60 *
Meetinghouse New Cafeteria Tables	\$6,000.00		\$6,000.00
Oakmont Exterior Board Replacement	\$18,624.00	\$2,101.56	\$16,522.44
Overlook Bathroom Partition Replacement	\$19,584.00	\$19,584.00	\$0.00
Overlook Hallway Floor Replacement	\$13,600.00	\$0.00	\$13,600.00
AWRSD Dump Truck	\$44,639.00	\$42,772.80	\$1,866.20
AWRSD Track Garage Updates-roof	\$8,325.00	\$5,731.41	\$2,593.59
WES Bldg Management System	\$6,808.63	\$6,808.63	\$0.00
WES Bldg Management System	\$10,000.00	\$1,262.86	\$8,737.14
Meetinghouse Resurface Gym Floor;Repave	\$18,200.00	\$0.00	\$18,200.00
Overlook Floor Replacement	\$14,055.00	\$0.00	\$14,055.00
AWRSD Network Cabling Upgrade	\$32,952.00	\$0.00	\$32,952.00
Oakmont Exterior Door Thresholds	\$2,746.00	\$0.00	\$2,746.00
Overlook Bleachers in Gym	\$33,732.00	\$0.00	\$33,732.00
Overlook Exterior Door Thresholds	\$2,811.00	\$378.40	\$2,432.60
WES Exterior Door Thresholds	\$5,000.00	\$0.00	\$5,000.00
WES Sidewalk Repair/Replacement	\$15,000.00	\$14,914.00	\$86.00
WES New Playground	\$215,000.00	\$155,466.00	\$59,534.00
Meetinghouse Exterior Door Thresholds	\$7,500.00	\$0.00	\$7,500.00
WES Rooftop Heating Unit	\$20,000.00	\$0.00	\$20,000.00
Subtotal - Regional School District	\$12,412,935.39	\$12,066,610.62	\$346,324.77
Highway Administration			
Personal Services	\$307,841.00	\$303,246.10	\$4,594.90
Subtotal - Highway Administration	\$307,841.00	\$303,246.10	\$4,594.90 *

Town Accountant

	Appropriations/ Transfers	Expenditures	Unexpended Balances
Highway Department			
Personal Services	\$607,642.00	\$533,676.06	\$73,965.94 *
Expenses	\$261,350.00	\$256,559.00	\$4,791.00 *
Encumbrance	\$162.43	\$162.43	\$0.00
Oil & Seal Roads	\$12,657.77	\$12,657.77	\$0.00
Oil & Seal Roads	\$300,000.00	\$218,665.05	\$81,334.95
Pickup Truck & Equip	\$45,000.00	\$44,310.21	\$689.79
Reconstruction & Improvements of Roads	\$500,000.00	\$500,000.00	\$0.00
Dump/Sander Body	\$61,150.00	\$1,500.00	\$59,650.00
Loader	\$275,000.00	\$239,727.88	\$35,272.12
Upper Reservoir Dam	\$80,000.00	\$19,865.43	\$60,134.57
Town Common on Academy Hill Trees	\$35,000.00	\$21,303.23	\$13,696.77
Public Works Siding & Windows	\$2,510.00	\$0.00	\$2,510.00
MS4 Storm Water Permit Compliance	\$50,000.00	\$33,538.66	\$16,461.34
MS4 Storm Water Permit Compliance	\$18,913.15	\$18,913.15	\$0.00
Subtotal - Highway Dept.	\$2,249,385.35	\$1,900,878.87	\$348,506.48
Snow & Ice Removal			
Personal Services	\$95,500.00	\$95,385.80	\$114.20
Expenses	\$339,600.00	\$336,067.46	\$3,532.54
Subtotal - Snow & Ice Removal	\$435,100.00	\$431,453.26	\$3,646.74 *
Street Lighting			
Expenses	\$27,378.00	\$25,882.12	\$1,495.88
Subtotal - Street Lighting	\$27,378.00	\$25,882.12	\$1,495.88 *
Cemetery Department			
Personal Services	\$117,198.00	\$114,400.77	\$2,797.23 *
Expenses	\$15,680.00	\$15,481.99	\$198.01 *
Encumbrance	\$0.00	\$0.00	\$0.00
Tractor and Related Equip	\$100,000.00	\$93,669.93	\$6,330.07
Site Exploration New Cemetery Ellis Rd	\$10,000.00	\$0.00	\$10,000.00
Cemetery Confined Space Safety Equip	\$4,000.00	\$0.00	\$4,000.00
Pave Whitmanville Cemetery	\$1,600.00	\$0.00	\$1,600.00
Pave Woodside Cemetery Garage Area	\$9,150.00	\$0.00	\$9,150.00
Subtotal - Cemetery Dept.	\$257,628.00	\$223,552.69	\$34,075.31
Health Department			
Personal Services	\$123,785.00	\$109,431.26	\$14,353.74
Expenses	\$16,000.00	\$9,497.79	\$6,502.21
Encumbrance	\$1,802.84	\$1,802.84	\$0.00
Subtotal - Health Dept.	\$141,587.84	\$120,731.89	\$20,855.95 *

Town Accountant

	Appropriations/ Transfers	Expenditures	Unexpended Balances
Council On Aging			
Personal Services	\$57,085.00	\$51,278.86	\$5,806.14
Expenses	\$15,700.00	\$7,442.54	\$8,257.46
Encumbrance	\$571.10	\$571.10	\$0.00
Senior Center Concrete Pad	\$1,500.00	\$1,402.00	\$98.00
Subtotal - Council on Aging	\$74,856.10	\$60,694.50	\$14,161.60 *
MART (Other Special Programs)			
Personal Services	\$84,680.00	\$63,427.82	\$21,252.18
Expenses	\$12,250.00	\$1,691.84	\$10,558.16
Subtotal - MART	\$96,930.00	\$65,119.66	\$31,810.34 *
Veterans Services			
Personal Services	\$26,155.00	\$24,720.00	\$1,435.00
Expenses	\$1,635.00	\$959.15	\$675.85
Subtotal - Veterans Services	\$27,790.00	\$25,679.15	\$2,110.85 *
Veterans Assistance			
Expenses	\$109,000.00	\$104,823.39	\$4,176.61
Subtotal - Veterans Assistance	\$109,000.00	\$104,823.39	\$4,176.61 *
Library			
Personal Services	\$296,741.00	\$294,519.85	\$2,221.15 *
Expenses	\$160,990.00	\$127,129.71	\$33,860.29 *
Forbush Memorial Library New Exterior Chiller	\$85,000.00	\$0.00	\$85,000.00
Subtotal - Library	\$542,731.00	\$421,649.56	\$121,081.44
Parks & Recreation			
Personal Services	\$3,540.00	\$2,924.40	\$615.60 *
Expenses	\$29,040.00	\$19,094.69	\$9,945.31 *
Recreation Lawn Mower	\$7,000.00	\$6,287.90	\$712.10
Subtotal - Parks & Recreation	\$39,580.00	\$28,306.99	\$11,273.01

Town Accountant

	Appropriations/ Transfers	Expenditures	Unexpended Balances
Hager Park			
Expenses	\$250.00	\$0.00	\$250.00
Subtotal - Hager Park	\$250.00	\$0.00	\$250.00 *
Care Of Town Clock			
Expenses	\$300.00	\$0.00	\$300.00 *
Subtotal - Care of Town Clock	\$300.00	\$0.00	\$300.00
Historical Commission			
Expenses	\$1,280.00	\$1,272.71	\$7.29
Architectural Preservation	\$5,750.00	\$4,500.00	\$1,250.00
Subtotal - Historical Commission	\$7,030.00	\$5,772.71	\$1,257.29 *
Memorial Day Celebration			
Expenses	\$1,300.00	\$0.00	\$1,300.00
Encumbrance	\$169.19	\$169.19	\$0.00
Subtotal - Memorial Day	\$1,469.19	\$169.19	\$1,300.00 *
Band Concerts			
Expenses	\$3,000.00	\$3,000.00	\$0.00
Subtotal - Band Concerts	\$3,000.00	\$3,000.00	\$0.00
Retirement of Debt:			
Principal:			
Fire Truck	\$120,000.00	\$120,000.00	\$0.00
Senior Center Construction	\$190,000.00	\$190,000.00	\$0.00
Septic Management Program	\$15,000.00	\$15,000.00	\$0.00
Rte. 140 Redesign	\$82,000.00	\$82,000.00	\$0.00
Subtotal - Principal	\$407,000.00	\$407,000.00	\$0.00
Interest:			
Short Term Interest	\$5,000.00	\$0.00	\$5,000.00
Fire Truck	\$7,930.00	\$7,929.60	\$0.40
Senior Center Construction	\$49,600.00	\$49,600.00	\$0.00
Rte. 140 Redesign	\$9,840.00	\$3,270.89	\$6,569.11
Subtotal - Interest	\$72,370.00	\$60,800.49	\$11,569.51 *

Town Accountant

	Appropriations/ Transfers	Expenditures	Unexpended Balances
Montachusett Regional Planning Commission Assessment			
Regional Planning Council Assessment	\$2,613.00	\$2,612.41	\$0.59
Subtotal - Planning Commission	\$2,613.00	\$2,612.41	\$0.59 *
State Assessments			
Air Pollution Control	\$2,357.00	\$2,357.00	\$0.00
MBTA (Extended Area)	\$18,662.00	\$18,662.00	\$0.00
Regional Transit Authority	\$34,781.00	\$34,781.00	\$0.00
RMV Non-Renewal Surcharge	\$8,220.00	\$8,220.00	\$0.00
Subtotal - State Assessments	\$64,020.00	\$64,020.00	\$0.00
County Retirement Assessment			
County Retirement Assessment	\$981,818.00	\$963,834.00	\$17,984.00
Subtotal - County Retirement	\$981,818.00	\$963,834.00	\$17,984.00 *
Group Health Insurance			
Group Health Insurance - Active	\$1,030,000.00	\$708,504.89	\$321,495.11
Group Health Insurance - Retirees	\$180,000.00	\$166,069.63	\$13,930.37
Medicare	\$85,550.00	\$81,512.92	\$4,037.08
Flexible Spending	\$2,750.00	\$1,706.60	\$1,043.40
Other Employee Benefits	\$40,000.00	\$0.00	\$40,000.00
Encumbrance	\$2,453.10	\$2,453.10	\$0.00
Subtotal - Group Health Insurance	\$1,340,753.10	\$960,247.14	\$380,505.96 *
Group Life Insurance			
Expenses	\$4,000.00	\$2,820.55	\$1,179.45
Subtotal - Group Life Insurance	\$4,000.00	\$2,820.55	\$1,179.45 *
All Other Insurance			
Expenses	\$325,500.00	\$292,307.15	\$33,192.85
Subtotal - Other Insurance	\$325,500.00	\$292,307.15	\$33,192.85 *
Interfund Transfers			
	\$3,142,660.00	\$3,142,660.00	\$0.00
General Fund Totals	\$29,941,518.97	\$27,160,644.19	\$2,780,874.78

*Balance closed to Undesignated Fund Balance

**Balance closed to Ambulance Receipts Reserved
All other balance carried forward to fiscal 2022

Reserve Fund Memo: Appropriations \$60,000, transfers \$56,051, Balance \$3,949 as noted above.

Town Accountant

Sewer Enterprise Fund			
	Appropriations/ Transfers	Expenditures	Unexpended Balances
Sewer Department			
Personal Services	\$110,424.00	\$96,247.24	\$14,176.76 *
Expenses	\$1,033,600.00	\$845,184.64	\$188,415.36 *
Debt Service	\$126,111.00	\$120,889.49	\$5,221.51 *
Pickup Truck & Equip	\$2,683.97	\$0.00	\$2,683.97
Interfund Transfers	<u>\$212,003.00</u>	<u>\$212,003.00</u>	<u>\$0.00</u>
Sewer Enterprise Fund Totals	\$1,484,821.97	\$1,274,324.37	\$210,497.60
*Balances closed out to Retained Earnings, all other balances carried forward to fiscal 2022			
Water Enterprise Fund			
	Appropriations/ Transfers	Expenditures	Unexpended Balances
Water Department			
Personal Services	\$131,130.00	\$123,810.04	\$7,319.96 *
Expenses	\$481,628.00	\$471,470.61	\$10,157.39 *
Encumbrance	\$4,254.80	\$4,254.80	\$0.00
Pickup Truck & Equip	\$2,683.97	\$0.00	\$2,683.97
Water Main Town			
Farm Road	\$1,100,000.00	\$66,959.20	\$1,033,040.80
Water ERP Update	\$50,000.00	\$16,562.50	\$33,437.50
Interfund Transfers	<u>\$188,352.00</u>	<u>\$188,352.00</u>	<u>\$0.00</u>
Water Enterprise Fund Totals	\$1,958,048.77	\$871,409.15	\$1,086,639.62
*Balances closed out to Retained Earnings, all other balances carried forward to fiscal 2022			
Transfer Station Enterprise Fund			
	Appropriations/ Transfers	Expenditures	Unexpended Balances
Solid Waste Department			
Expenses	\$273,300.00	\$174,082.05	\$99,217.95 *
Interfund Transfers	<u>\$58,726.00</u>	<u>\$58,726.00</u>	<u>\$0.00</u>
Transfer Station Enter- prise Fund Totals	\$332,026.00	\$232,808.05	\$99,217.95
*Balances closed out to Retained Earnings, all other balances carried forward to fiscal 2022			

Town Accountant

Non-Appropriation Accounts MWPAT Receipts Reserved for Appropriation

	Account#	Receipts	Expenditures
MWPAT	210-510	\$29,565.69	\$15,000.00
MWPAT RRA Fund Totals		\$29,565.69	\$15,000.00

Highway Improvements Fund

	Account#	Receipts	Expenditures
State Highway Reimbursement	230-422	\$124,598.58	\$62,507.16
Highway Improvements Fund Totals		\$124,598.58	\$62,507.16

Other Special Revenue Fund

	Account#	Receipts	Expenditures
250th Anniversary	122-501	\$2.46	\$0.00
Select Board (Cable Access)	122-502	\$8,957.25	\$0.00
Agricultural Commission	122-529	\$5,375.00	\$2,420.59
Hagar Park Memorial	122-533	\$0.00	\$0.00
Insurance Recovery	123-503	\$66,103.69	\$72,543.18
Center for Tech and Civic Life	164-541	\$5,000.01	\$1,074.00
Wetlands Protection Act	171-504	\$6,132.50	\$3,000.00
Town Earth Day Fund	171-505	\$950.00	\$1,840.82
Planning Board- 53G Consultants	175-506	\$50,781.71	\$59,385.12
Zoning Board - 53G Consultants	176-507	\$0.53	\$0.00
Clean Energy	192-528	\$0.00	\$0.00
Police Donations	210-537	\$2,075.00	\$868.00
Fire Hazmat Revolving	220-509	\$0.00	\$0.00
Fire Donation Account	220-510	\$2,275.00	\$1,899.00
Fire Ambulance Rec. Res.	220-511	\$577,785.88	\$280,562.00
Arson Watch Contest	220-538	\$0.00	\$0.00
RRA Transportation Fund	422-535	\$188.50	\$0.00
Private Road Maintenance	422-536	\$0.00	\$3,068.10
Recycle Gift	433-512	\$0.00	\$0.00
Sewer Consultants	440-540	\$4,400.00	\$1,516.47
Cemetery Hearse House Gift	491-513	\$0.12	\$0.00
Cemetery Sale of Lots	491-514	\$7,500.00	\$0.00
Cemetery Urn Garden Gift	491-515	\$0.00	\$0.00
Cemetery Donation Account	491-516	\$0.00	\$268.46
Flu Clinics	510-530	\$2,239.47	\$491.05
Board of Health - 53G Consultants	510-531	\$0.00	\$0.00
Council on Aging Gift	541-517	\$6,594.00	\$0.00
Altobelli Memorial	610-520	\$50.37	\$250.97
Aalto/Salo Memorial	610-521	\$0.24	\$0.00
Library Endowment Fund	610-522	\$0.06	\$0.00
Library Gift	610-523	\$1,040.00	\$1,456.77
Historical Commission Gift	691-524	\$0.00	\$0.00
Other Special Revenue Fund Totals		\$747,451.79	\$430,644.53

Town Accountant

Federal and State Grants Fund			
	Account#	Receipts	Expenditures
COVID-19 CARES	123-625	\$18,966.00	\$84,125.51
CLFRF-ARPA	123-633	\$418,517.22	\$0.00
MIIA Grant	123-610	\$0.00	\$35.16
Green Community	123-612	\$0.00	\$31,166.00
Muni Regionalization Grant	123-629	\$30,000.00	\$30,000.00
EOAF IT Grant	155-627	\$0.00	\$0.00
Extended Polling Hours	164-602	\$4,735.39	\$914.25
CARES Postage	164-632	\$1,051.21	\$1,051.21
EOHED	172-616	\$0.00	\$0.00
ADA Municipal Grant	172-628	\$28,500.00	\$48,753.46
PD State 911 PSAP	210-608	\$18,538.30	\$18,538.30
Traffic Enforcement	210-609	\$4,010.54	\$0.00
911 Support/Incentive	210-614	\$55,935.59	\$55,935.59
Public Safety Feasibility Study	210-618	\$60,000.00	\$46,052.30
911 EMD	210-630	\$159.80	\$159.80
Fire S.A.F.E.	220-603	\$7,172.00	\$0.00
Dept. of Fire Services	220-622	\$10,000.00	\$2,447.20
Firefighter Turnout Gear	220-623	\$2,535.00	\$0.00
EMPG	220-631	\$2,700.00	\$2,367.50
Municipal Small Bridge	422-620	\$77,772.96	\$12,786.98
MVP Planning Grant	422-624	\$0.00	\$15,831.12
Recycling Comm. Sale of Compost Bins	433-604	\$0.04	\$0.00
Small-Scale Initiative	433-634	\$634.24	\$634.24
BOH PHER	510-615	\$349.99	\$196.00
Elder Affairs	541-605	\$16,440.00	\$8,834.63
Library State Aid	610-606	\$14,746.10	\$9,034.28
Civil War Monument	691-613	\$0.00	\$0.00
Cultural Council	699-601	\$4,001.21	\$3,375.75
Federal and State Grants Fund Totals		\$776,765.59	\$372,239.28
Capital Projects Fund			
	Account#	Receipts	Expenditures
Rte. 140 Redesign	320-422	\$82,000.00	\$8,116.93
Fire Engine	350-220	\$120,000.00	\$0.00
Whitman Sewer	611-440	\$263,778.00	\$19,693.08
Water Main Replacements	622-450	\$0.00	\$0.00
Ellis Road Water Tank	623-450	\$0.00	\$35,482.52
Capital Projects Fund Totals		\$465,778.00	\$63,292.53

