Town of Westminster, Massachusetts

2017 Annual Report

We would like to extend our sincerest appreciation to all the residents who submitted photos for the 2017 Annual Report!

A very special thanks to Mr. Greg Barry and the student artists of Oakmont Regional High School who created fantastic works for this publication.

2017 Annual Town Report

Westminster, Massachusetts

Front Cover Artwork:

Stephanie Seifert, Advanced Art Student
Oakmont Regional High School
Sunset Over Crocker Pond, Painting
(additional submissions from the students can be viewed on the inside back cover of this report)

Photo Credits:

Mark Girouard
Anne Fusco
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2017

Annual Town Report

In Memoriam

Donna Brownell

Donna was a lifelong resident of Westminster. She was an active member of the Open Space Committee for many years. Additionally, she was the President of the environmental group W.E.S.T, an organization that was recognized for their work by the State of Massachusetts by naming an Old Grove Forest on Wachusett Mountain after Donna and her husband, Gordon.

Elaine Lawrence

Elaine was a 63 year resident of Westminster, having been born in Queens, NY. She served for many years on the Republican Committee, as well as the Historical Society and Great Books Club in Westminster.

Russell A. Levin

Russel and his wife Donna resided in Westminster. Russell was a member of the Board of Health, holding the position of Chairman for a number of years.

He and his wife loved the outdoors and spending their winters in Florida.

James A. Walker

Jim was a long time resident of Westminster and wildlife enthusiast. He worked part time for the Westminster Cemetery Department, with his brothers Harry and Sid. The brothers were so dedicated to meticulous care and maintenance of the cemeteries in town, there is a roadway named "Walker Way" in their honor. Jim also served on the Hagar Park Commission for many years.

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About Westminster

Incorporated 1759

Town Government ..... Annual Town Meeting

..... Board of Selectmen & Town Administrator

Annual Town Meeting ..... First Saturday in May

Annual Town Election ..... Last Tuesday in April

Population 7,664

Registered Voters 5,683

Area (sq. miles) 37.5

Tax Rate/Per Thousand $18.95

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 Drive

Pubic 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:

Accounting 874-7405
Administrator 874-7400
Assessors 874-7401
Board of Health 874-7409
Board of Selectmen 874-7400
Building Department 874-7407
Clerk 874-7406
Conservation Commission 874-7413
Executive Assistant 874-7408
Parks & Recreation 874-7410
Personnel 874-7404
Planner 874-7414
Treasurer/Collector 874-7403
Veterans' Agent 874-7461

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 Aging 874-7402
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
Saturday ..... 7:30 AM – 1:00 PM
Sunday ..... 9:00 AM–1:00 PM
Monday ..... 7:30 AM 3:00 PM

Public Safety Building 874-2313

Police Department
24 Hours a day
911 – Emergency Only

Fire Department
Open 24/7
911 – Emergency Only

Ashburnham-Westminster Regional School District:

Meetinghouse School 874-0163
Oakmont Regional High School 827-5907
Overlook Middle School 827-1425
Special Needs 827-3063
Superintendent of Schools 827-1434
Westminster Elementary 874-2043

Other Departments:

Animal Control Officer 874-2933
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

General Government

Board of Selectmen & Town Administrator

From left: Jim DeLisle, Heather Billings, Wayne Walker

The Board of Selectmen is pleased to present the following report to the residents of Westminster.

Heather M. Billings assumed the Chairmanship of the Board of Selectmen in 2017, with James A. DeLisle serving as Vice-Chairman and Wayne R. Walker as Clerk. Mr. Walker was re-elected to the Board in April. Westminster continued to experience a significant increase in new construction in 2017, with 44 permits issued for new homes. In addition, upon completion of the Whitman River In-line Sewer Project in November, the Public Works Commission voted to lift a 15-year moratorium on new sewer connections. It is expected that this will result in even more new homes, and hopefully in the addition and/or expansion of commercial and industrial businesses in town.

The landfill has been a significant source of revenue for the town for nearly two decades. With the landfill scheduled to close in 2024, and with an awareness of the need for additional landfill space in the Commonwealth, the Board of Selectmen has been working with Waste Management on a proposal to expand the landfill and increase its operational life by an additional ten years. Voters at the November Special Town Meeting approved an article authorizing the Board to petition the state legislature to allow the town to acquire property from the adjacent Leominster State Forest in return for property of equal or higher value to swap with the State.

Westminster voted by a majority of 50.3% in 2016 in favor of legalizing the cultivation and sale of marijuana in the State of Massachusetts. The manufacture of medical marijuana is allowed in the industrial zones in Westminster; however, the manufacture and retail sale of recreational marijuana has not yet been decided in town. The Board of Selectmen is carefully considering the town's options in this regard. The Board will move forward in 2018 to gain a clearer understanding from town residents as to whether the town should allow recreational marijuana establishments and if so, the scope and extent to which they will be allowed. Voters approved an article at the November Special Town Meeting to place a temporary moratorium on recreational marijuana establishments. This will give the town until December 2018 to fully consider and implement an appropriate bylaw for the regulation of recreational marijuana.

The Town Government Study Committee is still at work to develop its recommendations for changes in the organization and structure of our local government. The Committee has requested additional time to complete its report, which is expected in mid-2018.

In addition to our customary duties, the members of the Board of Selectmen also volunteer to serve as liaisons to other boards and committees. This allows us to offer guidance and participate more fully on important issues facing the Town.

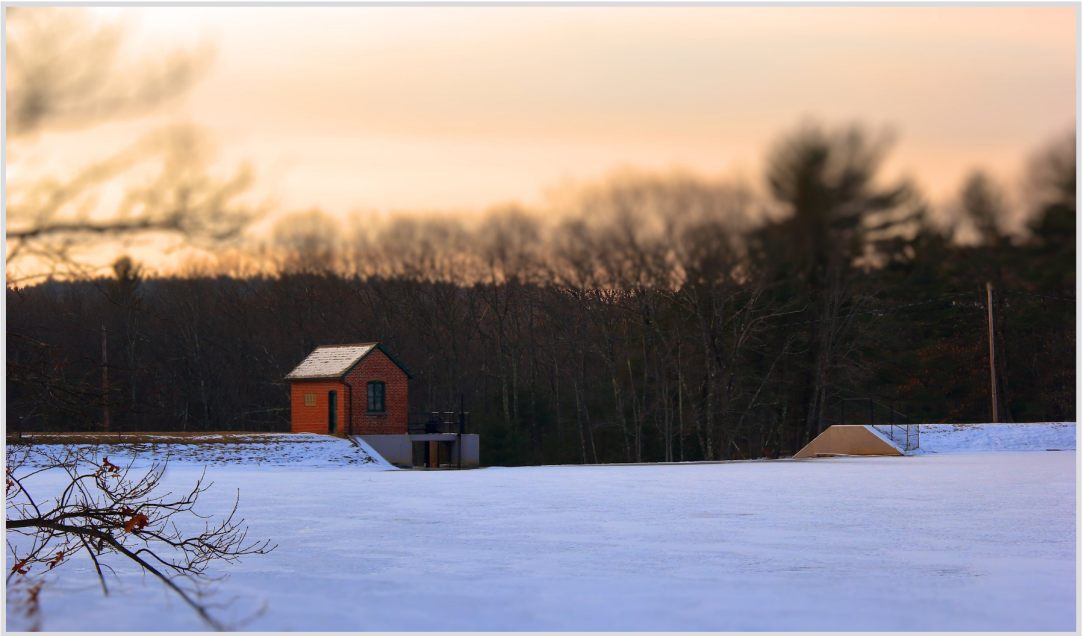
Board members held the following liaison assignments in 2017:

Personnel Board – Wayne Walker
Sick Leave Bank Committee – Wayne Walker
Town Government Study Committee – Wayne Walker
MBTA Advisory Committee – Heather Billings
MART Representative – Heather Billings
Montachusett MPO – Heather Billings
Open Space Committee – Heather Billings
Capital Planning Committee – James DeLisle
Economic Development Committee – James DeLisle
Solid Waste Advisory Committee – James DeLisle

The Board is privileged to represent and serve the residents of our Town. We appreciate your input on all matters concerning the welfare of Westminster. We are sincerely thankful for all the volunteers who serve on our town boards and committees and gratefully acknowledge the many efforts of our municipal employees.

BOARD OF SELECTMEN
Heather M. Billings
James A. DeLisle
Wayne R. Walker

(The Board of Selectmen meets every other week on Monday evenings at 6:00 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 Access TV website at www.awcatv.org.)



Town Clerk

We conducted our Annual Town Election on April 25th. Registrars Ellen Sheehan, Ken Marien and Sharon Taylor oversaw and reviewed certified signatures from our registered voters, for the numerous petitions that came through our office from groups trying to get these petitions placed on the 2018 General Election ballot.

A Special Town Meeting along with our Annual Town Meeting was held on May 6th. We had a Special Town Meeting on June 6th which was due to residents asking for the remaining portion of Road No. 3 (Sunderland Road) to be discontinued. Also, a Special Town Election to vote for a school override, in the amount of **$591,479,** was held on June 20th. In addition, a Special Town Meeting was held on November 28th to close out the year.

Lastly, the State called for a Special Primary and Election due to the resignation of our State Senator Jennifer Flanagan, who was selected to be on the Governor's Cannabis Commission. These elections were held on November 7th and December 5th. We've had a busy year to say the least!

All Election Results and Town Meeting Minutes may be found in the back section of this Annual Town Report beginning on pg. 150.

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. We also attend meetings held by the Worcester County City & Town Clerks' Association three times a year. Town Clerk, Ellen Sheehan, was elected Secretary and is presently serving on that Board.

Individuals working in the Town Clerk's Office include Town Clerk Ellen M. Sheehan, Assistant Town Clerk Betsy Haley-Cormier, and, Department Assistant Cindie Hastings-Brutvan. The Office of the Town Clerk is open Monday through Thursday from 8 a.m. to 4:30 p.m. and Fridays 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 in the Town Clerk's office is to provide the best customer service possible to all of our residents. We are often the first point of contact for many people, and we always strive to provide the most current and up-to-date information possible with courtesy and respect.

The Town Clerk's Office is responsible for maintaining access to all meeting notices and agendas for 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 also posted in compliance with the State Open Meeting Law and can be found on the town's website at www.westminster-ma.gov .

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

2017 Population	*7,685*
Births Recorded	*49*
Deaths Recorded	*59*
Brought Into Town for Burial	*12*
Burial Permits Issued	*20*
Marriage Intentions Recorded	*43*
Marriage Certificates Recorded	*43*
Business Certificates Recorded/Renewed	*88*
Certificates of Registration (Storage Permits)	*9*
Copies of Vital Records (births, deaths, marriages)	*406*
Joint Pole Locations Requests	*6*
Single Pole Location Requests	*1*
Raffle Permits	*2*

Money Collected

Sales (Books, Vital Records, Copies, etc.)	*$ 4,420*
Fees (Dog licenses and fines, Marriage Intentions, Business Certs, etc.	*$29,338*
TOTAL	***$33,758***

DOG LICENSES ISSUED BY THE TOWN CLERK'S OFFICE:
1,370 Dog Licenses
2 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 in town – one in February at Wachusett Animal Hospital and the other in March at the Westminster Fire Station 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 2017 is forwarded to this office by the Office of the Jury Commissioner and may be viewed in the Town Clerk's Office.

ELECTION AND REGISTRATION
REGISTERED VOTERS (December 31, 2017)

	Precinct 1	Precinct 2	TOTAL
Democrat	525	493	1018
Republican	444	452	896
Unenrolled	1837	1830	3667
Libertarian	10	10	20
Green-Rainbow	5	4	9
Interdependent 3rd	3	0	3
Am Independent	2	1	3
Am Term Limits	1	0	1
Mass Independent	2	2	4
Pizza Party	0	1	1
Socialist	0	0	0
Conservative	0	1	1
United Indep. Party	25	31	56
TOTAL	**2854**	**2825**	**5679**

Elected Officials

Moderator-3 yrs
John A. Bowen, 110 Narrows Road 2020

Board of Selectmen-3 yrs
Heather M. Billings, 19 Bacon Street 2018
James A. DeLisle, 94 Town Farm Road 2019
Wayne R. Walker, 15 Nichols Street 2020

Board of Health-3 yrs
Michael G. Popik, 12 Partridge Hill Road 2018
Edward J. Simoncini, Jr., 8 Whitney Street . 2019
H. Christopher Redkey, 345 S. Ashburnham Rd.. 2020

Town Clerk-3 yrs
Ellen M. Sheehan, 1 Carpenter Lane 2020

Assessors-3 yrs
Donald L. Frigoletto, 16 Notown Road 2018
Robin L. Holm, 34 Sunset Road 2019
Robert J. Sampson, 15 Fenno Drive 2020

Library Trustees-3 yrs
Leola M. Leger, 8 Kendall Court 2018
Walter M. Haney, 164 Worcester Road 2018
Robert A. Hynes, 4 Patricia Road 2019
Martha A. Rainville, 51 Old Oak Avenue 2019
Hee Shee Eagle, 6 Frog Hollow Road 2020
Kimberly A. Samson, 25 Scenic Drive 2020

Hager Park Commission-3 yrs
Christopher C. Mossman, 57 Depot Road.... 2018
Andrew H. Kaski, 63 West Main Street 2019
Timo W. Ojanpera, 21 Hager Park Road 2020

Planning Board-3 yrs
Jon C. Wyman, 39 Edro Isle Road 2018
Andrew J. Rice, 241 Minott Road 2019
Linda Wiest, 102 Town Farm Road 2019
Marie N. Auger, 44 Kent Road 2020
Michael J. Fortin, 59 Minott Road 2020
(Resigned 5/19/2017)
Jill M. Normandin, 12 Estabrook Park Road 2018
(Appt. until 4/18)

Housing Authority-5 yrs
State Appointee (Vacant) 2016
Brenda M. Rufiange, 8 Scenic Drive 2018
Walter C. Taylor, 123 Main Street 2019
Peter F. Yraola, 15 Bacon Street 2020

Constables-3 yrs
Robert L. Cudak, 50 Knower Road 2019
Steven L. Couture, 46 Dawley Road 2020

Cemetery Commission-3 yrs
Stanley Skamarycz, 50 Edro Isle Road 2018
Walter C. Taylor, 123 Main Street 2019
Shawn O'Leary, 25 Nichols Street 2020