Town Accountant

Expendable Trust Fund			
	Account#	Receipts	Expenditures
Forbush Worthy Poor Fund	123-801	\$2,664.80	\$0.00
Fred Smith Poor Fund	123-802	\$3,649.88	\$0.00
Chartes F. Giles Fund	123-803	\$3,632.80	\$0.00
Westminster Grange Fund	123-804	\$17.77	\$0.00
Pension Stabilization	147-811	\$4,216,549.67	\$0.00
Upton School Fund	147-812	\$306.52	\$0.00
OPEB Trust Fund	147-814	\$37,392.94	\$0.00
Stabilization Fund	147-815	\$247,026.92	\$935,000.00
Stabilization Fund - Repair of Buildings	147-816	\$1,013,543.69	\$578,290.00
Stabilization Fund - Capital Equip.& Improve.	147-817	\$469,924.40	\$535,000.00
Stabilization Fund - Info Tech / Telecomm Sys	147-818	\$79,901.47	\$35,000.00
Stabilization Fund - OPEB	147-819	\$278,794.87	\$2,900,000.00
Stabilization Fund - Road Maint.	147-820	\$133,883.57	\$336,840.00
Conservation Fund	171-821	\$1,201.81	\$0.00
Aina E. Stein Conservation Fund	171-822	\$0.12	\$0.00
Police Law Enforcement Fund	210-831	\$2.75	\$1,300.00
Elizabeth Rose Cemetery Fund	491-841	\$2,943.91	\$950.00
D.W. Sanders Cemetery Fund	491-842	\$117.02	\$0.00
Florence B. Rice Cemetery Fund	491-843	\$17.36	\$0.00
J.R. Barrell Cemetery Fund	491-844	\$94.12	\$0.00
Laurie F. Dobb Cemetery Fund	491-845	\$56.18	\$0.00
M.A. Creed Cemetery Fund	491-846	\$69.78	\$0.00
Cemetery Perpetual Care Fund	491-847	\$6,518.62	\$1,636.30
Sarah M. Barnes Library Fund	610-861	\$7.19	\$0.00
M.A. Farnsworth Library Fund	610-862	\$19.01	\$0.00
Graham Library Fund	610-863	\$117.79	\$2,400.00
Bigelow (Children's Books) Library Fund	610-864	\$66.07	\$0.00
Agnes M. Bigelow Library Fund	610-865	\$36.37	\$0.00
Otto & Hilda Huusari Library Fund	610-866	\$731.00	\$0.00
Lucy Childs Library Fund	610-867	\$9.32	\$0.00
Preston P. Ellis Library Fund	610-868	\$16.69	\$0.00
Fred S. Whitman Library Fund	610-869	\$12.28	\$0.00
Adelaide W. Berry Library Fund	610-870	\$3.64	\$0.00
Minnie F. Dexter Library Fund	610-871	\$35.99	\$0.00
A.R. Hager Library Fund	610-872	\$30.47	\$0.00
C.A. Forbush Library Fund	610-873	\$21.94	\$0.00
M.D. Haws Library Fund	610-874	\$35.96	\$0.00
Westminster Library Fund	610-875	\$71.91	\$0.00
D.W. Sanders Library Fund	610-876	\$65.17	\$0.00
Joseph W. Forbush Library Fund	610-877	\$49.28	\$0.00
Charles Wyman Library Fund	610-878	\$175.01	\$0.00
Universalist Society Library Fund	610-879	\$8.47	\$0.00
George A. Miller Library Fund	610-880	\$53.04	\$0.00
Henrietta Gates Library Fund	610-881	\$33.93	\$0.00
Mossman Memorial	610-882	\$383.95	\$0.00
Expendable Trust Fund Totals		\$6,500,295.45	\$5,326,416.30
Total All Funds		\$8,644,455.10	\$35,809,285.56

Town Accountant

RECEIPTS

Taxes:		
Personal Property Taxes	\$	797,107.76
Real Estate Taxes	\$	18,048,312.94
Tax Liens.	\$	123,435.67
Tax Foreclosures	\$	124,020.00
Rollback Taxes	\$	1,841.91
Motor Vehicle Excise	\$	1,380,612.89
		\$ 20,475,331.17
Penalties & Interest:		
Property Taxes	\$	45,037.94
Motor Vehicle	\$	51,510.11
Tax Lien Redemptions	\$	67,502.65
In Lieu of Taxes	\$	90,252.93
		\$ 254,303.63
Charges for Services:		
Contracted Landfill Fees	\$	2,574,385.40
Council on Aging MART Fares	\$	586.00
		\$ 2,574,971.40
Other Departmental Revenue:		
Police Department	\$	50.00
Fire Department	\$	6,206.41
Library	\$	105.50
Town Clerk	\$	4,541.45
Assessors	\$	120.00
Treasurer/Collector	\$	12,933.62
Cemetery Department	\$	18,955.00
Miscellaneous	\$	34,157.17
		\$ 77,069.15
Licenses & Permits:		
Alcoholic Beverages Licenses	\$	8,300.00
Town Clerk	\$	18,450.00
Police Department	\$	7,075.00
Fire Department	\$	11,170.00
Building Department	\$	389,904.64
Board of Health	\$	26,385.00
Other Licenses & Permits	\$	5,190.00
		\$ 466,474.64
Revenue From The State:		
State Owned Land	\$	152,725.00
Abatements to Elderly	\$	9,036.00
Lottery, Beano and Charity	\$	695,141.00
Room Tax	\$	15,126.78
Veterans' Benefits	\$	68,206.00
		\$ 940,234.78

Town Accountant

RECEIPTS

Fees:

Cable TV Fees	\$	1,169.50	
Treasurer/Collector Misc.	\$	688.15	
Town Clerk	\$	4,476.34	
Planning Bd Hearings	\$	14,960.00	
Appeals Bd Hearings	\$	4,800.00	
Police Dept.	\$	56,453.69	
Fire Dept.	\$	994.75	
Health Dept.	\$	20,500.00	
Miscellaneous	\$	5,093.10	
			\$ 109,135.53

Fines & Forfeitures:

Parking Violations	\$	120.00	
Civil Motor Vehicle Infractions	\$	29,942.39	
PD Restitution/Court Fines	\$	11,228.53	
Dog Fines	\$	845.00	
Town Clerk Violations	\$	600.00	
Library Fines	\$	634.39	
			\$ 43,370.31

Miscellaneous Revenues:

Reimbursement for MART Van Use	\$	21,447.80	
Earnings on Investments	\$	13,434.86	
			\$ 34,882.66

Interfund Transfers: **\$ 3,251,889.54**

Total General Fund Receipts **\$ 28,227,662.81**



Town Accountant

RECEIPTS

Sewer Enterprise Fund

Enterprise Receipts:

Sewer Usage Charges	\$ 1,157,787.87	
Sewer Inspection & Connection Fees	\$ 35,369.98	
Miscellaneous Sewer Charges	\$ 8,668.50	
Sewer Liens	\$ 30,928.59	
Sewer Services	\$ 5,622.40	
Earnings on Investments	\$ 3,061.24	
		\$ 1,241,438.58

Inflow/Infiltration Repair:

Earnings on Investments	\$ 0.48	
		\$ 0.48

Interfund Transfers:

Transfer From General Fund	\$ 107,194.00	
		\$ 107,194.00

Total Sewer Enterprise Fund Receipts **\$ 1,348,633.06**

Water Enterprise Fund

Enterprise Receipts:

Water Usage Charges	\$ 906,175.87	
Water Service Connection Fees	\$ 20,900.00	
Water Receipts Reserve Charges	\$ 13,825.00	
Miscellaneous Water Charges	\$ 5,639.48	
Water Liens	\$ 25,689.58	
Lien Interest	\$ 8,928.49	
Water Services	\$ 5,811.37	
Earnings on Investments	\$ 2,681.12	
		\$ 989,650.91

Interfund Transfers:

Transfer From General Fund	\$ 20,466.00	
		\$ 20,466.00

Total Water Enterprise Fund Receipts **\$ 1,010,116.91**

Transfer Station Enterprise Fund

Trash Hauler Fees	\$ 23,162.00	
Contracted Landfill Fees	\$ 392,876.04	
Earnings on Investments	\$ 3,218.92	
		\$ 419,256.96

Total Landfill Enterprise Fund Receipts **\$ 419,256.96**

Total Receipts ---- All Funds **\$ 31,005,669.74**

Town Accountant

F001	GENERAL FUND BALANCE SHEET		Balance
Description	Account#		6/30/2021
Petty Cash	1020		100.00
Treasurer's Cash Drawer	1021		100.00
Invested Cash	1040-0000		7,565,794.61
Personal Property Taxes Receivable 2019	1210-2019		(9,126.57)
Personal Property Taxes Receivable 2020	1210-2020		(7,910.09)
Personal Property Taxes Receivable 2021	1210-2021		36,139.41
Real Estate Taxes Receivable, 2021	1220-2021		192,366.29
Tax Liens Receivable	1240-0000		327,549.30
Roll Back Taxes Receivable	1255-0000		10,136.33
Motor Vehicle Excise Receivable 2015	1260-2015		3,524.80
Motor Vehicle Excise Receivable 2016	1260-2016		2,704.70
Motor Vehicle Excise Receivable 2017	1260-2017		4,356.67
Motor Vehicle Excise Receivable 2018	1260-2018		8,764.79
Motor Vehicle Excise Receivable 2019	1260-2019		9,935.46
Motor Vehicle Excise Receivable 2020	1260-2020		16,022.77
Motor Vehicle Excise Receivable 2021	1260-2021		171,010.44
Tax Foreclosures	1880-0000		168,307.85
TOTAL ASSET			8,499,776.76
Allow. For Abatements & Exemptions	1230-0000		479,252.40
Warrants Payable	2010-0000		862,483.49
Tufts Medicare Supplement	2150-0000		300.00
Insurance Withholdings Payable-HMO Blue Active	2151-0000		19,985.64
Insurance Withholdings Payable-Blue Ch Active	2152-0000		1,323.08
Life Insurance WH Payable Active	2154-0000		655.50
Insurance Withholdings Payable-Medex	2156-0000		2,816.42
Insurance Withholdings Payable-Delta D Active	2158-0000		2,278.46
TASC Flex Spending	2160-0000		1,133.11
Insurance Withholdings Payable-HMO Blue Retiree	2161-0000		1,916.53
Retiree Life Ins	2164-0000		25.99
Retiree Dental Ins	2168-0000		430.27
Abandoned Property and Unclaimed Items	2520-0000		8,546.81
Deferred Revenue-Real & Pers. Prop. Taxes	2610-0000		(267,783.36)
Deferred Revenue Tax Liens	2622-0000		327,549.30
Deferred Revenue Tax Foreclosures	2623-0000		168,307.85
Deferred Revenue Roll Back Taxes	2625-0000		10,136.33
Deferred Revenue Motor Vehicle	2630-0000		216,319.63
TOTAL LIABILITY			1,835,677.45

Town Accountant

Foo1

GENERAL FUND BALANCE SHEET

Fund Balance Reserved For Encumbrances	3211-0000	67,402.70
Fund Balance Reserved For Expenditures	3240-0000	284,000.00
Fund Balance Reserved For Articles	3241-0000	2,676,021.26
Fund Balance Reserved For Petty Cash	3250-0000	200.00
Fund Balance Reserved For Future Debt Service	3270-0000	5,122.73
Undesignated Fund Balance	3590-0000	3,631,352.62
TOTAL FUND BALANCE		6,664,099.31
 TOTAL LIABILITY AND FUND EQUITY		 8,499,776.76

F210

MWPAT FUND BALANCE SHEET

Description	Account#	Balance 6/30/2021
Invested Cash	210-1040	123,767.54
Septic Betterment	210-1420	2,959.77
Septic Committed Interest	210-1430	691.58
Septic Betterment NYD	210-1440	158,309.17
TOTAL ASSET		285,728.06
Deferred Revenue Betterment NYD	210-2662	158,309.17
Deferred Revenue Betterment	210-2663	2,959.77
Deferred Revenue Committed Interest	210-2664	691.58
TOTAL LIABILITY		161,960.52
Fund Balance Designated for MWPAT RRA	210-3590	123,767.54
TOTAL LIABILITY AND FUND EQUITY		285,728.06

Town Accountant

MWPAT LOAN FUND BALANCE SHEET

F220

Description	Account#	Balance 6/30/2021
Invested Cash	220-1040	-
TOTAL ASSET		-
Warrants Payable	220-2010	-
BAN Payable	220-2720	-
TOTAL LIABILITY		-
Fund Balance Designated for MWPAT Loan	220-3590	-
TOTAL FUND BALANCE		-
TOTAL LIABILITY AND FUND EQUITY		-

HIGHWAY FUND BALANCE SHEET

F230

Description	Account#	Balance 6/30/2021
Invested Cash	230-1040	(2,156.24)
TOTAL ASSET		(2,156.24)
Fund Balance Designated for State Chapter 90	230-3590	(2,156.24)
TOTAL LIABILITY AND FUND EQUITY		(2,156.24)

Town Accountant

REVOLVING FUND BALANCE SHEET

F240

Description	Account#	Balance 6/30/2021
Invested Cash	240-1040	2,188,127.25
Departmental Receivable Fire	240-1341	527,152.54
TOTAL ASSET		2,715,279.79
Warrants Payable	240-2010	2,589.72
Deferred Revenue Departmental	240-2654	527,152.54
TOTAL LIABILITY		529,742.26
250th Anniversary	122-501	24,888.95
Selectman Cable Access	122-502	89,027.79
Agricultural Commission 53E1/2	122-529	10,702.41
Hagar Park Memorial	122-533	1,206.03
Center for Tech and Civic Life	164-541	3,926.01
Conservation Commission/Wetlands	171-504	42,512.35
Planning Board 53G Consultants	175-506	74,791.54
Zoning Board 53G Consultants	176-507	4,223.92
Clean Energy	192-528	890.84
Police Donations	210-537	5,942.00
Fire Haz Mat 53E1/2	220-509	545.61
Fire Donation	220-510	23,954.76
Ambulance Revolving	220-511	1,770,962.83
Arson Watch Contest	220-538	1,724.50
RRA Transportation	422-535	793.60
Recycling Committee	433-512	14,111.03
Sewer Consultants	440-540	2,883.53
Cemetery Hearse House	491-513	698.20
Cemetery Sale of Lots	491-514	52,980.00
Cemetery Urn Garden Gift	491-515	305.00
Cemetery Gift	491-516	189.46
Flu Clinics 53E1/2	510-530	23,554.27
BOH 53G Consultants	510-531	0.14
Council On Aging Gift	541-517	15,340.72
Altobelli Memorial	610-520	3,759.83
Aalto/Salo Memorial	610-521	2,823.24
Library Endowment	610-522	583.70
Library Gift	610-523	9,750.27
Historical Comm. Gift	691-524	2,465.00
TOTAL FUND BALANCE		2,185,537.53
TOTAL LIABILITY AND FUND EQUITY		2,715,279.79

Town Accountant

FEDERAL GRANTS FUND BALANCE SHEET

F250

Description	Account#	Balance 6/30/2021
Invested Cash	250-1040	357,368.25
TOTAL ASSET		357,368.25
Fund Balance Designated for Traffic Enforcement	210-609	4,010.54
COVID-19 CARES	123-625	(65,159.51)
CLFRF- ARPA	123-633	418,517.22
TOTAL LIABILITY AND FUND EQUITY		357,368.25

STATE GRANTS FUND BALANCE SHEET

F260

Description	Account#	Balance 6/30/2021
Invested Cash	260-1040	217,690.49
TOTAL ASSET		217,690.49
Warrants Payable	260-2010	31,279.73
TOTAL LIABILITY		31,279.73
Green Community Grant	123-612	(30,865.80)
EOAF IT Grant	155-627	125,000.00
Extended Polling Hours	164-602	7,736.52
EOHED	172-616	500.00
ADA Municipal Grant	172-628	(20,253.46)
Public Safety Feasibility Study	210-618	39,781.30
Fire S.A.F.E.	220-603	9,110.29
Dept. of Fire Svcs	220-622	(2,447.20)
EMPG	220-631	332.50
Municipal Small Bridge	422-620	(3,059.34)
MVP Planning Grant	422-624	3,554.87
Home Compost Bins	433-604	206.62
Elder Affairs	541-605	7,605.37
Library State Aid	610-606	38,258.95
Civil War Monument	691-613	20.00
Cultural Council	699-601	10,930.14
TOTAL FUND BALANCE		186,410.76
TOTAL LIABILITY AND FUND EQUITY		217,690.49

Town Accountant

F300

CAPITAL PROJECTS FUN BALANCE SHEET

Description	Account#	Balance 6/30/2021
Invested Cash	3*-1040	541,365.87
TOTAL ASSET		541,365.87
Warrants Payable	3*-2010	11,373.88
Bond Anticipation Notes Payable	3*-2720	1,001,586.00
TOTAL LIABILITY		1,012,959.88
Eng & Design Rte 40	320-422	(234,215.00)
Fire Engine	350-220	(360,000.00)
Whitman River Sewer	611-440	169,816.66
Water Main Replacements	622-450	82,135.33
Ellis Road Water Tank	623-450	(129,331.00)
TOTAL FUND BALANCES		(471,594.01)
TOTAL LIABILITY AND FUND BALANCES		541,365.87

F610

SEWER ENTERPRISE FUND BALANCE SHEET

Description	Account#	Balance 6/30/2021
Invested Cash	610-1040	1,380,785.82
Sewer Tax Liens Receivable	610-1240	2,233.58
Sewer Usage Receivable	610-1310	69,427.44
Sewer Services Receivable	610-1320	2,617.85
Sewer Liens Added to Taxes	610-1330	1,423.78
Amounts To Be Provided Bond Payments	610-1996	1,874,392.00
TOTAL ASSET		3,330,880.47
Warrants Payable	610-2010	76,013.53
Deferred Revenue Tax Liens	610-2622	2,233.58
Deferred Revenue Sewer User Charges	610-2650	69,427.44
Deferred Revenue Other Service	610-2652	2,617.85
Deferred Revenue Sewer Liens	610-2653	1,423.78
Sewer Construction/Outside Debt	610-2946	1,874,392.00
TOTAL LIABILITY		2,026,108.18
Retained Earnings-Unreserved	610-3190	1,005,030.60
Fund Balance Reserved For Encumbrances	610-3211	5,843.85
Fund Balance Reserved for Expenditures	610-3240	187,500.00
Fund Balance Reserved for Articles	610-3241	2,683.97
Fund Balance Reserved Capital Projects	610-3577	99,117.49
Fund Balance Inflow/Infiltration	610-466	4,596.38
TOTAL FUND BALANCE		1,304,772.29
TOTAL LIABILITY AND FUND BALANCE		3,330,880.47

Town Accountant

F620

WATER ENTERPRISE FUND BALANCE SHEET

Description	Account#	Balance 6/30/2021
Invested Cash	620-1040	1,615,438.13
Water Tax Liens Receivable	620-1240	3,548.74
Water Usage Receivable	620-1310	104,953.99
Water Services Receivable	620-1320	173.32
Water Liens Added to Taxes	620-1330	471.91
Lien Interest Receivable	620-1430	836.69
TOTAL ASSET		1,725,422.78
Warrants Payable	620-2010	12,123.29
Deferred Revenue Tax Liens	620-2622	3,548.74
Deferred Revenue Water User Charges	620-2650	104,953.99
Deferred Revenue Other Service	620-2652	173.32
Deferred Revenue Water Liens	620-2653	471.91
Deferred Revenue Lien Interest	620-2664	836.69
TOTAL LIABILITY		122,107.94
Retained Earnings-Unreserved	620-3190	1,487,679.39
Fund Balance Reserved for Encumbrances	620-3211	2,013.98
Fund Balance Reserved for Expenditures	620-3240	77,500.00
Fund Balance Reserved for Articles	620-3241	36,121.47
TOTAL FUND BALANCE		1,603,314.84
TOTAL LIABILITY AND FUND EQUITY		1,725,422.78

F630

TRANSFER STATIONS FUND BALANCE SHEET

Description	Account#	Balance 6/30/2021
Petty Cash	630-1020	50.00
Invested Cash	630-1040	1,909,191.21
TOTAL ASSET		1,909,241.21
Warrants Payable	630-2010	233.25
TOTAL LIABILITY		233.25
Retained Earnings Unreserved	630-3190	1,909,007.96
TOTAL FUND BALANCE		1,909,007.96
TOTAL LIABILITY AND FUND EQUITY		1,909,241.21

Town Accountant

NON EXPENDABLE TRUST FUNDS BALANCE SHEET

F810

Description	Account#	Balance 6/30/2021
Invested Cash	810-1040	434,816.82
TOTAL ASSET		434,816.82
Forbush Worthy Poor Fund	123-801	23,177.66
Fred Smith Poor Fund	123-802	48,743.45
Charles F. Giles Fund	123-803	33,529.41
Westminster Grange Farmer's	123-804	566.89
Elizabeth Rose Fund	491-841	64,079.70
D.W. Sanders Fund	491-842	2,000.00
Florence B. Rice Fund	491-843	300.00
J.R. Barrell Fund	491-844	150.00
Laurie F. Dobb Fund	491-845	1,000.00
M.A. Creed Fund	491-846	1,000.00
Cemetery Perpetual Care	491-847	212,971.17
Sarah M. Barnes Fund	610-861	200.00
M.A. Farnsworth Fund	610-862	525.00
Graham Fund	610-863	4,944.28
Bigelow Child Books Fund	610-864	2,000.00
Agnes M. Bigelow Fund	610-865	1,010.63
Otto & Hild Huusari Fund	610-866	10,000.00
Lucy Childs Fund	610-867	150.00
Preston Ellis Fund	610-868	500.00
Fred S. Whitman Fund	610-869	300.00
Adelaide W. Berry Fund	610-870	100.00
Minnie F. Dexter Fund	610-871	1,000.00
A.R. Hager Fund	610-872	600.00
C.A. Forbush Fund	610-873	500.00
M.D. Haws Fund	610-874	1,000.00
Westminster Fund	610-875	1,800.00
D.W. Sanders Fund	610-876	2,000.00
Joseph W. Forbush Fund	610-877	1,500.00
Charles Wyman Fund	610-878	6,000.00
Universalist Society	610-879	200.00
George A. Miller Fund	610-880	1,901.16
Henrietta Gates Fund	610-881	1,067.47
Mossman Memorial Fund	610-882	10,000.00
TOTAL FUND BALANCE		434,816.82
TOTAL LIABILITY AND FUND EQUITY		434,816.82

EXPENDABLE TRUST FUNDS BALANCE SHEET

F820

Description	Account#	Balance 6/30/2021
Invested Cash	820-1040	19,361,443.95
TOTAL ASSET		19,361,443.95
Warrants Payable	820-2010	950.00
TOTAL LIABILITY		950.00
Forbush Worthy Poor Fund	123-801	72,109.91
Fred Smith Poor Fund	123-802	81,770.03
Charles F. Giles Fund	123-803	96,372.39
Westminster Grange Farmer's	123-804	68.05
Pension Stabilization	147-811	4,216,549.67
Upton School Fund	147-812	4,115.45
OPEB Trust	147-814	163,821.38
Stabilization-General	147-815	5,423,121.02
Stabilization-Repair and Maintenance Buildings	147-816	2,120,613.46
Stabilization-Capital Equipment	147-817	2,559,481.44
Stabilization-Info Tech	147-818	1,063,101.52
Stabilization-OPEB	147-819	341,569.33
Stabilization-Road Maintenance	147-820	3,089,311.83
Conservation Fund	171-821	6,648.90
Aina E. Stein Conservation Fund	171-822	1,455.34
Police L.E. Trust	210-831	26,685.39
Elizabeth Rose Fund	491-841	40,238.21
D.W. Sanders Fund	491-842	2,184.78
Florence B. Rice Fund	491-843	320.85
J.R. Barrell Fund	491-844	3,215.34
Laurie F. Dobb Fund	491-845	1,008.99
M.A. Creed Fund	491-846	1,495.29
Cemetery Perpetual Care	491-847	17,632.23
Sarah M. Barnes Fund	610-861	57.26
M.A. Farnsworth Fund	610-862	154.73
Graham Fund	610-863	628.47
Bigelow Child Books Fund	610-864	362.17
Agnes M. Bigelow Fund	610-865	290.88
Otto & Hild Huusari Fund	610-866	18,006.24
Lucy Childs Fund	610-867	183.44
Preston Ellis Fund	610-868	97.36
Fred S. Whitman Fund	610-869	139.32
Adelaide W. Berry Fund	610-870	30.04
Minnie F. Dexter Fund	610-871	288.08
A.R. Hager Fund	610-872	489.69
C.A. Forbush Fund	610-873	284.59
M.D. Haws Fund	610-874	287.73
Westminster Fund	610-875	770.91
D.W. Sanders Fund	610-876	331.17
Joseph W. Forbush Fund	610-877	262.30
Charles Wyman Fund	610-878	611.38
Universalist Society	610-879	102.52
George A. Miller Fund	610-880	348.40
Henrietta Gates Fund	610-881	146.78
Mossman Memorial Fund	610-882	3,729.69
TOTAL FUND BALANCE		19,360,493.95
TOTAL LIABILITY AND FUND EQUITY		19,361,443.95

Town Accountant

AGENCY FUND BALANCE SHEET

F830

Description	Account#	Balance 6/30/2021
Invested Cash	830-1040	635,040.66
Holmes Park Water Receivable	907-1370	171.59
Lieno Park Water Receivable	908-1370	575.00
TOTAL ASSET		635,787.25
Warrants Payable	830-2010	3,094.32
Holmes Park Water District	907-2556	35.00
Deferred Revenue Holmes Park Water	907-2657	171.59
Leino Park Water District	908-2556	575.00
Deferred Revenue Lieno Park Water District	908-2657	575.00
Treasurer's Deputy Collector	147-2551	(1,443.08)
Planning Board Cash Performance Deposits	175-2550	610,669.36
Police Detail	210-2553	(4,942.38)
Firearms Due Commonwealth	210-2557	3,631.00
Fire Detail	220-2555	3,421.44
TOTAL LIABILITY		615,787.25
TOTAL LIABILITY AND FUND EQUITY		615,787.25

LONG TERM DEBTGROUP

F900

Description	Account#	Balance 6/30/2021
Amounts to be Provided for Payment of Bond	900-1996	1,955,000.00
TOTAL ASSET		1,955,000.00
Senior Center	900-2962	1,685,000.00
MWPAT Septic Loan	900-2963	270,000.00
TOTAL LIABILITY		1,955,000.00
TOTAL LIABILITY AND FUND EQUITY		1,955,000.00



SUNRISE OVER WYMAN'S LAKE



WILDWOOD FARM FALL FESTIVAL



BRIDGE AT OLD MILL



WACHUSETT SKI AREA

Advisory Board

Introduction

The following is the recommended budget proposal for the Town of Westminster from the Advisory Board for FY2022. The operating budget for the Town is presented in one article on the Annual Town Meeting Warrant (Article 5). The remaining FY2022 budget is comprised of additional articles that cover capital expenditures and requests for special services by the Town. Each year Town Meeting reviews the proposed budget and adopts it by voting to appropriate funds for each warrant article.

Budget Recommendations

The current budget recommendation is a responsible balanced budget that is within the 2½ plus growth guidelines as set forth by the Chairs of the Select Board and Advisory Board.

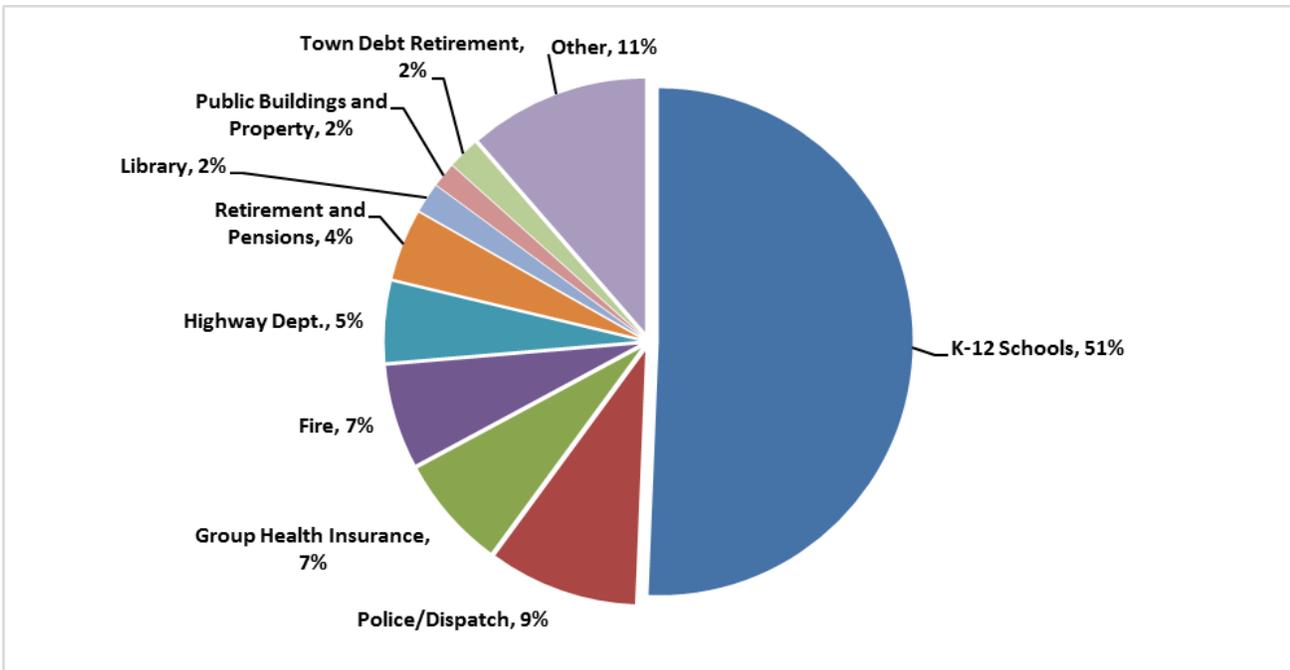
The recommended operating budget (article 5) for FY2022 is \$23,662,176. This is an increase of \$633,807 (2.8%) over the FY2021 operating budget. The increase is due to several factors which include:

An increase of \$147,000 in “Schools” is due mainly to an increase in the town’s portion of the Monty Tech Assessment due primarily to an increase of thirteen (13) additional Westminster students attending the school.

An increase of \$76,655 in “Retirement and Pensions”, a 7.8% increase over last year, due to an increase in the Actuarial Accrued Liability.

A net increase of \$161,690 in “Fire”/”Ambulance” which is a 4.9% increase over FY21, due to the promotion of two privates to Lieutenant and increased call volume. A portion of this expense will be offset by Ambulance receipts (Refer to article 5).

An increase of \$77,592 in “Police/Dispatch”, which is a 3.6% increase over FY21; this net increase is due to contractual salary increases as well as an increase for the creation of a new full time School Resource Officer position. The majority of the new full time position cost was offset by planned overtime expense which would have been incurred absent the new position.



The chart above shows the breakdown of the operating budget by department for FY2022.

Advisory Board

Below is a summary of the articles to be voted on at Town Meeting (both monetary and non-monetary). The Advisory Board is unanimously in favor of all the below articles:

Article 5 is for the annual operating budget and includes all operating departments, including the schools. The Operating budget is mainly funded through Raise and Appropriate (taxes); the remainder, \$526,685, is funded through transfers from Ambulance Receipts (\$508,685), \$15,000 from Septic Loan Program Receipts and \$3,000 from Wetlands fees.

The FY2022 budget is also comprised of enterprise funds (Sewer, Water and Transfer Station – articles 6, 7 and 8) which total \$2,670,262 and are funded primarily by user fees; the remainder, \$93,462, is funded through Raise and Appropriate (taxes), as it relates to the capital costs of the loans associated with the Sewer In Line Storage and the Regional Treatment plant (this treatment was voted on at previous town meetings).

Articles 9, 10 and 12 are customary money articles. These are articles that are on the warrant every year. Article 12 is the customary article to be used to appropriate funds to the Pension Stabilization Fund..

Article 11 is the customary article used to offset the tax increase. The Advisory Board recommends \$230,000 of free cash be used to balance the budget. This is consistent with the past four years.

Articles 13 through 15 are non-capital money articles that total \$14,975. These articles are requests submitted by various departments/committees but are not part of the Capital Plan. All articles are funded through free cash, the Giles Fund or through Ambulance Receipts and as such, do not impact the tax rate in the current year.

Article 16 is for the proposed Capital Improvement Plan for FY2022. The funding for the FY2022 Capital Plan is broken down as follows:

\$1,849,614 will be funded from Stabilization funds

\$900,000 will be funded from Raise & Appropriate,

\$115,000 will be funded from the Water-Sewer Enterprise Fund, and

\$50,000 will be funded from Free Cash

For details please see the “Annual Report of the Capital Planning Committee” further on in this booklet.

Articles 17 through 22 are non-monetary in nature and relate mainly to the following:

Update to the naming of the Board of Selectmen to Select Board

Hager Park Acceptance of land donation

Advisory Board number of members update

Creation of a new position: Full time School Resource Officer

Public Works Temporary Easements for Rt. 140/Worcester Road Project

Public Works/Sewer Bylaw update

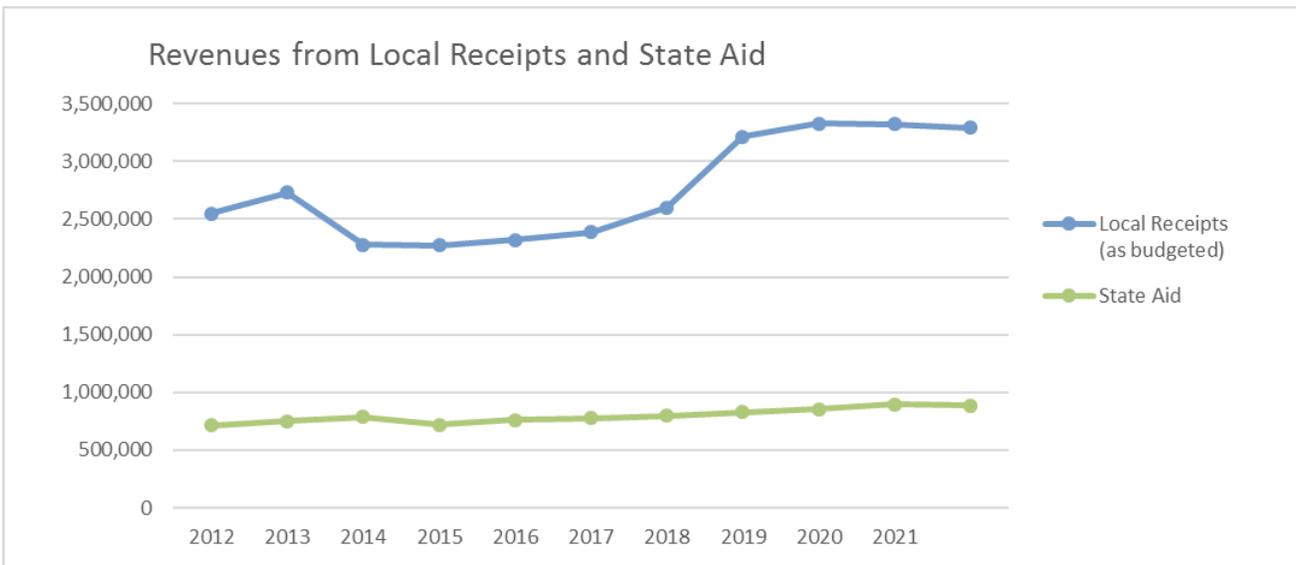


Advisory Board

Revenue

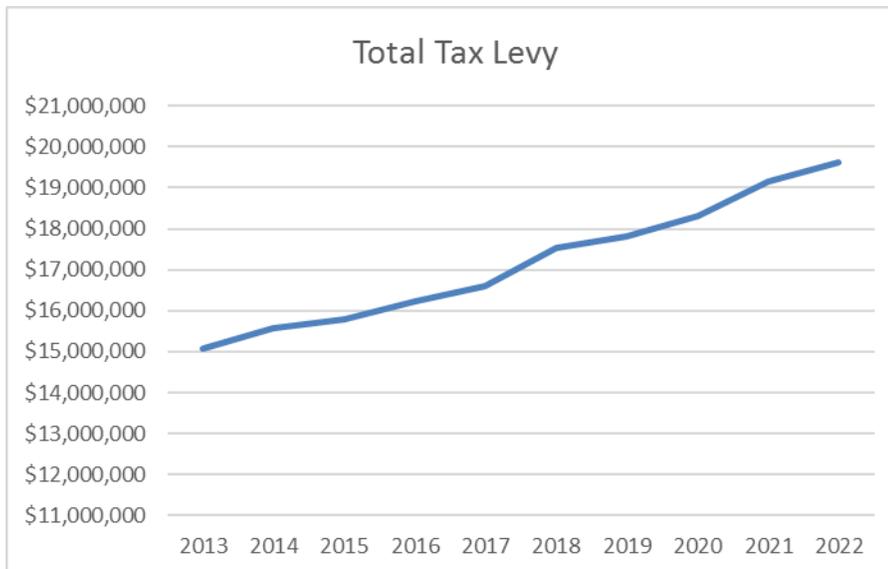
The sources of revenue for the Town of Westminster are State Aid, Property Taxes and Local Receipts. Local Receipts can be further broken down into Landfill Receipts and Other Local Receipts. Examples of Other Local Receipts include Excise Tax, Licenses/Permits, Fees and Fines/Penalties.

The following graph below shows the combined Local Receipts (including the landfill revenue estimate) and State Aid (\$4,174,274); the FY2022 estimate is slightly below the prior year by 0.8% (\$35,000). The State Aid estimate has increased by \$19,728, or 2.3%, for FY2022 to a total of \$884,274. This is the fourth year that the estimate of State Aid has increased. The estimate for Local Receipts has decreased by \$35,000, mainly due to a forecast decrease in landfill revenues, offset by an increase mainly in license fees.



Revenue – Property Tax Data

The following graph shows the Total Property Tax Levied for the Town since FY2013.



Advisory Board

The current tax rate is **\$16.76** per \$1,000 of valuation. This is based upon the valuation of all property in Town for FY2021 was \$1,091,599,989; this rate is expected to change once the final FY2022 valuations are performed. Any increase of \$100,000 in spending will increase the tax rate by approximately \$0.10 per \$1,000 of assessed value.

Below are the average “Single-Family Home” tax bills, and the percentage of home value these tax bills represent FY2021 for some of our neighboring communities, and for some nearby communities of similar population.