Regional School Committee (Westminster Members)
Jeffrey Boudreau, 67 North Common Road . 2018
Gwen E. Farley, 187 Knower Road 2019
Robert W. Ewing Jr., 27 Shady Ave 2019
Justin M. Sparks, 27 Nichols Street 2020
Bridget H. Tucker, 2 Knower Road 2020

Appointed Officials

Agricultural Commission

Mary-Louise Altobelli 6/30/2020
Andy Hertel 6/30/2019
Dean Johnson 6/30/2020
Ann Patsis 6/30/2018
Steve Robinson 6/30/2018
Susan Nickerson (alternate)

Assistant Animal Control Officer

Robyn Southern Inniss 6/30/2018
Cheryl Slack.....6/30/2018

Board of Registrars

Sharon Taylor 6/30/2021
Sharon Halloran.....6/30/2019
Ellen Sheehan.....6/30/2021
Kenneth Marien.....6/30/2020
Ella Denault 6/30/2021

Building Commissioner /Zoning Enforcement Offc.

Paul Blanchard.....6/30/2018
Sarah Culgin (alt.).....6/30/2018

Cable Advisory Committee

Robert Ewing.....6/30/2019
David Monty 6/30/2019
Joseph Flanagan.....*(resigned)*

Conservation Commission

Daniel Bartkus.....6/30/2019
Robert Gendron 6/30/2019
Carrie Monty 6/30/2020
John Regan.....6/30/2018
Tim Sheehan.....6/30/2019
Gary Smith, Jr.....6/30/2018

Council on Aging

William Antoniac.....6/30/2019
Don Barry.....6/30/2018
Louise Garland-Wheelen 6/30/2020
Joan Long 6/30/2018
Ann Johnson.....6/30/2019
Rebecca Iannconne 6/30/2019
Dot Barrett.....6/30/2020
Neysa Miller 6/30/2018

Crocker Pond Rec. Area Comm.

Kathleen Brennan 6/30/2018
Patricia Streeter 6/30/2019
Mary Ann Falconer 6/30/2019
Karen Farrell 6/30/2018
Heather Billings.....6/30/2018
Patricia Hatzis.....6/30/2018

Cultural Council

Leeann Lamsa.....6/30/2020
Linda McLenahan 6/30/2018
Patricia Gendron 6/30/2018
Brenda Malloy.....6/30/2019
Mary Waight 6/30/2020
Celia Burgess 6/30/2018
Susan Quigley-Belliveau.....6/30/2019
Margaret Romano 6/30/2019

Historical Commission

Roni Beal.....6/30/2019
Elizabeth Hannula 6/30/2019
Joan Longcope.....6/30/2019
Carole Bramante.....6/30/2020

Election Officials

Susan M. Anderson.....8/15/2019
Karen Brighenti 8/15/2019
Claudette Casey 8/15/2019
Annie Cundari.....8/15/2019
Theresa Grenier.....8/15/2019
MaryBeth Haley-Cormier.....8/15/2019
Cynthia Hastings-Brutvan 8/15/2019
Albert Hughes 8/15/2019
Gloria Hughes 8/15/2019
Constance Kotoski.....8/15/2019
Joan Longcope.....8/15/2019
Laila Michaud.....8/15/2019
Barbara Parsons.....8/15/2019
Kathy Pelullo.....8/15/2019
Nancy Sides 8/15/2019
Sandy Thibodeau.....8/15/2019
Susan Yraola 8/15/2019

Liquor Commission
Michael Denzer 6/30/2018
Gary McDonald 6/30/2020
Allison Streeter 6/30/2019

Local Inspector
George Tignor 6/30/2018

MART Advisory Board
Heather Billings 6/30/2018

Open Space Committee
Janet Morrison 6/30/2018
Joshua Schonborg.....6/30/2020
BOS Rep. Heather Billings

Monty Tech School Committee Representative
Ross Barber.....6/30/2018

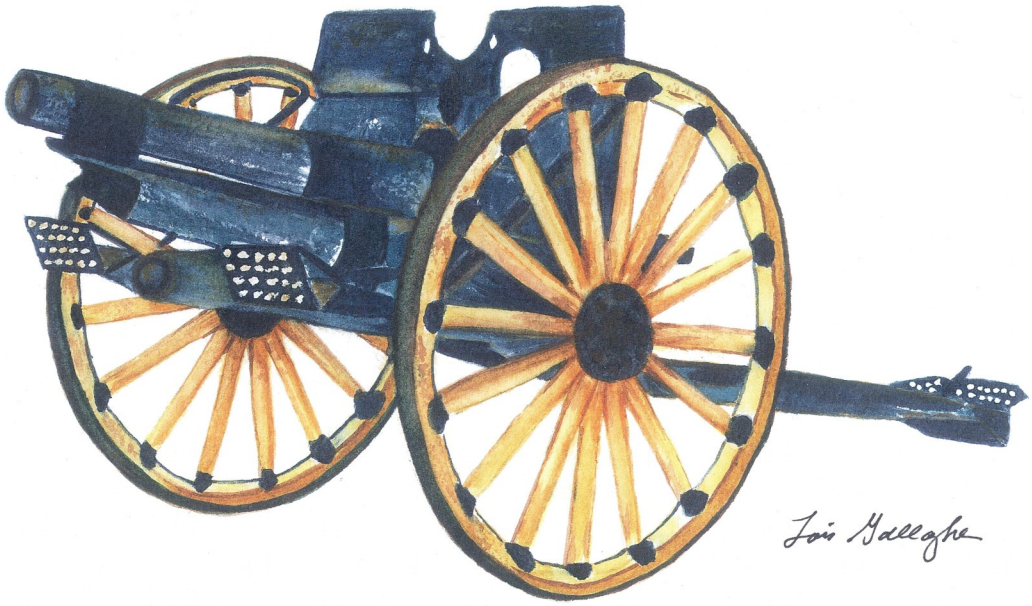
Advisory Board
Dan Stango.....6/30/2019
Burton Gendron.....6/30/2020
Joe Flanagan 6/30/2018
Peter Normandin.....6/30/2019
Lisa Rocheleau 6/30/2018
Erin Casali 6/30/2019
Joe Serio 6/30/2018

Personnel Board
M. Clare Rowland..... 6/30/2019
John Cappellini..... 6/30/2020
David Schlier 6/30/2020
Stephen R Hemman..... 6/30/2019
Ex-officio Wayne Walker

Insp. of Plumbing & Gas Piping
Tom Wiinikainen 6/30/2018
James Imprescia..... 6/30/2018
Wayne Little 6/30/2018

Inspector of Wiring
Loring H Barrett..... 6/30/2018
(Alternate) Richard Cannavino 6/30/2018
(Alternate) Harry Parvianen..... 6/30/2018

Academy Hill Cannon



Town Government Study Committee

At the Special Town Meeting on November 18, 2014 the voters approved Article 8, the Town Master Plan. One of the recommendations of the Town Master Plan is:

Establish a Government Study or Town Charter Committee to review and analyze how Westminster's town government is currently organized and make appropriate recommendations for re-organization that will enable town government to function with maximum effectiveness.

The Town Government Study Committee (TGSC) respectfully submits its Annual Report for the year ending December 31, 2017.

The BOS created the TGSC and tasked it with the following seven point charter:

1. Conduct an in depth review of the town's current organizational structure.

2. Obtain information regarding various models of government structure from other Massachusetts communities similar in size to Westminster.

3. Identify strengths and weaknesses in Westminster's current form of government and areas for improvement.

4. Recommend changes in the Town's organizational structure, including but not limited to the terms of office and the method of selection of officials, consistent with the needs of the Town; for example, consider changing the name and duties of the Advisory Board to Finance Committee or changing the Town Clerk position from elected to appointed.

5. Report its findings and recommendations to the Board of Selectmen and then Town Meeting within two years.

6. The ultimate goal of the Town Government Study Committee is to gain the support and confidence of the public through the creation of a new town charter establishing the framework for an improved structure of government for the Town of Westminster.

7. Provide recommendation as to which boards/ commissions should receive a stipend.

During the year the TGSC held nine meetings. The main discussion points at those meetings were:

January 12, 2017 – The Committee reviewed and approved its submission for the 2016 Annual Town Report. It also reviewed and approved a draft grant proposal article to possibly be included in the next Town Meeting. Next, the Committee reviewed and discussed comments regarding the pros and cons of having a combined "Land-Use Department" that were solicited and received from the towns of Spencer, Leicester, Lenox, and Millbury. And finally, the group reviewed feedback from an interview held with the Westminster Town Clerk's office. The status of other planning town government staff and board interviews was also discussed.

February 8, 2017 – Meeting cancelled due to severe winter weather.

March 9, 2017 – The Committee discussed an update on the status of the grant application being made to the State with the aim of receiving funds to support TGSC activities. The grant application has been submitted and decisions are expected to be made by the State by the end of March or early April. The group also discussed the status of the grant proposal article to possibly be included in the next Town Meeting, which was finalized in the January TGSC meeting and has been passed along to the Board of Selectman for review. The Committee reviewed information provided by the Nashoba Associated Boards of Health (NABH), as part of continued efforts to research different structures being used by other town governments in the state. The information included the group's by-laws and requirements for member towns. And finally, the group reviewed and discussed feedback from an interview held with the Westminster Planning Board. The status of remaining town government staff and board interviews was also discussed.

April 20, 2017 – The Committee discussed whether or not to make a presentation at the May 6th Annual Town Meeting. The consensus was that insufficient new information was available to warrant a presentation. The final agenda item was a cataloging of department interview concerns and findings which was developed by Adam Collette.

May 18, 2017 – The Committee reviewed a draft version of duties that would be expected of a consultant to support the activities of the committee. Some edits were made to the draft, and a final version was approved to then be developed into a Request for Quote for consultant services.

June 29, 2017 – The Committee reviewed the quotes received for consultant services that would provide support for TGSC activities in fulfilling the committee's charter and discussed the details presented within each quote. After this review, the committee agreed to recommend the selection of Community Paradigm Associates.

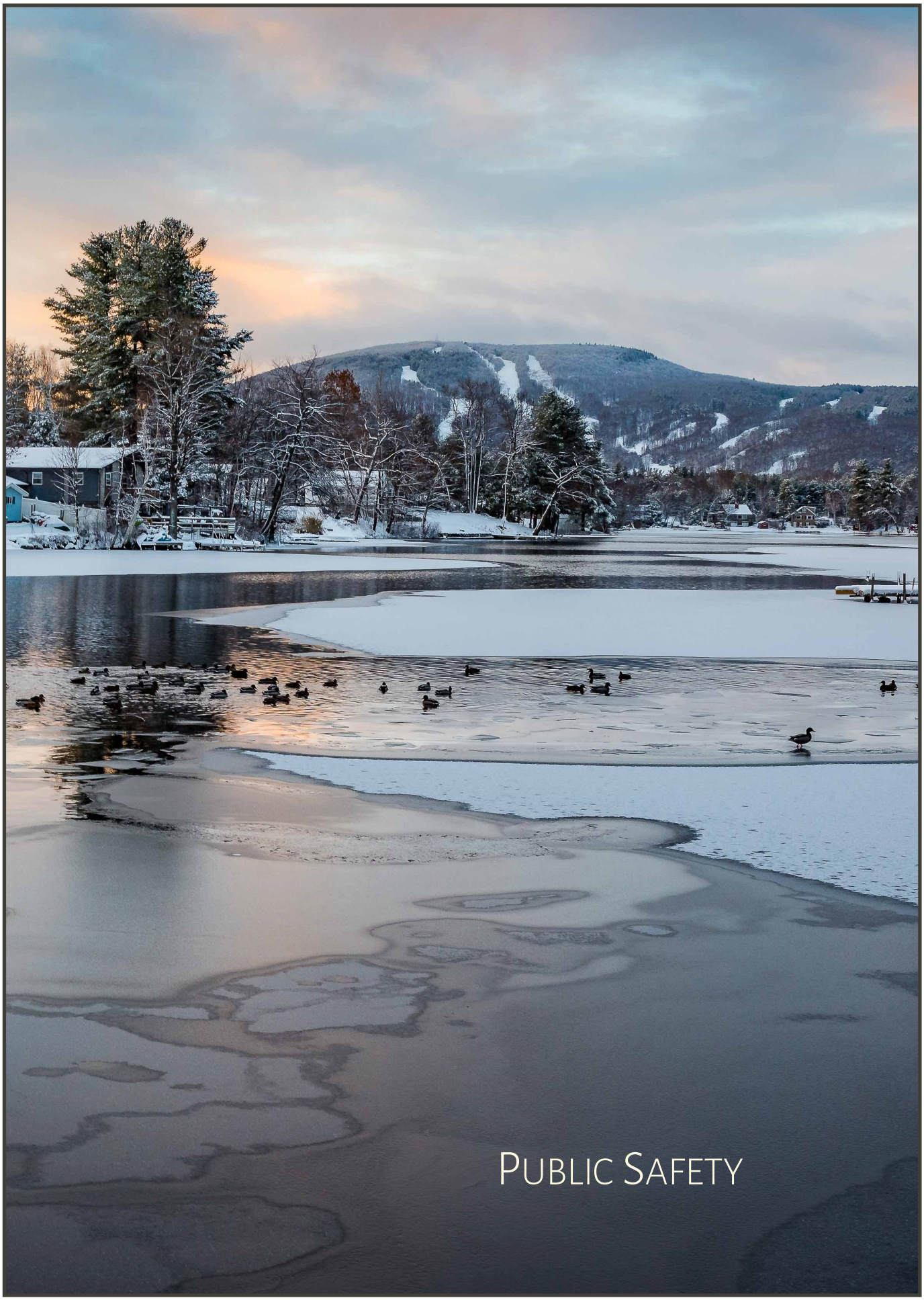
August 10, 2017 – The Committee met with Bernard Lynch and Peter Hechenbleikner of Community Paradigm Associates (CPA), who were contracted to assist the TGSC with the its activities in fulfilling the committee's charter. The group reviewed work performed by the TGSC to date and began discussing next steps for CPA and the TGSC. CPA also shared some of their experiences in what they have observed in other towns that have undergone projects similar to that being pursued by the Westminster TGSC.