Municipality <i>(neighboring towns)</i>	Population <i>(2018)</i>	Average		Average	% of home
		Home Value	Tax Rate	Tax bill	value
HUBBARDSTON	4,787	\$286,533	\$14.81	\$4,244	1.48%
GARDNER	20,719	\$212,202	\$20.04	\$4,253	2.00%
FITCHBURG*	40,882	\$228,158	\$19.03	\$4,342	1.90%
WESTMINSTER	7,884	\$314,728	\$16.76	\$5,275	1.68%
LEOMINSTER	41,823	\$294,767	\$18.13	\$5,344	1.81%
ASHBURNHAM	6,346	\$260,259	\$20.55	\$5,348	2.05%
LUNENBURG	11,657	\$351,358	\$17.74	\$6,233	1.77%
PRINCETON	3,478	\$395,243	\$16.12	\$6,371	1.61%

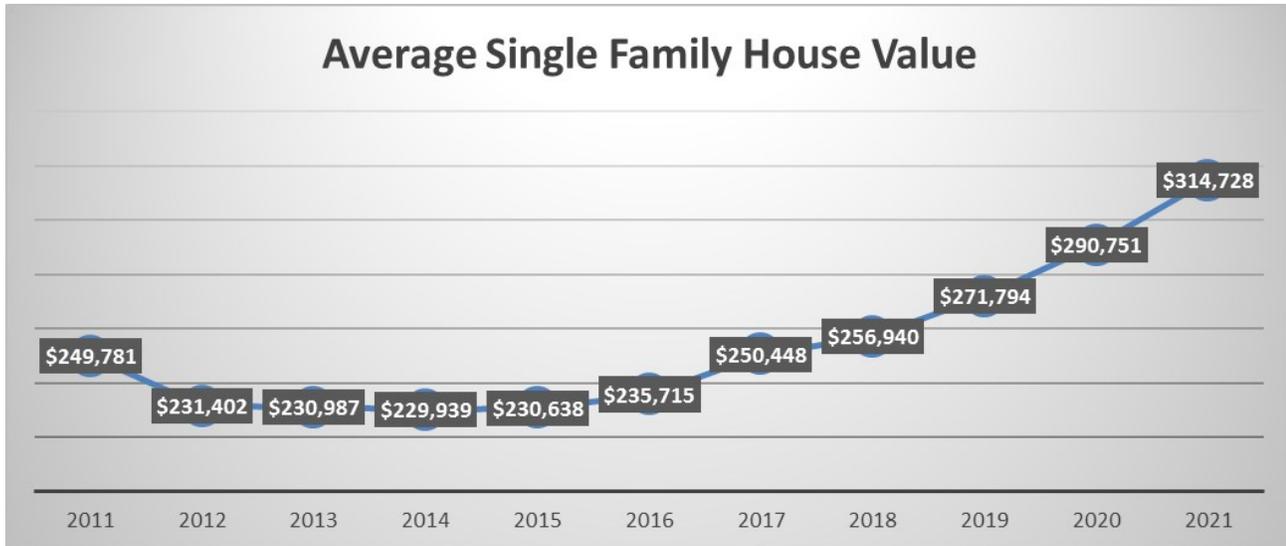
Municipality <i>(similar populations)</i>	Population <i>(2018)</i>	Average		Average	% of home
		Home Value	Tax Rate	Tax Bill	value
AYER*	8,164	\$367,877	\$14.14	\$5,202	1.41%
WESTMINSTER	7,884	\$314,728	\$16.76	\$5,275	1.68%
RUTLAND	8,846	\$320,652	\$16.70	\$5,355	1.67%
SHIRLEY	7,649	\$325,016	\$16.53	\$5,373	1.65%
STERLING	8,190	\$377,755	\$16.52	\$6,241	1.65%
WEST BOYLSTON	8,215	\$338,792	\$18.46	\$6,254	1.85%
LANCASTER	8,185	\$366,613	\$19.98	\$7,325	2.00%

* residential tax rate different than industrial, commercial, open space and personal property

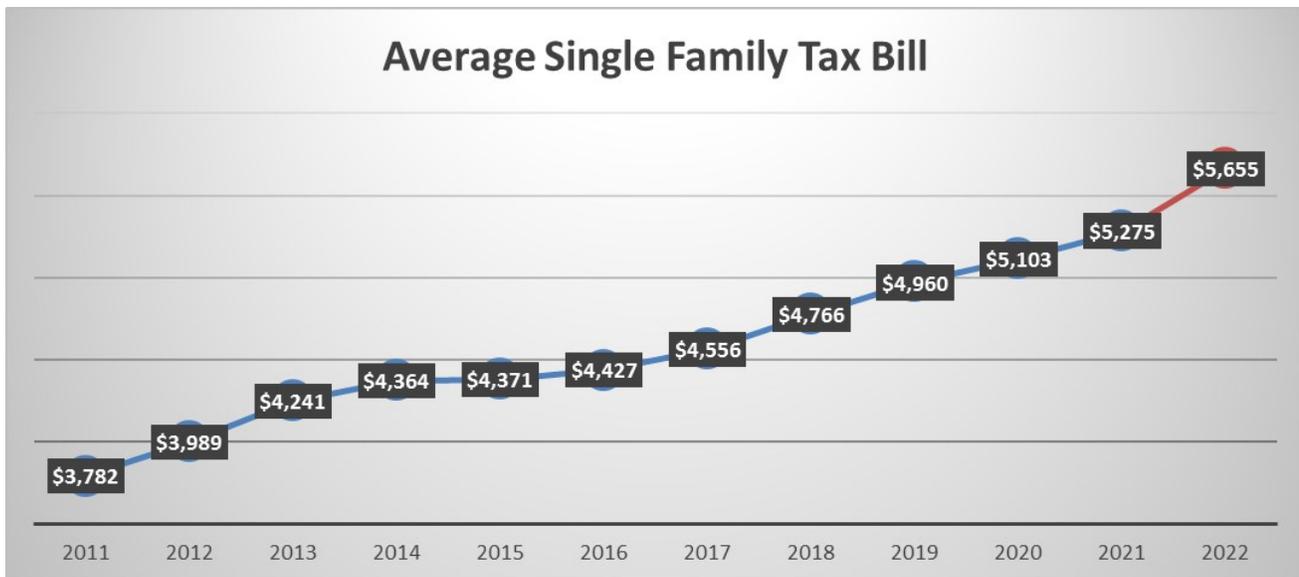


Advisory Board

The following chart illustrates the average home value in the Town of Westminster over the past ten years. Home values declined from FY2011 until FY2014. However, there has been a 30% increase in values from FY2017 to FY2021.



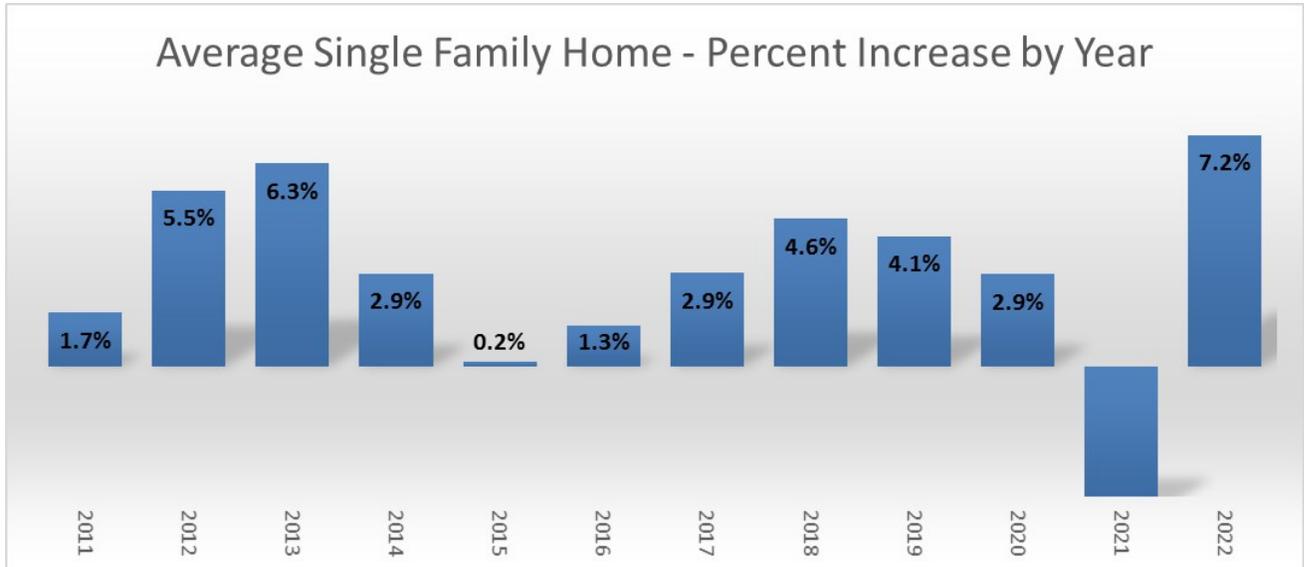
The following chart illustrates the average single-family tax bill for the Town of Westminster over the past eleven years.



The average single-family tax bill forecast for FY2022 is \$1,873 higher than it was in FY2011 or approximately 50%, an average increase of 2.9% per year, which is slightly above US GDP growth over the same period. However, the tax rate has only increased 19% over that same period; the increase in the average single-family tax bill is a function of both the increase in assessed value (see above) and the tax rate per \$1,000 of value. Relative to the rest of Massachusetts, Westminster's average single-family tax bill is 175th out of 351 towns/municipalities.

Advisory Board

The following chart illustrates the percent increase of the average single-family tax bill by year for the Town of Westminster since 2011.



* 2005 & 2018 Proposition 2.5 overrides were passed

**2012 switch to the State "aggregate wealth model" formula for school funding took place

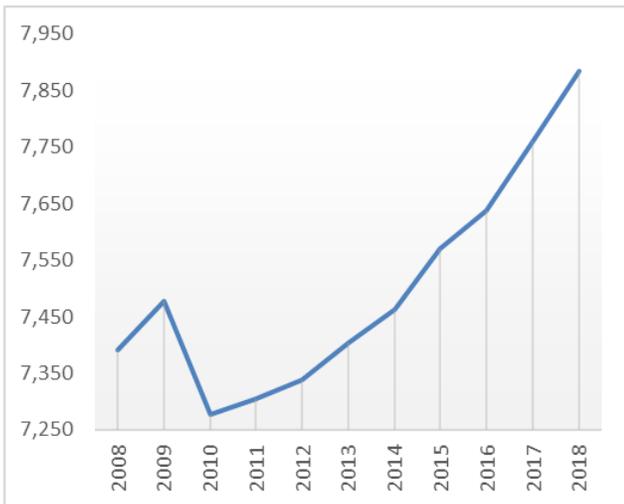
***2018 There was a special election to approve the School budget



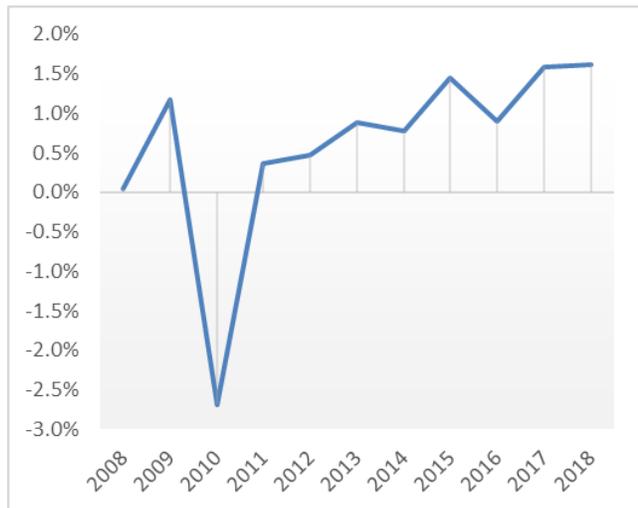
Advisory Board

The “Population Chart” below illustrates the population growth from 2008 to 2018 [Population data is only updated every few years]. The population in 2008 was 7,391 compared to 7,884 in 2018 (an increase of 493). The “Population Increase/Decrease per Year” chart shows the population increase/decrease year over year. The largest increase was in 2018, increase of 125, however, on average, the population has increased by 45 each year in the decade shown. On average the population growth since 2008 is 0.6% per year; this is consistent with the average of the eight years from 2000 to 2008.

Population Chart



Population Increase/Decrease per Year



The source for all the Levy, Property Tax and Population Data information is from the <http://www.mass.gov/dor/local-officials/> website.



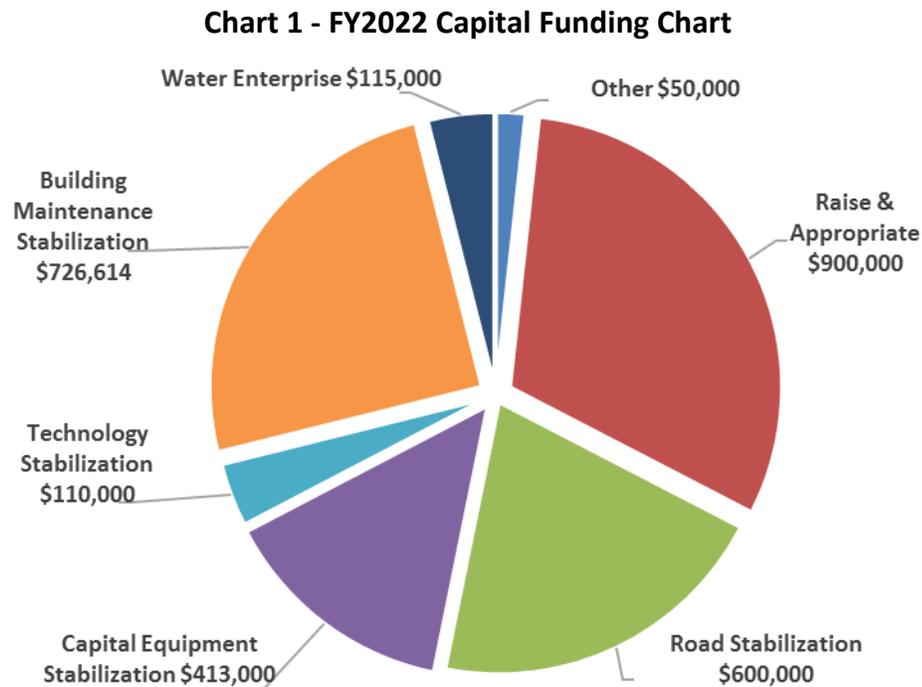
Capital Planning Committee

The primary focus of the Capital Planning Committee is to study, research and make recommendations on capital improvement projects. In addition the committee may develop processes and policies in order to maintain the capital improvement program. A set of financial policies have been created by the Capital Planning Committee and approved by the Select Board on October 27, 2014. These policies can be found in the Appendix at the end of this document and are key items to the Capital Planning Process.

The Capital Planning Committee has met with the various department heads over the past year and developed the following five year CIP. The committee is pleased to recommend the following report to the Town of Westminster.

FY2022 Capital Plan

The proposed CIP for FY2022 totals \$2,914,614. The FY2022 CIP is funded from a combination of sources: Raise & Appropriate (taxes), Stabilization Accounts, Enterprise Funds and Other funding (e.g. Chapter 90, Ambulance Receipts...etc.). The following chart (Chart 1) illustrates the breakdown of the funding for the FY2022 Capital Plan.



The purpose of the committee is to study capital (tangible assets and projects) spending requests with a dollar value greater than \$15,000. The committee is charged with preparing annual capital spending recommendations to be submitted to the Select Board and Advisory Board and to be published in the Advisory Board booklet. The committee is also charged with developing a long range capital plan of at least five years.

Capital Planning Committee

The following is the FY2022 Recommendation from the Capital Planning Committee.

Table 1 ~ FY2022 Capital Plan

Department	Project	Raise & Appropriate	Capital Equipment Stabilization	Building Maintenance Stabilization	Technology Stabilization	Road Maintenance Stabilization	Water & Sewer Enterprise	Ambulance	Chapter 90	Other
Dept of Public Works	Road Maintenance	\$300,000								
Dept of Public Works	Road Improvement Project	\$500,000								
Dept of Public Works	Storm Water Permit									\$50,000
Dept of Public Works	2008 Trackless Tractor MT		\$160,000							
Dept of Public Works	2013 John Deere 6105R		\$100,000							
Dept of Public Works	2011 Ford F150 Pickup Truck		\$50,000							
Dept of Public Works	Easements Rte. 140					\$100,000				
Dept of Public Works	Old Town Farm Rd Culvert					\$500,000				
Dept of Public Works	Water Meters (250)						\$75,000			
Dept of Public Works	Hagar Park Pump-Comput						\$40,000			
Dept of Public Works	Back Garage - Roof Repairs			\$75,000						
Police Department	2011 Dodge Charger	\$43,000								
Police Department	2015 Ford Explorer Utility		\$53,000							
Police Department	Cruiser Video Recorders				\$65,000					
Police/Fire Department	Public Safety (repairs)			\$400,000						
Fire	Boat Trailer, Motor & Gear	\$15,000								
Technology	Computer Replacement	\$42,000								
Technology	Replace Virtualized Server				\$35,000					
Technology	Firewall Town Hall and PSB				\$10,000					
Schools (MHS & WES)	See Detail sheets			\$139,500						
Schools (Dist/Oak/OL)	See Detail sheets			\$97,114						
Town	Sheds for Ball Field			\$15,000						
Town	Prune Trees around Town		\$50,000							
Totals		\$900,000	\$413,000	\$726,614	\$110,000	\$600,000	\$115,000	\$0	\$0	\$50,000

Stabilization Fund Summary

The goal of the Capital Planning Committee is to develop a fiscally responsible five year CIP and identify funding sources for at least the next three years of the plan. All Capital requests will be reviewed and prioritized by the Capital Planning Committee using a priority table. Furthermore, the five year CIP will be utilized as a planning tool to determine future Stabilization Fund Amounts.

Part of the CIP is funded from Stabilization Funds. Maintaining adequate stabilization fund levels is important to the financial stability of the Town. The Capital Planning Committee has defined minimum levels for each stabilization fund. As the Capital Planning Committee refines the five year CIP and identifies the funding sources the stabilization fund levels will be monitored. Adjustments to the five year CIP and/or funding sources may be required if future Stabilization Fund levels drop too low. Chart 2 illustrates the stabilization fund levels from 2008 through 2020 (amount includes the Capital Equipment, Building Maintenance and Technology Stabilization Funds). Chart 3 lists the stabilization fund amounts after the Fall Town Meeting on 11/17/2020.

The certified free cash for FY2020 was approximately 4.2 million dollars. This is higher than the typical average. The main contributing factor to this higher than average free cash amount was due to local receipts from the landfill. The landfill receipts came in at approximately 2.6 million over the amount estimated. The landfill receipts are expected to continue to exceed the estimated amounts in the future since the long term plan is to eliminate this revenue from the operating budget. Since the landfill will close at some point it is critical that revenue from this source be removed from the operating budget. The recent influx of free cash greatly helped the stabilization fund levels and will help fund the five year CIP.

Capital Planning Committee

Chart 2
 Combined Amount in 3 Stabilization Funds
 (Capital Equipment, Building Maintenance and Technology)

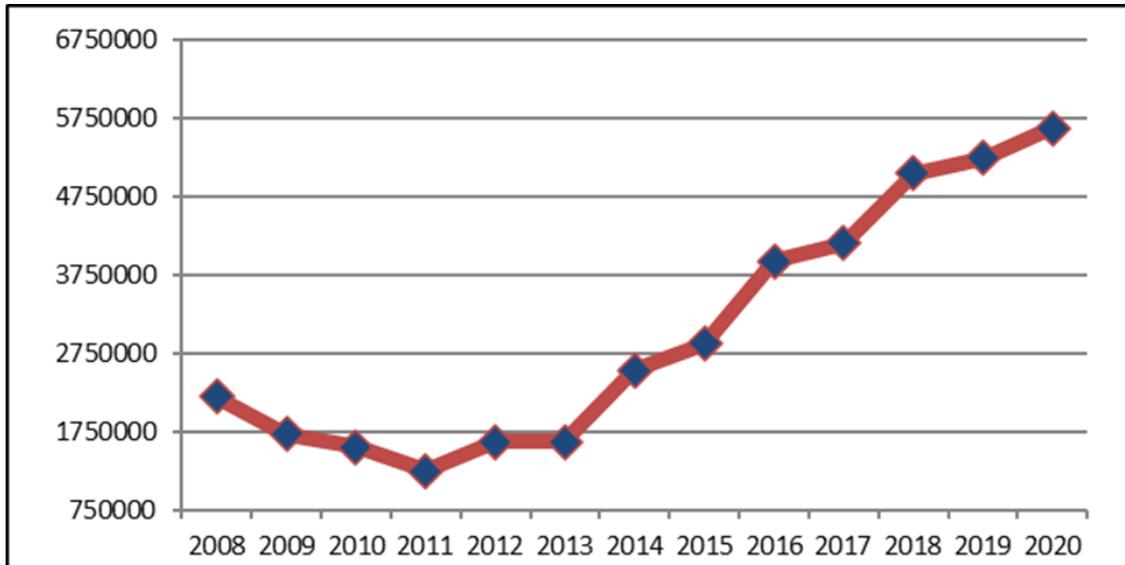
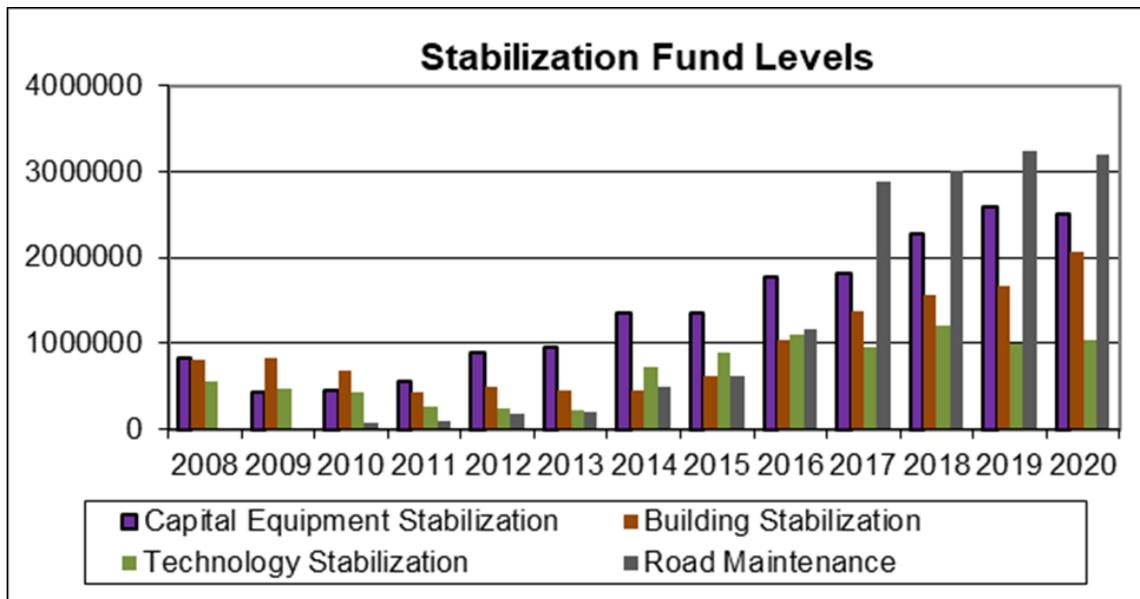


Chart 3
 (Stabilization Fund Amount on 11/17/2020)



Stabilization Funds - Encumbered

An important aspect of the Stabilization Funds is not only the current levels but also the levels over the next five years as they are used to fund the CIP. A portion of the amount in the Stabilization Funds are encumbered or reserved for future capital purchases. This encumbering of funds is essential in funding the five year CIP and ensures that not only will capital purchases happen in a timely manner but the impact of these projects have a minimum effect to the overall budget.

Capital Planning Committee

The following Table reflects the amounts encumbered in each of the Stabilization Funds over the next five years based on the current CIP.

Table 2
Stabilization Fund Amounts Encumbered to fund the CIP

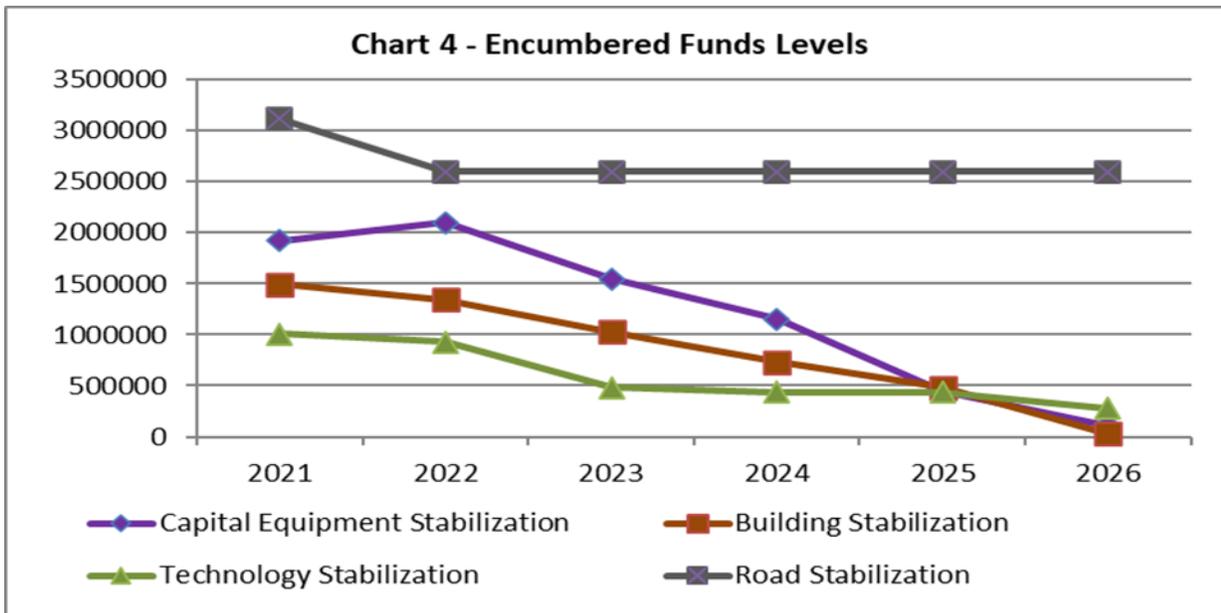
Stabilization Funds	2022	2023	2024	2025	2026	5 Year Total
Capital Equipment Stabilization	\$413,000	\$553,000	\$385,000	\$705,000	\$335,000	\$2,391,000
Building Maintenance Stabilization	\$726,614	\$316,457	\$294,204	\$250,487	\$452,072	\$2,039,834
Technology Stabilization	\$110,000	\$450,000	\$45,000	\$0	\$155,000	\$760,000
Road Maintenance Stabilization	\$600,000					\$600,000

Taking into account the future Stabilization Fund encumbrances the chart on the right shows the impact to the fund levels.

The fund levels will decline if no additional money is transferred back into the Stabilization Funds. This is an important factor to understand when considering the Stabilization Fund levels. Each year the Town votes to transfer money back into the Stabilization Funds from the Certified Free Cash.

The amount transferred back into the Stabilization Funds is something that the Capital Planning Committee recommends based on the five year CIP. The amount transferred into the Stabilization Funds is part of a plan based on what is expected to be used in the future.

Some of the amounts in the Stabilization Funds reflected in FY2026 fall below the minimum stabilization fund levels established by the Capital Planning Committee in their Reserve Policy



Debt Summary

A comprehensive CIP involves a strategy that includes a debt management plan. The debt management plan should be developed to meet the financing needs of the Town in a cost effective manner, taking into account Town priorities, as well as legal, financial, and structural considerations. The Capital Planning Committee has defined a debt policy to ensure that debt is managed within sustainable levels based upon

Capital Planning Committee

annual revenues.

The following Table below show the current five year debt projections. The information is broken out to show the date of vote, debt excluded vs non-debt excluded, amount and mature date of the projects.

**Table 3
Debt Summary - 5 year projection**

Description	Date of Vote/Issue	Debt Excluded	Amount Voted	Debt Matured	FY2022	FY2023	FY2024	FY2025	FY2026
*Sewer Extension Bond	4/15/2004	Yes	\$3,515,000	FY2019	Matured				
*Sewer Extension Bond - Interest									
Rte 140 Design	5/2/2015	No	\$410,000	FY2024	\$82,000	\$82,000	\$82,000		
Rte 140 Design - Interest					\$7,380	TBD	TBD		
Senior Center Bond	4/1/2015	Yes	\$2,830,100	FY2030	\$190,000	\$190,000	\$190,000	\$190,000	\$190,000
Senior Center Bond - Interest					\$49,600	\$45,800	\$42,000	\$37,250	\$32,500
**Water Storage Tank - Ellis Road - BAN	11/17/2020	No	\$1,920,000	TBD	\$0	TBD	TBD	TBD	TBD
**Water Storage Tank - Ellis Road - Interest					\$57,600				
**Water Main Replacement	2/6/2013	No	\$600,000	FY2018	Matured				
**Water Main Replacement - Interest									
Septic Management Plan	5/4/2013	No	\$300,000	FY2039	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Septic Management Plan - Interest					\$0	\$0	\$0	\$0	\$0
2018 KME Fire Pumper/Tanker	11/27/2018	No	\$600,000	FY2024	\$120,000	\$120,000	\$120,000		
2018 KME Fire Pumper/Tanker - Interest					\$2,196	TBD	TBD		
2001 KME Fire Engine	7/10/2001	No	\$600,000	FY2030				\$160,000	\$160,000
2001 KME Fire Engine - Interest								TBD	TBD
Town Hall Bond	5/1/2007	No	\$3,700,000	FY2017	Matured				
Town Hall Bond - Interest									
****Sewer In-line Storage Project	4/11/2016	Yes	\$2,500,000	FY2059	53,554	53,554	53,554	53,554	53,554
****Sewer In-line Storage Project - Interest					54,371	51,546	50,073	48,600	47,128
<small>* 50% paid through betterment ****85% taxation and 15% from sewer enterprise ** Water Receipts Reserve ***Authorized and Unissued Debt</small>									

Enterprise Funds

Enterprise funds establish a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods and services. The Town has three enterprise funds (water, sewer and transfer station). Some of the items on the CIP are funded by the enterprise funds. For example, if a pick-up truck used by the water/sewer department is in need of replacement, then the funding for a new truck would come from the water and sewer enterprise funds. In addition, some items on the debt schedule are funded or partially funded by the enterprise funds (this is noted on the debt schedule - see previous page).

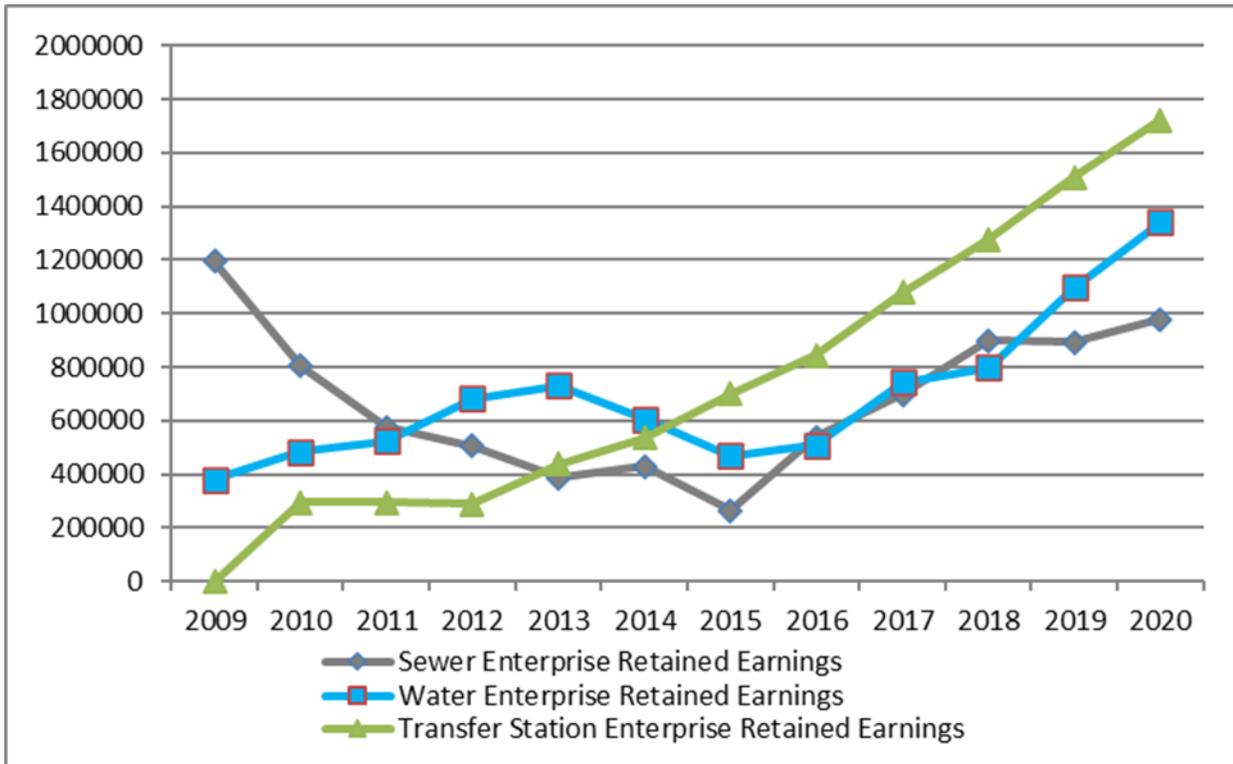
Similar to the stabilization funds, the enterprise fund levels must be maintained at adequate levels for financial stability. The chart below shows the Sewer, Water and Transfer Station Enterprise levels from 2009 to 2020.

The Water Enterprise Fund level has increased from \$380,726 in 2009 to \$1,340,709 in 2020. The Sewer Enterprise Fund level has declined from 2009 to 2015. In 2009 the Sewer Enterprise fund was slightly under 1.2 million dollars. In 2015 the fund was at \$263,344. The Sewer Enterprise fund has increased the last five years with the 2020 amount of \$978,662.

Approximately 47% of the Sewer Enterprise expenditures are for collection charges paid to the City of Fitchburg.

Capital Planning Committee

Chart 5 (Enterprise Fund Levels)



Overall, the status of the Town's financial position is positive. The stabilization funds have been restored to adequate levels and the Town now has an adopted policy addressing these funds and their minimum levels. In addition, the five year CIP is successfully leveraging these funds for future capital expenses and thus keeping the amount needed to raise & appropriate from taxes consistent year over year. The Enterprise Fund levels are being monitored and the long range plan is to grow these levels in order to support future capital projects.

The next few pages of the report are intended to expand on a few of the larger Capital Improvement Projects that are either currently on the plan or are expected to be added in the new few years. The goal is to inform and increase the awareness of these projects to the residents of Westminster.

Route 140 Design Project

A project for the engineering design of Route 140, i.e., Hager Park and Worcester Roads was approved at the May 2, 2015 Annual Town Meeting. This project will address a number of road repairs/ deficiencies and flooding issues along the roadway. The area on Worcester Road in the vicinity of Mile Hill and Gatehouse Roads in particular has flooding issues and is a safety concern. The project has been split into two, Project 1 Narrows Road to Patricia Road and Project 2 Patricia Road to Princeton town line. Project 1 has been advertised and will begin construction in 2021. Project 2 is at 75% design submittal review with MassDOT with a proposed construction in 2023/2024. Both projects have been approved for Transportation Improvement Program (TIP) funding. TIP is a multi-year program of capital improvements that reflect the needs of the regional transportation system.

Capital Planning Committee

Water Storage Tank (Ellis Road Standpipe) Project

A project for replacing the water storage tank on Ellis Road was voted at the FY2019 Annual Town Meeting. The cost of this project is estimated to be 1.92 million dollars. Funding this project will be borrowed and paid back from the Water Enterprise Retained Earnings. The existing storage tank is at the end of its useful life (60+ years old). Construction will start in 2021.

Water Main Improvement Program

An ongoing project to replace/upgrade aging/deficient water mains to improve water quality, fire protection and water storage tank tracking over a period of 20-years. The Water Department's water main improvement program plan is to replace approximately 30,000 linear feet of water main over the twenty-year period (approximately 14% of the water system).

Whitmanville Road Bridge Design Project

The engineering and construction for this project has been fully funded with state/federal monies. MassDOT performs inspections on municipal owned bridges that have a clear span > 20 feet and performed inspections on this bridge which showed a need to replace the bridge. The project has been awarded and construction started in 2020.

Old Town Farm Road Culvert Replacement

Engineering and construction costs to replace twin 36-inch culverts with a single culvert. The replacement will protect the dead-end roadway as well as aid in reducing debris blockage and provide for better fish passage.

MS4 Storm water Permit

This request is for the U.S. EPA's NPDES Municipal Separate Storm Sewer Systems (MS4) 5-year permit jointly issued by EPA and MassDEP that became effective in 2018. Monies are used for consultant support in annual permit compliance. This request is for the newly issued NPDES Massachusetts Small Municipal Separate Storm Sewer System (MS4) General Permit issued by the U.S. EPA. Money needs to be set aside in free cash for annual permit compliance.

Sewer Extension Projects

Multiple projects to extend sewers in environmentally sensitive areas in Town is being discussed and reviewed by the Public Works Commission. Projects include extending sanitary sewer in CWMP Phases 1, 2 & 4 which include the following areas in Town: Phase 1-Leino Park, Lakewood Park, Dawley Road, Phase 2-Lake Drive East/Edro Isle and Phase 3-Bacon Street. Preliminary engineering/construction costs for the projects range from \$2.5 M to \$4.0 M. Each phase is expected to take 3 years from design to end of construction.

Multi-Year Road Improvement Project

A multi-year road improvement plan for repairing and improving town roads is part of the CIP. It is funded by a combination of the Annual Road Maintenance appropriation, MassDOT Chapter 90 and Road Maintenance Stabilization funds. Funding for this project is dependent on landfill revenue. Once the landfill is closed, transfers to the Road Maintenance Stabilization Fund from landfill revenue will cease.

Capital Planning Committee

Public Safety Building

A public safety building committee has been formed and has been meeting to come up with a plan for the Public Safety Building. The current building has limited storage and the committee is looking at options for expansion of the existing building or possibly moving one or both department(s) to a new location.

Tower Ladder

A project for replacing the Tower Ladder is not yet on the five year CIP but is currently slated for FY2030. Although FY2030 is a number of years away, it is important to start discussing funding options now in order to have the least amount of impact to the tax payers. A Tower Ladder provides significant advantages over the traditional ladder truck with the main advantage being safety. A fire fighter can safely maneuver the bucket into position to best fight a fire and does not have to climb up and down a ladder that is wet and sometimes frozen. In addition, in a rescue situation rescued persons can be lowered to the ground rather than having to climb down a ladder. Another advantage is reach - a tower can extend out as well as up thus allowing a fire fighter to reach a home from the road. With all light weight construction buildings are made to depend on each component to support its own weight. When fire weakens one or more the building fall down faster endangering the people and firefighters. Another major advantage to a tower is that it can operate in any angle fully extended without fear of collapsing. This vehicle also allows us to operate with fewer people because of the safety factor.