September 21, 2017 – The Committee met with Bernard Lynch and Peter Hechenbleikner of Community Paradigm Associates (CPA). The group reviewed work performed by CPA as shown in a PowerPoint presentation. CPA provided a second handout, TGSC Status Report (21Sep17). Each TGSC member was tasked to read this report and provide opinions and comments to the Chair who will compile a list and forward to CPA. The group discussed a possible timeline to completion. CPA will draft a timeline and will forward to the chairman for approval at the next meeting. All members agreed that the current two year charter from the Board of Selectmen (BoS) which expires in February or March 2018 will provide insufficient time to complete the tasks; the chairman was authorized to draft a communication to the BoS to request a one-year extension.

November 1, 2017 – The Committee met with Bernard Lynch and Peter Hechenbleikner of Community Paradigm Associates (CPA). CPA presented a summary review of peer communities to Westminster in order for the TGSC to compare and discuss various elements of governments of towns similar to Westminster. Next, CPA and the TGSC discussed the different forms of legislative body in use in each town. And finally, the TGSC and CPA reviewed and approved a proposed schedule of topics to be covered in future meetings and during which month each topic would be discussed.

December 6, 2017 – The Committee met with Bernard Lynch and Peter Hechenbleikner of Community Paradigm Associates (CPA). The focus on the discussion was the various boards and committees which are currently part of Westminster government, which of them are currently appointed vs. elected, and the pros and cons of each. The discussion also involved a comparison with similar towns and how they structure their boards and committees.

Respectfully Submitted,
John Fairbanks, Chairman
Adam Collette, Vice Chairman
Daniel Gilbreath, Clerk
Dan Bartkus
Roy Hughes
Lisa Rocheleau
Wayne Walker
Jon Wyman



Public Safety

Police Department

It is my pleasure to present the Westminster Police Department Annual Report for 2017.

The Westminster Police Department currently has twelve sworn full time officers and four sworn part time officers, four full time civilian dispatchers, and four part time dispatchers, one administrative assistant and one civilian Administrative aid. This department is responsible for the oversight of the Animal Control.

Westminster continues to experience an increased amount of time spent on in-depth investigations and reporting to better prepare for these cases. With society's increase in computer and internet crimes, as well as identity fraud, the department has to focus on these changing trends.

We continue to seek out and apply for as many grants as possible and this department did receive over $35,000.00 in money and equipment during 2017. We received two grants through the State 911for staffing and allocation of dispatch personnel and training of all public safety dispatchers, and Governors Highway Safety grants for car seats, traffic enforcement, pedestrian and bicycle enforcement.

Massachusetts is currently experiencing an epidemic of opioid-related overdose and death.

These overdoses are driven by the underlying chronic disease of opioid addiction or opioid use disorders. People with opioid addiction are at high risk of overdose and death.

Opioid-related deaths in the state were more than four times higher in 2015 than in 2000. This recent rate of increase is several times faster than anything seen here before. In 2013–2014 alone, opioid-related deaths occurred in two-thirds of the cities and towns in Massachusetts.

The opioid-related death rate in Massachusetts has surpassed the national average, with an especially sharp rise in the last two years.

In fact, 2014 marked the first year since 1999 that the fatal overdose rate in the Bay State was more than double the national average. While opioid-related deaths have been on the rise across the country during that period, the situation in the Commonwealth has become especially worrying.

In one way or another — through deaths, nonfatal overdoses, or disruptions to jobs, marriages, families, and neighborhoods — every community in Massachusetts has been impacted by this growing crisis.

Demands for service continue to climb and the reality is that the future trend will be for more calls for service. Additional personnel will be needed to provide the best possible services while maintaining our many community programs.

This department will always be available to speak to any town organization or group on any issue pertaining to public safety in our community.

I am very proud of the men and women of this department and I look forward to working with all departments and boards. I also look forward to many more years to come serving this community and its members.

November 30, 2017 marks the fifteenth anniversary of Officer Larry Jupin's death. August 21st, 2017 marks the twenty eighth anniversary of Officer Keith Nivala's death. The police department and the Jupin and Nivala families are grateful for the support from the Town, surrounding communities, and that the memories of our departed will not be forgotten.

Training

During this year, training, certification and re-certification of all personnel was covered. Training included: criminal law, criminal procedure, domestic violence, motor vehicle law update, use of force training, drug laws, terrorism, computer crimes, identity theft, defensive driving, and use of the breathalyzer, CPR, first responder, and automatic external defibrillators. Each of our officers has been trained in the Incident Command System (ICS) as well as the National Incident Management System (NIMS) as required under Homeland Security. The officers

train in use of force on four to six occasions and used practice events through life-like scenarios under stress in a "shoot-don't shoot" judgment skills and train annually within our school district buildings.

All the officers continue to receive the best quality training that we can provide for them.

Increased attention to training issues as laws change remains to be the best protection for both the officers and the town.

Community Policing

School Resource Officers Report

This is the third year a School Resource Officer position was added to the ranks of the Police Department. Sgt. Ralph Leblanc and Officer Nathan Hawkins are assigned to the Ashburnham Westminster school District as School Resource Officers. Sgt. Jason Tamulen is assigned to the CAPS collaborative school as a School Resource Officer. The School Resource Officer's responsibility is to enhance the safety of all students in the district. The Westminster Police Department has a sincere interest in the youth of our community; they are one of our most valuable resources, and represent the future citizens of Westminster. The Westminster Police is very much a part of our community. We feel an obligation to assist in presenting our children with rules for personal safety, and helping them to understand the importance of establishing positive attitudes toward authority along with the rights and property of others. The result will help to ensure a better quality of life. These Officers are trained in community policing strategies and charged with serving the school district as a resource, a deterrent to crime, an advisor, a mentor, and a teacher. We continue to work closely with the Regional School District on all issues.

The SRO position was created to bridge the gap between law enforcement and the community by way of reaching out to our youth to provide a positive learning environment which will be meaningful throughout adolescence. Visits have been made in all grades to discuss routine matters of law. The overwhelming support of the school department, PTO and parents make this possible.

Child Care Safety Seat Inspections and Installations

The Westminster Police Department is providing free car seat safety checks. This Police Department recognizes how precious our children are and want to help parents buckle them up safely. Almost 90% of child safety seats in use today are being either used incorrectly or are installed improperly. Poor instructions and difficult applications are seen in many improper installations of car seats. Last year, Officers of the Westminster Police Department conducted over 300 child safety seat inspections.

Sgt. Jason Tamulen and Sgt. Ralph Leblanc are trained and certified child safety technicians. They will demonstrate and explain to the car seat owner how to install the car seat properly and fit the child into the seat. Officer Tamulen and Leblanc will also conduct a safety inspection of the seat and check for any possible recalls on your particular seat. The Massachusetts Governors Highway Safety has awarded the Police Department a grant to assist with funding for child passenger safety for the town. For more information or to make an appointment for a car seat safety check, call the Westminster Police Department.

Prescription Drug Take - Back Program

The Drug Enforcement Administration (DEA) has scheduled another National Prescription Drug Take Back Day. Westminster Police Department again will participate in this national effort.

This is a great opportunity for those who missed the previous events, or who have subsequently accumulated unwanted, unused prescription drugs, to safely dispose of those medications.

The Westminster Police Department participated in DEA's National Prescription Drug Take-Back Day.

Residents may drop off unwanted or expired drugs anytime to the Westminster Police Department.

With the support and hard work of our Police Department and community partners, these events

have not only dramatically reduced the risk of prescription drug abuse, but have also increased awareness of this critical public health issue.

Medicines that languish in home cabinets are highly susceptible to diversion, misuse, and abuse. Rates of prescription drug abuse in the U.S. are alarmingly high—more Americans currently abuse prescription drugs than the number of those using cocaine, hallucinogens, and heroin combined.

Needle Exchange Program

The Westminster Police Department in cooperation with the Westminster Board of Health initiated a Needle exchange program. We have placed a drop off box in the lobby of the police station for residence to drop off used needles into the drop box safely and securely 24 hours a day.

Identity Theft and Computer Forensic Investigations

Identity Theft is becoming a household term all across the world. Each day hundreds of new scams are developed to steal and defraud people of their money. Westminster residents are no exception to this growing crime. The Westminster Police Department has taken a record number of complaints and handed out hundreds of Identity theft packets to suspected victims during the year. There are many aspects of theft of your personal information. It is estimated that one in five will be a victim this year. We are attempting to keep our Officers up to date with specialized training to help our citizens' deal with these types of crime. The police department website has links available to become more aware of how to prevent identity theft. www.westminster-ma.gov

One of the main sources of Identity theft happens from computer usage. These are through spoof e-mails, farmed web-sites, on line auctions, online dating sites and many others. Communications through e-mails and instant messaging have brought about new types of evidence that police departments must deal with as well. Harassment and bullying over the internet has created new laws, along with challenges investigating these crimes. Westminster Police Department is fortunate enough to have detectives that are trained in computer related crimes, to help investigate and prosecute these types of crimes. With sexual predators always a concern to parents, computer forensics trained officers will help deter, investigate and prosecute these offenders. The police department is always willing to give talks to our area groups to help educate the citizens about the risks this new technology poses to their everyday life.

K-9 Program

Officer Rich Michel is the handler K-9 Bruin who has successfully certified in patrol procedures and drug detection. K9 Bruin will maintain his dual purpose certification.

Officer Michel and K-9 Bruin will continue a strong collaboration with MA State Police to ensure optimal training experiences and to meet the rigorous requirements for standardized training. Both Officer Michel and K9 Bruin have built an inter-departmental relationship with the North Worcester County Drug Task Force. Given the affiliation within the professional networking system, Officer Michel and K9 Bruin will be a proactive component to fight the war on drugs in our community.

In general this department has seen an increase in narcotic arrests and drug related crimes over the past several years.

A K9 is a valuable resource for Police Officers. Unlike the swing of a baton or in a chemical spray or a bullet fired from a gun, such forces cannot be stopped while

in motion; however a trained K-9 can be re-called by its handler and stopped before force is used. A trained K-9 can also be a successful tool for law enforcement without any force being used. For example, the mere presence of a K-9 evokes compliance by suspects. A police K9 also has the unique ability to discriminate between scents, making a K-9 an excellent resource when conducting missing person searches, article searches and apprehensions.

K-9's are used in a variety of situations:

- Search for hidden suspects
- Search buildings
- Apprehend fleeing suspects
- Search lost people
- Search for evidence or property
- Search for illegal drugs
- To protect the handler, other officers and citizens
- Clear vehicles at high risk motor vehicle stops
- Assist high risk entries and search warrants
- Act as backup and deterrent in dangerous situations
- Fights
- Riots
- Disturbances
- To conduct demonstrations
- Used in schools, scan lockers, vehicles for narcotics

In addition, Officer Michel and K-9 Bruin will continue to work closely with the Ashburnham / Westminster Regional School District as well as other local schools and other community service groups providing educational presentations/ demonstrations. This department recognizes that education of youth and the public is essential in limiting drug use and activity. K-9 presentations provide insight into the consequences of narcotic use and build relationships with the youth and public in our community.

Home Storage of Firearms

Family Considerations:
If you have a family, your responsibility does not end with the proper storage of firearms. It is necessary to educate family members regarding the responsibility of having firearms in the house and the safety considerations involved. In this case, education should attempt to place the proper perspective for your spouse and children.

I would like to take this time to inform those who do not know about the Massachusetts Gun Control Act of 1998. The new law has significantly changed the requirements regarding the purchase, possession, carrying and storage and licensing of firearms. This law also increases the criminal penalties for unlawful possession and use of firearms.

Gun Control Act of 1998

Effective June 1, 1998, all new firearm license applicants must complete a certified firearms safety or hunters education course.

Effective October 21, 1998, all firearms MUST be stored in a locked container or be equipped with an approved locking device.

Effective October 21, 1998, the law imposes a ban on covert guns, unreliable guns (junk guns) and certain assault weapons.

Effective October 21, 1998, the law established a new category of large capacity weapons and feeding devices.

A weapon is large capacity if it is:
A semiautomatic handgun or rifle that is capable of accepting a feeding device that holds more than 10 rounds, or more than 5 shotgun shells (in the case of a shotgun).

Anyone with questions please contact the Police Station or email: kmathieu@westminster-ma.gov.

Firearms Training

The Westminster Police Department is pleased to offer the residents of Westminster firearms training classes once a month at the Police Department. The Westminster Police Department is dedicated to educating firearm owners on proper handling and storage techniques. These classes are designed to make homes with firearms safer and prevent needless accidents.

Please contact me at the Westminster Police Department from 8AM-4PM for more information.

Firearms Licensing

The town of Westminster has received a new computer system from the Criminal History Systems Board known as the MIRCS System, This system enables us to issue the new style Class A, C, D permits in a credit card form. The Firearm laws in this state have changed considerably over recent years, a rate increase from the $25.00 dollar fee to $100.00 dollars, although the permits are now in effect for 6 years rather than the four years as in the past.

If you have any questions with regard to firearm permits, you may contact the police department between the hours of 8AM-4PM or by send an e-mail to kmathieu@westminster-ma.gov.

Traffic

Traffic is still the number one issue of complaint in town. Increasing the safety of vehicular, pedestrian and bicycle traffic as it moves through town is a high priority for this department. Directed patrols were conducted at intersections and neighborhoods were specific violations or accidents were identified. Officers are given daily assignments on a particular roadway or intersection. The Police Departments speed radar trailer has been very useful in reducing speed complaints. If you would like the trailer in your neighborhood please call the Police Department and put in the request.

As our community grows we see more and more traffic on our roads, both by cars and with commercial motor vehicles. This is a concern to me as Chief and to us as a community. I look forward to your comments and concerns on this matter. Please visit us at:

www.westminster-ma.gov.

Detective's Report

The Westminster Police Departments Detectives Bureau is responsible to complete follow up investigations on cases that require more time than patrol officers can devote to a case. Investigations require a great deal of time for interviewing and conducting surveillance. The in-depth reports for these types of investigation are often complex and at time requires the application of arrest and search warrants. Since crime is not restricted to city or town lines, we must work closely with surrounding communities, State and Federal agencies. The Detective Bureau works closely with other agencies to share information about crime patterns, known offenders and to identify property. Many of the suspects that the Detectives Bureau investigates do not reside in the town and often cross over into other states.