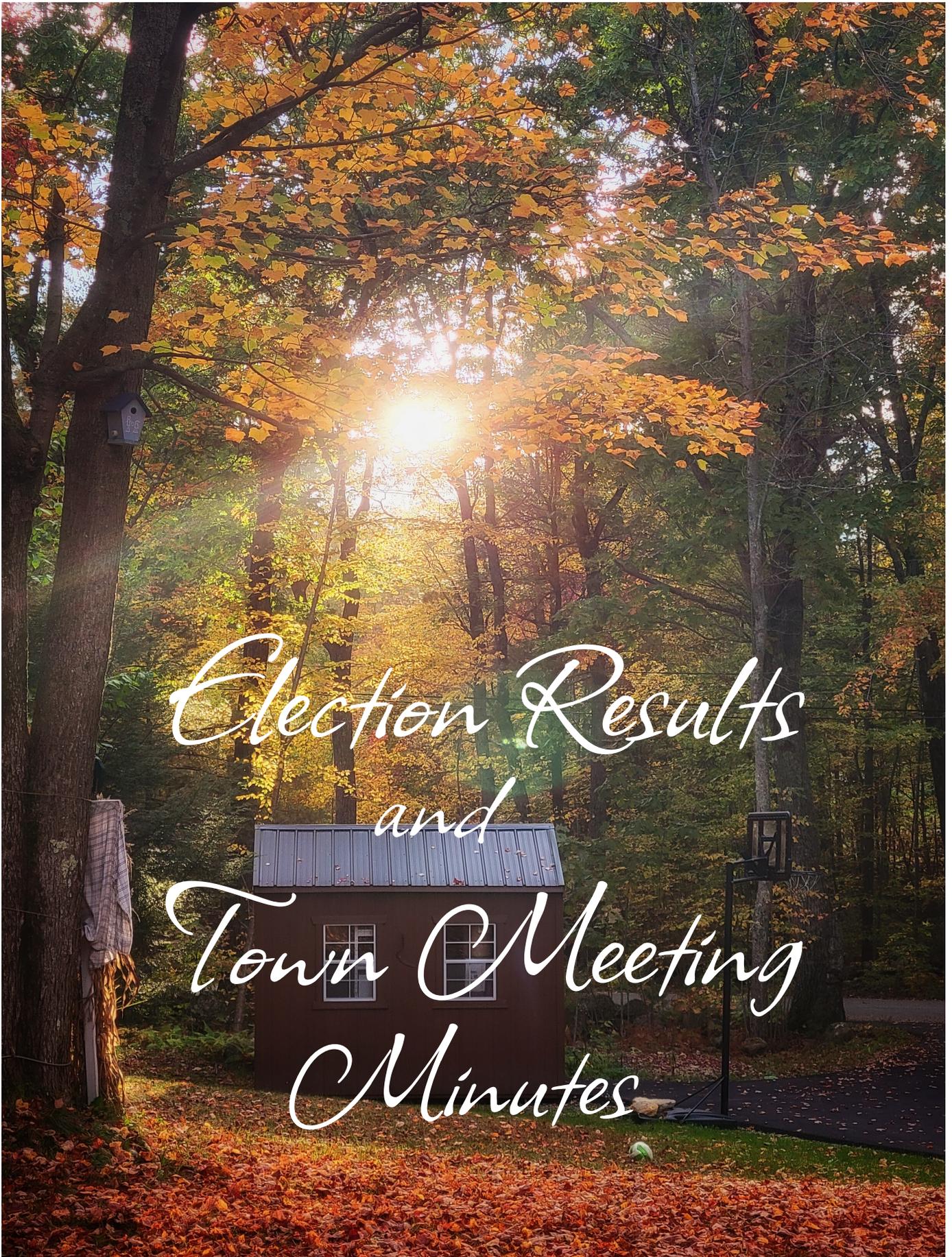




Academy Hill







February 2, 2021 Special Town Meeting Minutes

VOTE TAKEN AT THE SPECIAL TOWN MEETING, FEBRUARY 2, 2021

The meeting was called to order at the Westminster Elementary School at 7:30 p.m. by Town Moderator John Bowen. The Constable's Return of the Warrant was read by Town Clerk Ellen Sheehan. A total of 42 voters were in attendance.

A vote was taken to give the following non-residents permission to address the Town Meeting: Town Administrator Mark Hawke and Town Counsel Brian Riley.

An affirmative vote was taken at this time to accept the provisions of MGL Chapter 39, Section 15, which allows the Moderator to dispense with a count in matters requiring a two-thirds vote by statute, where the vote is unanimous or clearly overwhelming at this Special Town Meeting.

The votes taken are as follows:

ARTICLE 1. Voted to appropriate \$1,100,000, to be spent under the direction of the Public Works Director, to pay for the engineering, design, bidding, construction and other costs of installing a water main on Town Farm Road, and for the payment of all costs incidental and related thereto, and that to meet this appropriation, \$935,000 shall be transferred from the General Stabilization Fund, and \$165,000 shall be transferred from the Road Maintenance Stabilization Fund.

(2/3 vote required)

UNANIMOUS

The Special Town Meeting adjourned at 7:40 p.m.

Respectfully submitted,
Ellen M. Sheehan, CMMC
Westminster Town Clerk



April 27, 2021 Annual Town Election

VOTE TAKEN AT ANNUAL TOWN ELECTION APRIL 27, 2021

A total of 1,023 voters (Precinct 1-470 and Precinct 2-553) cast ballots at the Annual Town Election. This represents a 0.1607 percent voter turnout (6,365 total voters). The following are the results:

Board of Selectman-3 years

	Precinct 1	Precinct 2	Total
Heather M. Billings	353	396	749
Thomas W. Connell II	102	129	231
Blanks	15	28	43
Write-In	0	0	0
TOTAL	470	553	1023

Board of Health -3 years

	Precinct 1	Precinct 2	Total
Michael G. Popik	405	445	850
Blanks	63	102	165
Write-In	2	6	8
TOTAL	470	553	1023

Assessor -3 years

	Precinct 1	Precinct 2	Total
Donald L. Frigoletto	396	425	821
Blanks	74	125	199
Write-In	0	3	3
TOTAL	470	553	1023

Library Trustee (two positions) -3 years

	Precinct 1	Precinct 2	Total
Cynthia J. Brown	346	370	716
Tiffany G. Davis	276	323	599
Blanks	316	412	728
Write-In	1	1	2
TOTAL	939	1106	2045

Hagar Park Commission -3 years

	Precinct 1	Precinct 2	Total
Christopher C. Mossman	415	456	871
Blanks	55	95	150
Write-In	0	2	2
TOTAL	470	553	1023

April 27, 2021 Annual Town Election

Planning Board (one position) 3 years

	Precinct 1	Precinct 2	Total
Lawrence Skamarycz	261	286	547
Jill Normandin	164	210	374
Blanks	44	57	101
Write-In	1	0	1
TOTAL	470	553	1023

Planning Board (one position) -1 year

	Precinct 1	Precinct 2	Total
Gregg Buckman	388	425	813
Blanks	82	128	210
Write-In	0	0	0
TOTAL	470	553	1023

Cemetery Commission -3 years

	Precinct 1	Precinct 2	Total
Stanley Skamarycz	404	456	860
Blanks	64	96	160
Write-In	2	1	3
TOTAL	470	553	1023

Regional School Committee—Westminster (one position) -3 years

	Precinct 1	Precinct 2	Total
Courtney Rose McGee	389	429	818
Blanks	77	123	200
Write-In	4	1	5
TOTAL	470	553	1023

Regional School Committee—Ashburnham (one position) -3 years

	Precinct 1	Precinct 2	Total
Winifred H. Kender	294	356	650
Nathan D. Comeau	170	177	347
Blanks	6	19	25
Write-In	0	1	1
TOTAL	470	553	1023

May 1, 2021 Special Town Meeting Minutes

VOTE TAKEN AT SPECIAL TOWN MEETING HELD MAY 1, 2021

The meeting was officially called to order by Moderator John Bowen at 1:00 p.m. with 71 people in attendance. The Constable's Return of the Warrant was read by Town Clerk Ellen Sheehan. Jodi Snyder and Margherita Altobelli were sworn in as tellers.

The following non-residents were given permission to address the town meeting when appropriate: Town Administrator Mark Hawke, Town Counsel, Brian Riley, Cemetery Superintendent Alan Mayo and Town Planner Stephen Wallace.

An affirmative vote was taken at this time to accept the provisions of MGL Chapter 39, Section 15, which allows the Moderator to dispense with a count in matters requiring a two-thirds vote by statute, where the vote is unanimous or clearly overwhelming at this Special Town Meeting.

The votes taken were as follows:

ARTICLE 1. Voted to transfer \$85,000 from free cash to supplement the amount voted under Article 5 of the June 20, 2020 Annual Town Meeting for the FY 2021 Snow & Ice Removal accounts (Department 423).

Unanimous

ARTICLE 2. Voted to transfer \$20,000 from free cash to replace a rooftop heating unit at Westminster Elementary.

Unanimous

The special town meeting adjourned at 1:05 p.m.

Respectfully submitted,
Ellen M. Sheehan, CMMC
Westminster Town Clerk

May 1, 2021 Annual Town Meeting Minutes

VOTE TAKEN AT ANNUAL TOWN MEETING HELD MAY 1, 2021

The meeting was officially called to order by Moderator John Bowen at 1:05 p.m. with 71 people in attendance. The Constable's Return of the Warrant was read by Town Clerk Ellen Sheehan. Jodi Snyder and Margherita Altobelli were sworn in as tellers.

The following non-residents were given permission to address the town meeting when appropriate: Town Administrator Mark Hawke, Town Counsel, Brian Riley, Cemetery Superintendent Alan Mayo and Town Planner Stephen Wallace.

An affirmative vote was taken at this time to accept the provisions of MGL Chapter 39, Section 15, which allows the Moderator to dispense with a count in matters requiring a two-thirds vote by statute, where the vote is unanimous or clearly overwhelming at this Special Town Meeting.

The votes taken were as follows:

CUSTOMARY ARTICLES

ARTICLE 1. Voted to authorize the Select Board of Selectmen to enter into a contract with the Massachusetts Department of Transportation or other appropriate state agency for the construction and maintenance of public highways for the ensuing fiscal year.

ARTICLE 2. Voted pursuant to Chapter 40, Section 4 of the General Laws to authorize the Board of Selectmen to enter into any and all contracts on behalf of the Town for the ensuing fiscal year unless otherwise provided by law, on such terms and conditions as it deems to be in the best interests of the Town.

ARTICLE 3. Heard the reports of the following committees appointed to act on Town affairs or in its behalf:

- ▶ Advisory Board financial report
- ▶ Public Safety Building Feasibility Study Committee
- ▶ Parks and Recreation Committee
- ▶ Energy Advisory Committee
- ▶ Community Preservation Act Ad-hoc Research Committee

ARTICLE 4. Voted to set the following spending limits for each Revolving Fund authorized under Chapter 28-9 of the Town Bylaws for FY2022:

Hazardous Materials Recovery - \$12,000

Agricultural Commission Programs - \$10,000

Public Health Clinic and Emergency Response - \$25,000

May 1, 2021 Annual Town Meeting Minutes

OPERATING BUDGETS

ARTICLE 5. Voted to fix the compensation of appointed and elected officers, provide for a Reserve Fund, and determine what sums of money the Town will raise and appropriate, including appropriations from available funds, to defray charges and expenses of the Town, including debt and interest, for the ensuing fiscal year.

AMOUNT APPROPRIATED

Selectmen	Salaries	\$4,000
	Expenses	27,250
Town Administration	Salaries	174,550
	Expenses	7,200
Advisory Board Exp		650
Reserve fund	Expenses	75,000
Accountant	Salaries	100,105
	Expenses	36,900
Assessor	Salaries	70,298
	Expenses	20,964
Treasurer/Collector	Stipend	1,000
	Salaries	160,600
	Expenses	19,816
Legal	Expenses	75,000
Personnel Admin	Salaries	49,951
	Expenses	18,250
Data Processing	Salaries	68,732
	Expenses	116,596
Town Clerk	Stipend	1,175
	Salaries	90,918
	Expenses	10,930
Elections	Stipend	600
	Salaries	4,952
	Expenses	14,605
Conservation	Salaries	39,656
	Expenses	1,050
Town Planner	Salaries	79,132
	Expenses	4,050

May 1, 2021 Annual Town Meeting Minutes

AMOUNT APPROPRIATED

Planning Board	Salaries	2,000
	Expenses	1,150
Board of Appeals	Salaries	1,000
	Expenses	300
Agricultural Commission	Expenses	500
Economic Development	Expenses	1,300
Public Bldgs & Properties	Salaries	112,433
	Expenses	252,050
Town Report	Expenses	2,250
Crocker Pond	Salaries	21,664
	Expenses	7,655
Police/Dispatch	Salaries	1,969,286
	Expenses	258,800
Fire	Salaries	878,227
	Expenses	155,166
Ambulance	Salaries	376,386
	Expenses	132,299
Emergency Management	Expenses	11,985
Building Dept	Salaries	228,905
	Expenses	20,000
Animal Control	Expenses	40,000
Tree Warden	Salaries	2,000
	Expenses	33,200
K-12 Schools	Contribution to Fndn Budget	7,372,524
	Additional Funds	2,844,940
	Transportation	440,818
	Comm Serv	4,358
	WES Bond	250,500
Monty Tech	Oakmont Bond	245,500
	Foundation State Minimum	763,000
	Transportation	49,000
	Capital	13,000
	Bonds	0

May 1, 2021 Annual Town Meeting Minutes

AMOUNT APPROPRIATED

Highway Admin	Salaries	319,479
Highway Dept	Salaries	625,657
	Expenses	261,350
Snow & Ice Control	Salaries	77,000
	Expenses	320,000
Street lighting	Expenses	25,625
Cemetery Dept	Salaries	130,302
	Expenses	15,680
Health Dept	Salaries	121,351
	Expenses	15,900
Council on Aging	Salaries	59,743
	Expenses	15,700
Veteran's Services	Salaries	27,044
	Expenses	1,635
Veteran's Assistance	Expenses	90,000
MART	Salaries	88,350
	Expenses	12,250
Library	Salaries	305,644
	Expenses	140,240
Recreation Dept	Salaries	19,093
	Expenses	14,540
Concerts	Expenses	3,000
Hagar Park Commission	Expenses	900
Historical Commission	Expenses	1,280
Memorial Day	Expenses	1,300
Care of Town Clock	Expenses	350
Town Debt Retirement	Total Expenses	407,000
Town Debt Interest	Total Expenses	60,376
Reg Plan Council	Expenses	2,678
Other Employee Benefits	Expenses	40,000
Retirement & Pensions	Expenses	1,058,473
Group Health Ins	Expenses	1,304,860
Group Life Ins	Expenses	4,500
Other Insurance	Expenses	324,750

May 1, 2021 Annual Town Meeting Minutes

Voted to appropriate the total sum of \$23,662,176 and to meet that appropriation as follows:

- ▶ Raise and appropriate \$23,150,491
- ▶ Transfer \$508,685 from the Ambulance Receipts Reserved Account, with any unused balance from this transfer reverting to that account at the end of the fiscal year.
- ▶ Transfer \$3,000 from the Wetlands Filing Fees Account, with any unused balance from this transfer reverting to that account at the end of the fiscal year.
- ▶ Transfer \$15,000 from Septic Loan Program receipts.

ARTICLE 6. Voted the following sums be approved for the operation of the Sewer Enterprise for fiscal year 2022:

Salaries	116,075
Expenses	1,023,600
Debt Principal (USDA Loan)	53,554
Debt Interest (USDA Loan)	54,371
Reserve Fund	<u>10,000</u>
SUBTOTAL	1,257,600
Shared Costs	<u>224,300</u>
TOTAL	1,481,900

Further, that of said sums, an appropriation of \$1,257,600 be raised as follows:

\$ 150,000	Retained Earnings
\$ 91,736	General Fund Subsidy
\$1,015,864	From available departmental receipts, investment earnings, and other revenues of the Sewer Enterprise Fund.

(Note: Shared costs have been appropriated in the general fund)

May 1, 2021 Annual Town Meeting Minutes

CUSTOMARY MONEY ARTICLES

ARTICLE 9. Voted to raise the sum of \$5,000, said sum to be appropriated as follows:

\$4,000 for the Westminster Cultural Council

\$1,000 for the Conservation Fund as provided for in Section 8C of Chapter 40 of the General Laws.

ARTICLE 10. Voted to raise and appropriate \$25,000 to fund a portion of the cost of retaining a professional consultant to perform the revaluation of real and personal property in the Town as required under Massachusetts General Laws.

ARTICLE 11. Voted to transfer \$230,000 from Free Cash to reduce the Fiscal Year 2022 tax rate.

ARTICLE 12. Voted to raise and appropriate \$300,000 for the Pension Stabilization Account.

NON-CAPITAL MONEY ARTICLES

ARTICLE 13. Voted to transfer \$5,000 from the "Giles Fund" for the purpose of funding the Emergency Home Heating Assistance Program.

ARTICLE 14. Voted to transfer \$5,975 from Ambulance Receipts Reserved for a CPR Manikin for the Fire Department.

ARTICLE 15. Voted to transfer \$4,000 from free cash to be spent under the direction of the Conservation Commission for the purpose of planning and implementing a forestry management project.

CAPITAL EXPENDITURE ARTICLES

ARTICLE 16. Voted to appropriate \$2,914,614 to be spent under the direction of the corresponding departments for the following capital equipment and projects, including related incidental costs, as follows:

May 1, 2021 Annual Town Meeting Minutes

	DEPARTMENT	ITEM/PROJECT	AMOUNT REQUESTED	PROPOSED FUNDING SOURCE
16-1	DPW	Maintenance of Town roads (including oiling, sealing, re-surfacing, drainage, guardrails, removing trees/brush, and other	\$300,000	Raise and appropriate
16-2	DPW	Reconstruction / improvement of Town roads.	\$500,000	Raise and appropriate
16-3	DPW	MS4 Storm Water Permit Compliance	\$50,000	Free Cash
16-4	DPW	Replace Trackless Tractor MT	\$160,000	Capital Stabilization
16-5	DPW	Replace John Deere 6105R	\$100,000	Capital Stabilization
16-6	DPW	Replace Ford F-150	\$50,000	Capital Stabilization
16-7	DPW	Easements for Route 140/ Worcester Road	\$100,000	Road Maint Stabilization
16-8	DPW	Old Town Farm Road Culvert	\$500,000	Road Maint Stabilization
16-9	DPW	Water Meters (250)	\$75,000	Water-Sewer Enterprise Fnd
16-10	DPW	Hager Park Pump Computer	\$40,000	Water-Sewer Enterprise Fnd
16-11	DPW	Back Garage Roof Repairs	\$75,000	Building Maint Stabilization
16-12	Police Dept	Replace Dodge Charger	\$43,000	Raise and Appropriate
16-13	Police Dept	Replace Ford Explorer Utility	\$53,000	Capital Stabilization
16-14	Police Dept	Cruiser Video Recorders	\$65,000	Technology Stabilization
16-15	Police / Fire	Public Safety Building Repairs	\$400,000	Building Maint Stabilization
16-16	Fire Dept	Replace Boat & Trailer	\$15,000	Raise and Appropriate
16-17	IT	Computer Replacement	\$42,000	Raise and Appropriate
16-18	IT	Replace Virtualized Server	\$35,000	Technology Stabilization
16-19	IT	Firewall Town Hall & Public Safety Building	\$10,000	Technology Stabilization
16-20	Town	Sheds for Ballfields	\$15,000	Building Maint Stabilization
16-21	Town	Tree Pruning throughout Town	\$50,000	Building Maint Stabilization
16-22	School (Districtwide)	Fire Alarm Update	\$53,890	Building Maint Stabilization
16-23	School (Districtwide)	Floor Replacement	\$16,209	Building Maint Stabilization
16-24	School (Districtwide)	Reflashing Tower	\$27,015	Building Maint Stabilization
16-25	School (WES)	Sidewalks Repairs/Replacements	\$15,000	Building Maint Stabilization
16-26	School (WES)	Security	\$50,000	Building Maint Stabilization
16-27	School (WES)	Elevator Shaft Repair	\$7,500	Building Maint Stabilization
16-28	School (MHS)	Resurface Gym Floor	\$17,000	Building Maint Stabilization
16-29	School (MHS)	Security	\$50,000	Building Maint Stabilization

(2/3 vote required)

UNANIMOUS

May 1, 2021 Annual Town Meeting Minutes

MISCELLANEOUS AND ZONING ARTICLES

ARTICLE 17. Voted to amend the Westminster General Bylaws and Zoning Bylaws by replacing the term Board of Selectmen with Select Board wherever the term occurs.