Also included in the Detective's duties is the management of the department's evidence. This year the police department took in over three hundred pieces of evidence. Some of the evidence requires specialized processing. The Detective Bureau processes much of the town's evidence for cases involving most property crimes. Through the State Police Crime Laboratory and UMASS Drug Laboratory facilities assist in making criminal identification and chemical analysis. The detective unit has exhibited an above average rating for latent print identification and clearing major cases.

This year the department updated evidence record

keeping and supplementary equipment for latent print processing. These additions enhance our department's ability to process latent print evidence more effectively and timely.

The Westminster Police Department also has a Detective assigned to the North Worcester County Drug Task Force. The Drug Task Force is made up a group of specially trained detectives from surrounding towns of Leominster, Fitchburg, Clinton, Gardner, Ashburnham, Hubbardston, Winchendon, Lunenburg, Massachusetts State Police Agencies and Federal Agencies who work together as one to battle the war on drugs in our communities. Many of the Task Force's investigations require the use of undercover officers and the use of informants to conduct these types of investigations. Since illicit narcotic use and property crimes are often linked to the same group of suspects. The partnership with the Northern Worcester County Drug Task Force is an asset to combating many of the challenges that affect the quality of life in Northern Worcester County.

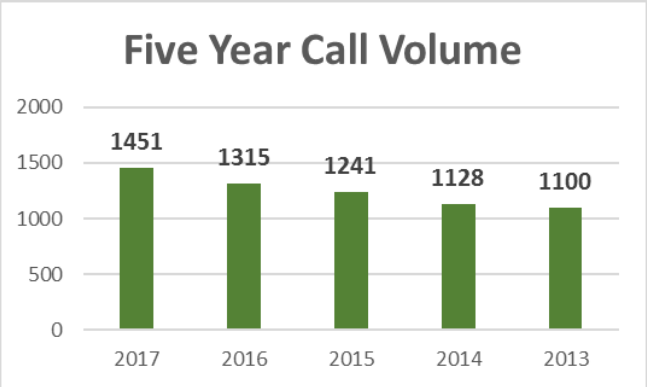
The Detective Bureau has also worked with state and federal agencies this summer conducting marijuana ratification in Westminster and surrounding towns. Identifying marijuana grow operations and removing them from neighborhoods, where they were being concealed. The North Worcester County Drug Task Force has been an asset to this Department and to the North Worcester County Area.

Respectfully submitted,

Chief Salvatore Albert

Fire Department

The Westminster Fire Department ended 2017 with 1,451 incidents. This is the second busiest year behind the 2008 Ice Storm year where the department saw approximately 300 calls during the storm event. This represents a 9% increase over 2016 and a 32% increase in calls over a five year period. The department also faces a shortage of on-call firefighters, which will become more severe as current on-call staff retires. The department faced many challenges in 2017 including the absence of the Fire Chief for four months due to illness. The department is able to handle initial calls for service however there is becoming an increased reliance on mutual aid for second and large incidents due to the lack of on-call firefighters.



Full-Time Staffing

The Westminster Fire Department currently has seven -fulltime firefighter and one fulltime Lieutenant who work rotating shifts to cover the town with two firefighters on duty 24/7. In 2017 the department was able to hire the eighth fulltime employee allowing all of the four shifts to be covered by fulltime personnel. The department still utilizes per diem and on-call personnel to backfill the fulltime staff absences due to training or other time off to reduce operating costs. In addition to the fulltime firefighters, the department has a Chief, Captain and Department Administrator who work weekday administrative hours.

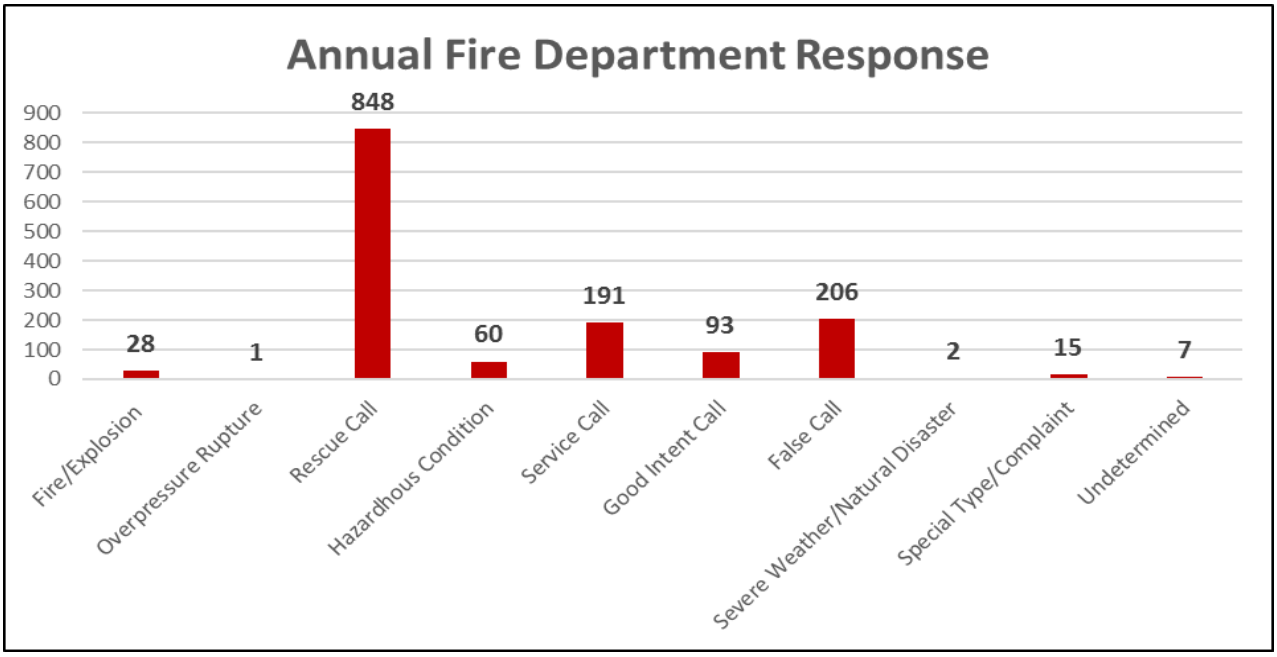
Annual Response		
Fire/Explosion	28	1.93%
Overpressure Rupture	1	0.07%
Rescue Call	848	58.44%
Hazardous Condition	60	4.14%
Service Call	191	13.16%
Good Intent Call	93	6.41%
False Call	206	14.20%
Severe Weather/Natural Disaster	2	0.14%
Special Type/Complaint	15	1.03%
Undetermined	7	0.48%
Total	**1451**	**100.00%**

On-Call Firefighter Shortage

This increase in call volume does not appear to be slowing based on current trends and the department needs to be prepared to meet the incident volumes. The department is arriving at a crossroads where the current staffing model of two firefighter's on-duty with the Chief and Captain during office hours augmented with on-call staffing will not be able to keep up with the increasing call volume the department is seeing.

There are 11 on-call firefighters and 3 on-call EMTs who respond to incidents when available. The fulltime firefighters act as on-call firefighters returning for off duty incidents when available.