ARTICLE 18. Voted to authorize the Hager Park Commission to accept, on behalf of the Town and for conservation, forestry, recreation or other related purposes, a gift from JEKN, LLC, a parcel of back land containing 6.1 acres ±, located off of Hager Park Road (Route 140) and being a portion of Westminster Assessors' Map 137, Parcel 2-1.

ARTICLE 19. Voted to amend the Westminster General Bylaws (Chapter 4 of the Code of the Town of Westminster, Massachusetts) to reduce the number of members on the Advisory Board from seven (7) to five (5).

ARTICLE 20. Voted to establish a full-time School Resource Officer position in the Police Department.

ARTICLE 21. Voted to accept temporary and permanent easements for Route 140/Worcester Road reconstruction project as follows:

Voted to (a) authorize the Board of Selectmen to acquire, by purchase, gift, and/or eminent domain and on such terms as the Board of Selectmen deems appropriate, the fee to and/or permanent and temporary easements in, on, under and over certain parcels of land located on Route 140 (Worcester Road), Mile Hill Road, Gatehouse Road, and Patricia Road and approximately shown on plans entitled "Massachusetts Department of Transportation Highway Division Plan and Profile of Route 140 (Worcester Road) in the Town of Westminster Worcester County," prepared by Green International Affiliates, Inc., on file with the Town Clerk, as said plans may be amended from time to time and/or incorporated into an easement plan, and land within 200 feet of said parcels, for public way purposes, including without limitation, for the construction, installation, inspection, maintenance, improvement, repair, replacement and/or relocation of rights of way, sidewalks, drainage, utilities, driveways, retaining walls, guardrails, slopes, grading, rounding, construction, landscaping, and other structures and/or appurtenances, to enable the Town to undertake the Route 140 (Worcester Road) Reconstruction Project and for any and all purposes and uses incidental or related thereto; (b) authorize the Board of Selectmen to submit petitions to the General Court pursuant to Article 97 of the Massachusetts Constitution to authorize the acquisition of easements on land owned by the City of Fitchburg and held for water supply protection and/or water supply purposes, as shown on the aforesaid plans and described in deeds recorded with the Worcester North District Registry of Deeds in Book 211, Page 439; Book 259, Page 317; Book 334, Page 601; Book 363, Page 115; Book 376, Page 425; and Book 55, Page 318, or as otherwise described; (c) raise and appropriate, transfer from available funds, and/or borrow a sum of money to fund the foregoing project and any and all

May 1, 2021 Annual Town Meeting Minutes

costs incidental or related thereto, including, without limitation, the cost of any land/easements, appraisals, and surveys; and, further, (d) authorize the Board of Selectmen to execute any and all documents and take any and all action as may be necessary or appropriate to effectuate the foregoing purposes; or take any other action thereon.

ARTICLE 22. Voted to amend the Westminster General Bylaws relative to changes and amendments to the Sewer Bylaw in order to mirror the City of Fitchburg’s updated sewer ordinances in accordance with the Intermunicipal Agreement with the City as Chapter 161, Sewers, and can be found on file in the Office of Town Clerk.

Town meeting adjourned at 2:42 p.m.

Respectfully submitted,
Ellen M. Sheehan, CMMC
Westminster Town Clerk



Westminster Cracker Festival's Decorated Dogs along Main Street

November 16, 2021 Special Town Meeting Minutes

VOTE TAKEN AT THE SPECIAL TOWN MEETING, NOVEMBER 16, 2021

The meeting was called to order at the Westminster Elementary School at 7:30 p.m. by Town Moderator John Bowen. The Constable's Return of the Warrant was read by Town Clerk Ellen Sheehan. A total of 76 voters were in attendance. Dana Altobelli and Kimberly Samson agreed to be checkers if needed. We had a brief recess from this Special Town Meeting for Public Safety Committee Member Von Salmi to give a brief presentation on the committee's current work. The Special Town Meeting resumed at 7:40 p.m.

Voted to give the following non-residents permission to address Town Meeting: Town Planner Stephen Wallace and Town Counsel Brian Riley.

An affirmative vote was taken at this time to accept the provisions of MGL Chapter 39, Section 15, which allows the Moderator to dispense with a count in matters requiring a two-thirds vote by statute, where the vote is unanimous or clearly overwhelming at this Special Town Meeting.

The votes taken were as follows:

ARTICLE 1. Voted to transfer \$550.00 from free cash to pay the following unpaid bill from fiscal year 2016:

Gatehouse New England/The Gardner News \$550.00

(9/10 vote required)

UNANIMOUS

ARTICLE 2. Voted to accept as public ways the roadways known as Old Mill Circle (shown as Jamie Lane and Elizabeth Lane), Kimberly Lane, and Heritage Lane and shown on a plan entitled "Definitive Subdivision of the Village at Old Mill in Westminster, Massachusetts.", dated December 7, 2001, revised through May 23, 2002, prepared Eastern Land Survey Associates, Inc., recorded with the Worcester North Registry of Deeds in Plan Book 440, Page 13 and on file with the Town Clerk, as heretofore laid out by the Public Works Commission, and authorize the Public Works Commission to acquire on behalf of the town, by gift, purchase, and/or eminent domain, the fee to and/or easements in Old Mill Circle, Kimberly Lane, and Heritage Lane for all purposes for which public ways are used in the Town of Westminster and any drainage, utility and/or other easements related thereto.

ARTICLE 3. Voted to:

(a) authorize the Select Board to acquire, by gift and for public way purposes, including, without limitation, for roadway, utility, access, drainage and related purposes and for the purpose of undertaking the Worcester Road (Route 140) reconstruction project, permanent and temporary easements in, on, under and over portions of certain parcels of land owned by the City of Fitchburg, identified by the Assessor's as Parcels 186-1 and 120-39 and described in deeds recorded with the Worcester South Registry of Deeds in Book 55, Page 318; Book 211, Page

November 16, 2021 Special Town Meeting Minutes

439; Book 259, Page 317; Book 334, Page 601; Book 363, Page 115; Book 376, page 425, or however the same may have been acquired, which portions are approximately shown on a plan entitled "Massachusetts Department of Transportation Highway Division Plan and Profile of Route 140 (Worcester Road) in the Town of Westminster Worcester County", as said plan may be amended from time to time and/or replaced by an easement plan, and land within 200 feet of said parcels; (b) authorize the Select Board to submit a petition to the General Court for a special act authorizing the conveyance of the foregoing easements to the Town under the provisions of Article 97 of the Massachusetts Constitution; and (c) transfer the care, custody and control of the Town-owned parcel of land located off Dawley Road, identified by the Assessor's as Parcel 123-19, containing 27,878 square feet, and acquired by the Town by instrument recorded in Book 9460, Page 187, from the tax title custodian for tax title purposes to the Select Board for general municipal purposes and for the purpose of conveyance, and, further, to authorize the Select Board to convey said parcel to the City of Fitchburg, as consideration for the easements granted to the Town, for the same purposes for which the aforementioned City-owned parcels are currently held.

(2/3 vote required)

UNANIMOUS

ARTICLE 4. Voted to amend the Westminster Zoning Bylaw (Chapter 205 of the Code of the Town of Westminster, Massachusetts) and the rest of the Town Code to change all references to the "Board of Selectmen" or "Selectmen" wherever they appear to "Select Board".

(2/3 vote required)

UNANIMOUS

ARTICLE 5. Voted to amend the Westminster Zoning Bylaw (Chapter 205 of the Code of the Town of Westminster, Massachusetts) to revise the Applicability section of the bylaw (Section 205-40.1) for large-scale solar photovoltaic installations as follows:

B. Applicability.

Subject to the requirements below, large-scale ground-mounted solar photovoltaic installations are permitted by Special Permit in the residential zoning districts (R-I, R-II & R-III), *industrial zoning districts (I-I & I-II)* and commercial zoning districts (C-I & C-II) and upon Site Plan Approval from the Planning Board. For this use, the Planning Board shall be the Special Permit Granting Authority (SPGA). Large-scale ground-mounted solar photovoltaic installations are not allowed in the ~~industrial zoning districts (I-I & I-II)~~ or in the village center zoning district (VC).

(2/3 vote required)

UNANIMOUS

ARTICLE 6. Voted to transfer \$13,500 from free cash, to Animal Control, to be spent under the direction of the Police Chief, to assist the City of Gardner in the purchase of a new Animal Control vehicle as outlined in the Intermunicipal Agreement.

UNANIMOUS

November 16, 2021 Special Town Meeting Minutes

ARTICLE 7. Voted to transfer \$100,000 from free cash to the Information Technology and Telecommunications Stabilization Fund.

UNANIMOUS

ARTICLE 8. Voted to transfer \$400,000 from free cash to the Capital Equipment and Improvements Stabilization Fund.

UNANIMOUS

ARTICLE 9. Voted to transfer \$200,000 from free cash to the Building Maintenance and Repairs Stabilization Fund.

UNANIMOUS

ARTICLE 10. Voted to transfer \$1,500,000 from free cash to the Pension Liability Stabilization Fund.

UNANIMOUS

ARTICLE 11. Voted to transfer \$100,000 from free cash to the Other Post-Employment Benefits (OPEB) Trust Fund.

UNANIMOUS

ARTICLE 12. Voted to transfer \$100,000 from free cash to the Road Maintenance Stabilization Fund.

UNANIMOUS

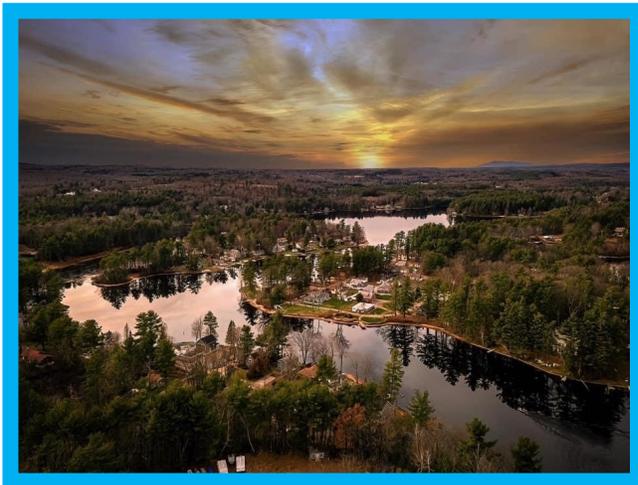
Special Town Meeting adjourned at 8:04 p.m.

Respectfully submitted,

Ellen M. Sheehan, CMMC

Westminster Town Clerk





WYMAN'S LAKE



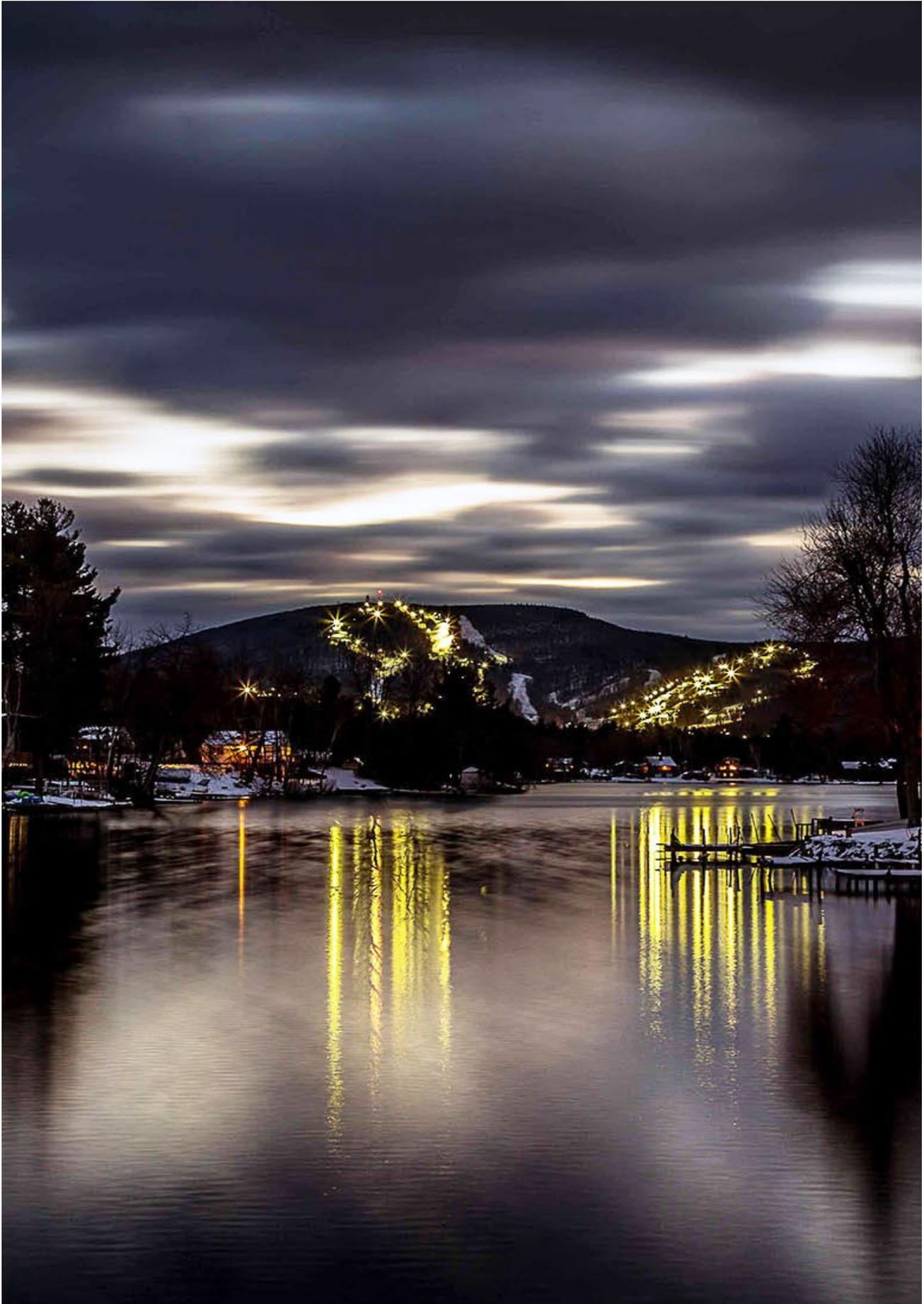
MINOTT POND

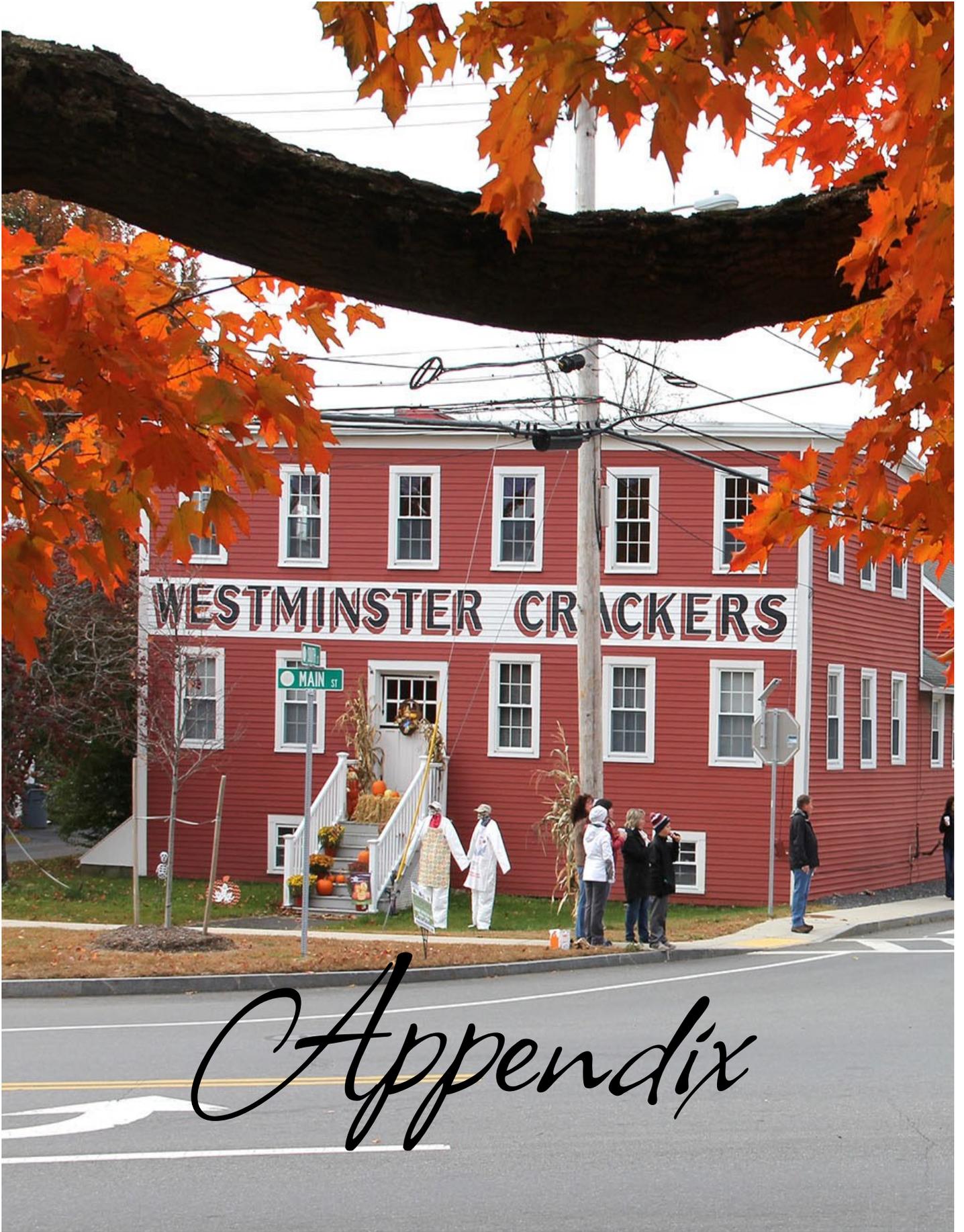


CROCKER POND DAM



WYMAN'S LAKE





Aggregate Employee Remuneration

LAST NAME	FIRST NAME	M	POSITION	Gross Earnings	Overtime Earnings	DT Earnings
ALBERT	DAVID	J	MASTER MECHANIC	\$79,126.96	\$7,523.84	\$611.40
ALDEN JR	TODD	W	FIREFIGHTER	\$87,847.04	\$18,929.25	
ALGARIN	ZACHARY	J	SERGEANT	\$95,575.79	\$21,193.81	
AMENDOLA	DANA	P	CALL FIREFIGHTER	\$2,364.31		
ANDREWS	NOLAN	P	DISPATCHER	\$161.44		
ARSENAULT	STEVEN	O	SP MV OPERATOR/LABOR	\$73,270.53	\$6,798.28	\$235.69
AUBUCHON	STEPHEN	A	SR TAX WORK PROGRAM	\$1,500.00		
AUFFREY	NICHOLAS	R	SERGEANT	\$144,892.67	\$41,752.21	
AVENI	NICHOLAS	J	DISPATCH	\$73,424.96	\$9,396.28	
BACZEWSKI	JANET	E	ASST TREASURER	\$41,265.98		
BARRETT	ALAN	R	TRUCK DRIVER/LABORER	\$64,995.74	\$5,887.54	\$235.68
BARRY	JASMINE		DISPATCHER	\$1,974.52		
BATTEN	OLIVIA	L	PARKS/REC COUNSELOR	\$1,424.25		
BAUM	JENNIFER	J	FARMERS MARKET MGR	\$1,593.00		
BEAN	ADAM	J	DEPUTY FIRE CHIEF	\$101,812.84		
BENSON	KENT	M	POLICE OFFICER	\$108,827.10	\$9,517.50	
BERGEVIN	LUCILLE	A	SR TAX WORK PROGRAM	\$1,450.00		
BETTRO	JOSEPH	R	SUB VAN DRIVER COA	\$600.92		
BLANCHARD	PAUL	R	BUILDING COMM	\$85,068.62		
BLAUSER JR	THERYN	JAY	SUPPORT SPECIALIST	\$5,956.74		
BLOUIN	KYLE	E	CALL FIREFIGHTER	\$574.77		
BOIVIN JR.	FRANCIS	W	CALL FIREFIGHTER	\$984.15		
BONK	KIMBERLY	L	DISPATCH SUPERVISOR	\$77,895.28	\$20,743.36	
BOSELAIT	COLTON	L	PARKS/REC COUNSELOR	\$1,356.75		
BRIGHENTI	KAREN	A	POLL WORKER	\$202.50		
BRUNELL	ROBERT	W	SR TAX WORK PROGRAM	\$1,150.00		
BUJOLD	MARGARET	M	SR TAX WORK PROGRAM	\$350.00		
BUTTERFIELD	KYLE	S	FIRE CHIEF	\$123,452.69		
CANNAVINO	RICHARD	T	ALT WIRING INSPECTOR	\$14,926.07		
CARUSO	ALEX	C	CROCKER POND ATTEND	\$5,299.69		
CASEY	SHEILA	A	TREAS/COLL CLERK	\$6,619.06		
CASPER	RYAN	K	CALL FIREFIGHTER	\$10,912.70		
CAVANAUGH	JASON	P	ADULT SVC LIBRARIAN	\$44,576.04		
CHADBOURNE	BENNETT	R	FIRE LIEUTENANT	\$93,344.09	\$22,806.95	
CHAPMAN	SUSAN	M	MAINTENANCE SUPER	\$51,319.31	\$144.19	
CHEVARIE	MADISON	M	DISPATCHER	\$3,364.50		
CHIARELLI	TAMIE	M	EXECUTIVE ASSISTANT	\$42,532.90		
CLARKSON	CHARLES	E	SR TAX WORK PROGRAM	\$1,500.00		
COLLINS	KEVIN	C	ASST DPW DIRECTOR	\$22,794.25		
CONLIN	ABIGAIL	M	ASST HEALTH AGENT	\$19,583.43		
CONTE	JEANNE	C	SR TAX WORK PROGRAM	\$1,500.00		
CONTI	CAMDEN	L	PARKS/REC COUNSELOR	\$1,134.00		
COSTELLO	JULIE	M	TOWN ACCOUNTANT	\$57,741.62		
COX	JASON	E	FIREFIGHTER	\$81,800.92	\$16,816.92	
CRAMM	ROBERT	J	MAINTENANCE WORKER	\$46,494.56	\$519.12	
CULLINANE	ERIN	M	CALL FIREFIGHTER	\$3,738.49		
DESCARREUX	KEVIN	N	SYSTEM OPERATOR	\$74,285.39	\$16,886.77	\$417.28
DEWEY	LUKE		PARKS/REC COUNSELOR	\$1,998.00		
DIPERRIO	JOHN	A	TRUCK DRIVER/LABORER	\$27,701.53	\$4,335.07	\$424.84
DONAWAY	HAYLEY	M	DISPATCHER	\$322.88		

Aggregate Employee Remuneration

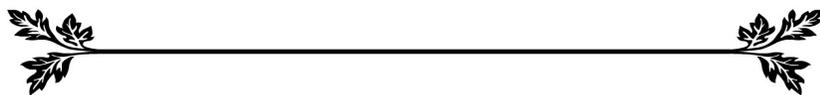
LAST NAME	FIRST NAME	M	POSITION	Gross Earnings	Overtime Earnings	DT Earnings
DOUGHTY	ANDREW	R	FIREFIGHTER	\$3,576.72		
DOYLE	HOLLY	A	POLICE OFFICER	\$2,922.75		
DUBOIS	SARAH	K	BOH INTERN	\$1,790.75		
DUNCAN	BRETT	M	CALL FIREFIGHTER	\$83.28		
DUQUETTE	JENNIFER	M	DEPT ASSISTANT I	\$9,148.72		
ELLIOTT	STEPHEN	W	SUPPORT SPECIALIST	\$1,335.08		
EMERSON	JOSHUA	M	FIREFIGHTER	\$76,458.05	\$14,414.62	
ERICKSON	LISA	A	CHILDRENS LIBRARY ASST	\$15,823.74		
FAY	STEPHANIE	J	EXECUTIVE ASST POLIC	\$60,182.02	\$6,573.70	
FEELEY	PATRICIA	A	SR TAX WORK PROGRAM	\$1,500.00		
FICHEL	SONJIA	J	PERSONNEL ADMINSTRATOR	\$48,973.03		
FISHER	SUSAN		COA DIRECTOR	\$52,838.62		
FOISY	EVAN	D	CALL FIREFIGHTER	\$2,137.62		
FORREST	KYLE	A	CALL FIREFIGHTER	\$16,460.09		
FUREY	CONNOR	S	DISPATCHER	\$66,829.29	\$9,014.65	
GILBREATH	ELISE	P	CHILDRENS LIBRARY ASST	\$11,986.18		
GIROUARD	JOHN	A	CALL EMT	\$2,714.53		
GLASSON	TIMOTHY	R	TRUCK DRIVER/LABORER	\$76,588.50	\$19,372.66	
GRENIER	THERESA	C	POLL WORKER	\$189.00		
GRENIER	JAMES	M	MAINTENANCE MECHANIC	\$72,440.72	\$6,904.92	\$783.56
GRIFFIN	ALEXANDER	J	PT OFFICER	\$9,408.91		
HAGERTY	MARIA	A	ASST TOWN ACCOUNTANT	\$40,102.33		
HALEY	PATRICK	J	ASST DPW DIRECTOR	\$52,351.72		
HALEY-CORMIER	MARYBETH		ASST TOWN CLERK	\$17,370.58		
HALL	JOSHUA	W	DPW DIRECTOR	\$125,419.84		
HALLIDAY	KYLE	E	FIREFIGHTER	\$80,519.72	\$23,038.57	
HAMEL	MIRANDA	A	POLICE OFFICER	\$9,578.77	\$589.57	
HARRINGTON	CAROL	A	SR TAX WORK PROGRAM	\$1,500.00		
HAWKE	MARK	P	TOWN ADMINISTRATOR	\$63,476.63		
HAWKINS	NATHAN	D	POLICE OFFICER	\$142,933.77	\$47,824.85	
HAWKINS JR	LEROY	A	RESERVE POLICE OFFICER	\$66,238.72		
HAYWARD	DEVIN	M	TRUCK DRIVER/LABORER	\$7,532.80		
HENRY	DAVID	J	CALL FIREFIGHTER	\$1,456.01		
HILDRETH	CHARLES	H	CEMETERY LABORER	\$11,513.20		
HIRONS	COLLEEN	M	POLL WORKER	\$128.25		
HOLM	ROBIN	L	ADMIN ASSESSOR	\$51,615.08		
HURD	TIMOTHY	E	HWY WORKING FOREMAN	\$86,090.50	\$14,160.85	\$788.64
IANNACONE	ALFRED		SR TAX WORK PROGRAM	\$1,500.00		
IMPRESICA	JAMES	E	ALT GAS/PLUMBING	\$1,198.51		
IRVINE	ELIZABETH	A	ZBA CLERK	\$189.00		
JARVI	CORINNE	J	TREASURER/COLLECTOR	\$11,927.33		
JIMENEZ	CRISTIAN	D	DISPATCHER	\$2,035.46		
JOHNSON	ANN	E	SR TAX WORK PROGRAM	\$1,500.00		
JOHNSON	MICHELLE	M	ADMIN ASST	\$7,250.88		
JONES	GEORGE	C	SR TAX WORK PROGRAM	\$1,500.00		
KALAGHER	SUSAN	H	CONSERVATION CLERK	\$6,654.66		
KEARNS	PHILIP	J	RESERVE POLICE OFFIC	\$12,785.00		
KEENA	JEANNE	A	ASST COLLECTOR	\$6,259.43		

Aggregate Employee Remuneration

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>M</u>	<u>POSITION</u>	<u>Gross Earnings</u>	<u>Overtime Earnings</u>	<u>DT Earnings</u>
KOSKINEN	SOPHIA	E	PARKS/REC COUNSELOR	\$276.75		
KOZLOSKI	SKYLER	E	CALL FIREFIGHTER	\$879.20		
KUGEL	JENNIFER	M	CALL EMT	\$16,455.37		
KUILEMA	AMY	D	HEAD OF CHILDRENS SVC	\$51,695.72		
LAHTINEN	STEPHANIE	N	TOWN ADMINISTRATOR	\$74,821.76		
LANDRY	DANIEL	D	CIS SPECIALIST	\$46,709.14		
LANGHART	NICHOLAS	M	LIBRARY DIRECTOR	\$81,109.98		
LASHUA	ALLISON		PARKS/REC COUNSELOR	\$3,140.80		
LAWRENCE	KATHY	A	ADMIN ASST	\$19,491.60		
LEBLANC	RALPH	W	POLICE CHIEF	\$143,959.06		
LEBLANC	DAVID	J	POLICE OFFICER	\$107,747.64	\$31,862.30	
LEBLANC	CAILEY	F	PARKS/REC COUNSELOR	\$1,910.60		
LECLAIR	JANICE	M	LIBRARY AIDE	\$4,136.74		
LEGER	RYAN	V	TRUCK DRIVER/LABORER	\$32,843.01	\$3,690.58	\$196.48
LEMAY	KATHERINE	M	BOH ADMIN ASSISTANT	\$13,292.46		
LEMOINE	MICHAEL	J	FIREFIGHTER	\$69,350.29	\$17,083.25	
LEONARD	CHRISTOPHER	D	CALL FIREFIGHTER	\$1,420.02		
LOESCHER	ANDREW	R	POLICE OFFICER	\$110,509.81	\$23,492.98	
LONG	KAREN	M	ADMIN ASST EMT B	\$50,874.29	\$680.93	
LOREE	ANN	M	HEALTH AGENT	\$61,465.88		
LUCANDER	JOYCE	M	BOH ADMIN ASSISTANT	\$4,789.01		
LUCIER	DALE	A	DPW EXECUTIVE ASST	\$49,377.68	\$474.40	
LUCIER	SUSAN	M	LIBRARY TECH SERVICE	\$27,292.16		
MACINTOSH	MICHAEL	S	CALL FIREFIGHTER	\$233.76		
MAJOR	RYAN	J	CALL FIREFIGHTER	\$9,984.28		
MARRO	MATTHEW	S	CONSERVATION AGENT	\$31,205.90		
MARTINEAU	PETER	R	WORKING FORMAN	\$88,719.88	\$21,554.47	\$254.24
MASTROTOTORO	ANDREA	L	REC SEC PLANNING	\$313.67		
MATHIEU	KRISTIN	A	ADMIN AIDE	\$1,271.82		
MAUCH	COLTON	D	CALL EMT	\$9,272.75		
MAXIM	MATTHEW	J	DISPATCHER	\$38,003.51	\$9,409.84	
MAXWELL	JONATHAN	C	CIS SPECIALIST	\$22,339.02		
MAYO	ALAN	T	CEMETERY SUPERINTENDENT	\$62,856.24		
MCCLENAHAN	LINDA	K	POLL WORKER	\$67.50		
MCGEE	MARYANN	J	LIBRARY ASSISTANT I	\$13,584.61		
MEANY	PHILIP	A	TRUCK DRIVER/LABORER	\$11,152.09	\$1,131.52	
MICHAUD	LAILA	J	POLL WORKER	\$189.00		
MILLER	CATHERINE	J	LIBRARY ASSISTANT I	\$12,206.71		
MONTY	DAVID	B	FIRE LIEUTENANT	\$133,731.96	\$52,442.74	
MORCALDI	JARED	J	TRUCK DRIVER/LABORER	\$10,307.83	\$120.37	
MUNROE	STEVEN	R	TRUCK DRIVER/LABORER	\$5,400.83		
MURACH	LINDA	R	SR TAX WORK PROGRAM	\$1,500.00		
NELSON	AMY	N	POLICE SERGEANT	\$115,023.55	\$13,589.15	
NOLETTE	SHIRLEY	M	SR TAX WORK PROGRAM	\$1,350.00		
NOONAN	BRIAN	L	CALL FIREFIGHTER	\$974.95		
NOVAK	DANIEL	A	SUB VAN DRIVER	\$13,606.58		
O'BRIEN	SEAN	S	PARKS/REC COUNSELOR	\$2,340.60		

Aggregate Employee Remuneration

LAST NAME	FIRST NAME	M	POSITION	Gross Earnings	Overtime Earnings	DT Earnings
O'BRIEN	MICHAELA	R	PARKS/REC COUNSELOR	\$1,100.25		
OGILVIE	CHRISTOPHER	R	TRUCK DRIVER/LABORER	\$402.90		
PAGE	ANN MARIE		ASSESSORS CLERK	\$12,032.74		
PARVIAINEN	HARRY	D	ALT WIRING INSPECTOR	\$26,655.97		
PAUL	TAMMY	L	DPW SECY/RECPT	\$40,704.80		
PENNEY	ELIZABETH	A	BOH ADMIN ASSISTANT	\$35,009.11		
PERIOR	JAYNE	V	MEALS ON WHEELS DRVR	\$12,948.86		
PESCARO	RYAN	J	CALL FIREFIGHTER	\$13,664.71		
PORPORA	PATRICK	J	POLICE OFFICER	\$64,981.46	\$9,638.50	
POULIN	SHELBI	E	DISPATCHER	\$49,654.94	\$14,273.62	
PROVENCIAL	KELLY	A	SUPPORT SPECIALIST	\$1,173.77		
RACICOT	ZACHARY	J	CALL FIREFIGHTER	\$12,563.13		
RAMEAU	MAX	J	POLICE OFFICER	\$88,950.94	\$16,983.50	
RASMUSON	SIERRA	M	PARKS/REC COUNSELOR	\$1,161.00		
RATHIER	RAYMOND		CEMETERY LABORER	\$12,708.89		
RAY	MICHAEL	E	DISPATCHER	\$78,166.03	\$16,735.41	
REMILLARD	JOSHUA	P	DISPATCHER	\$2,663.30		
RENDA	PHILIP	J	CROCKER POND ATTEND	\$5,098.91		
ROBBINS	EDWARD	S	POLICE OFFICER	\$93,955.74	\$3,868.92	
ROBERTSON	MARTHA	H	SR TAX WORK PROGRAM	\$1,500.00		
ROBINSON	STEVEN		CALL FIREFIGHTER	\$5,407.30		
ROGER	MARCIA	E	SR TAX WORK PROGRAM	\$625.00		
ROGOWSKI	DAVID	J	CALL FIREFIGHTER	\$768.24		
ROONEY	COLIN	D	CALL FIREFIGHTER	\$3,882.56		
ROULEAU	LORNA	J	LIBRARY CHILD SVC	\$11,384.54		
ROWLAND	MATTHEW	J	DISPATCHER	\$4,290.12		
ROY	DILLON	S	DISPATCHER	\$2,356.63		
SCARALE	FRANK	G	CEMETERY LABORER	\$11,261.52		
SHAMPINE	JEFFREY	G	POLICE OFFICER	\$88,954.60	\$4,876.60	
SHAW	BRUCE	E	CEMETERY WORKER	\$16,771.50		
SHEA	RYAN	T	CALL FIREFIGHTER	\$1,718.74		
SHEEHAN	ELLEN	M	TOWN CLERK	\$55,243.73		
SHELDON	PAMELA	M	LAND USE ADMIN ASST	\$12,952.75		
SMITH	MELODY	L	TREASURER/COLLECTOR	\$82,780.17		
SOUSA	SUSANNE	M	SR TAX WORK PROGRAM	\$187.50		
STREETER	PATRICIA	A	ADMIN ASST	\$14,291.40		
SUGAR	LUKE	C	CROCKER POND ATTEND	\$1,731.76		
TAMULEN	JASON		POLICE LIEUTENANT	\$122,217.13	\$3,743.37	
TENORE	VANESSA	M	POLICE OFFICER	\$16,448.93	\$257.16	
TWIRAGA	JOSEPH	A	CALL FIREFIGHTER	\$2,799.81		
WALKER	JAMES	M	CROCKER POND SUPER	\$9,128.61		
WALLACE	STEPHEN	J	TOWN PLANNER	\$77,580.58		
WALTER	CODY	T	DISPATCHER	\$1,710.40		
WETHERBEE	JASON	E	POLICE OFFICER	\$121,541.88	\$30,681.96	
WIINIKAINEN	TOM	J	GAS/PLUMBING INSPECTOR	\$23,849.01		
WOJNAR	ELIZABETH	G	DISPATCHER	\$5,879.70		
WYMAN	SARA	M	VETERANS AGENT	\$19,627.58		
YRAOLA	SUSAN	E	LIBRARY ASSISTANT II	\$21,161.92		
ZBIKOWSKI	DAVID	A	SP MV OPERATOR/LABOR	\$71,664.46	\$6,147.33	\$235.68



TOWN OF WESTMINSTER ~ 2021 ANNUAL REPORT

Sincerest thanks to all the departments, boards and committees for their reporting and to the residents of Westminster that kindly provided the amazing photos featured in this publication of our beautiful and picturesque community.