As the on-call staff ages the department is not able to



recruit and retain on-call firefighters to keep up with the loss of current staff. Within the next ten years, five of the 11 on-call firefighters will reach the mandatory retirement age. This will compound the department's problem with on-call staff. In years past, the department has used hiring campaigns however; the department has not been able to retain on-call staff. A variety of problems face the department such as firefighters recruited out of high school leave to go to college or other jobs. The loss of manufacturing jobs in the area have contributed to firefighters leaving the area to follow their jobs. One of the last factors that affects the department is the raising cost to live in town. Many prospective on-call firefighter are not able to afford to live in the community.

As a general rule department does not recruit firefighters from other communities to work as on-call staff. However, the department has hired fully trained firefighters who live near the border to the town and are able to respond as a call firefighter. The department does not incur the training costs associated with a firefighter. Many prospective on-call firefighters who live outside the community will look to work on a fire department to gain points on the civil service exam to help gain employment within the city or town they reside. This does not help the department or town with the on-call firefighter shortage over the long term.

Call Volume

The department faces a rising call volume with a 9% increase in call volume over 2016. This volume of calls represents 3.98 calls per day that the department responds too. 58% of the call volume is driven by rescue type calls, which includes medical, car accident, technical rescue and other specialty rescue services. The remaining 42% of the call volume is fire related calls such as fires, alarms and explosions. At the current pace this call volume does not appear to be trending down based on statistical data from the past five years.

The nature of incidents that fire departments face becomes more complex as time moves forward. Fire departments no longer responds to fires only. Fire departments are relied upon to mitigate hazardous material incidents, technical rescue incidents, medical incidents and many more. The department staff is trained in a variety of emergency fields, they are able to handle most incidents within the department. The department staffs two firefighters with at least one firefighter paramedic on duty to provide the community with an ALS Level ambulance. This ambulance represents the highest level of pre-hospital care available. With a few exceptions, each firefighter receive their training though the Recruit Firefighter Academy or the Call/Volunteer Firefighter

Academy. They certified to the Firefighter I/II Level through the Massachusetts Firefighting Academy. The exceptions are long serving members who have been firefighters prior to the availability of such training and the department senior staff. In 2017 the town saw continued growth with residential, industrial and commercial projects. Based on plan reviews that have were done in 2017, the coming year will be comparable to 2017.

Ambulance Response

The ambulance budget is voted on at the annual town meeting, funds provide for labor, equipment and supply costs associated with running the ambulance service. The department runs two Advanced Life Support (ALS) Paramedic Ambulances. The paramedic level ambulance provides the highest level of patient care available in the pre-hospital setting. The ambulance service is self-supporting through the revenues generated from ambulance receipts.

Type	Occurrences	Percentage
ALS	399	47.50%
BLS	231	27.50%
Refusal	165	19.64%
Other Agency	28	3.33%
Other	17	2.02%
Total	**840**	**100.00%**

The department staffs one ALS/Paramedic ambulance 24/7, 365 days a year. The department's paramedics and EMT's are highly skilled in patient care and deliver a high level of care in the pre-hospital setting. As the field of EMS moves forward the department continues to increase the skills, training and equipment on the ambulance. In 2017 the department placed in service an emergency backup airway that is many times more effective than the previous back up airway. The department also placed Tylenol, Torodol and Ibuprofen in service on the ambulances for pain management. In the past narcotic pain management was the only option available. Now paramedics and patients have more choices to appropriately manage patients. The department is excited in these steps forward and we will continue to be at the forefront of these changes to ensure that the residents of the community receive the best possible patient care available.

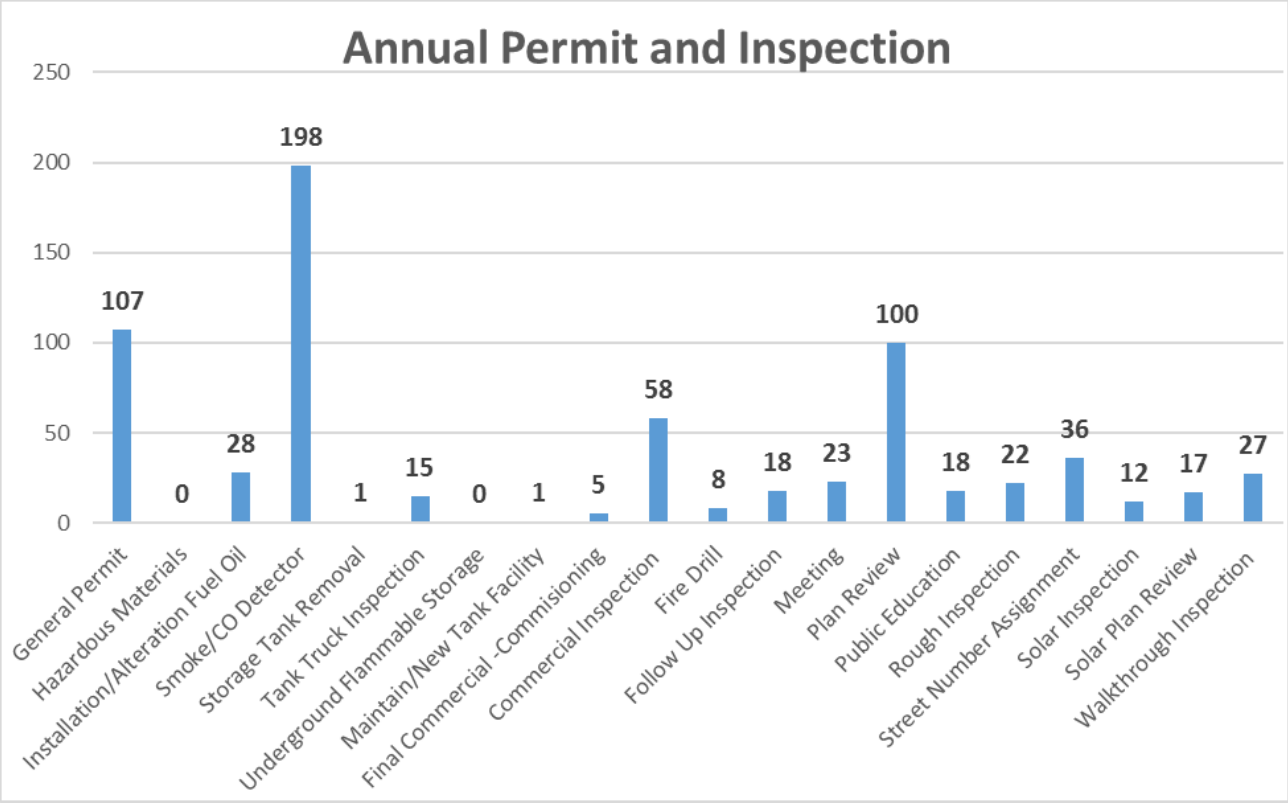
Hospital	Occurrences	Percentage
Heywood	359	42.74%
Leominster	241	28.69%
UMass	24	2.86%
St. Vincent's	4	0.48%
Non Transport	212	25.24%
Total	**840**	**100.00%**

The department has continued to have three on-call EMT only personnel who respond to medical and fire incidents. These personnel provide coverage for the ambulance; assist on scenes of both fire and medical incidents. These personnel continue to provide the community a valuable service and we continue to look to recruit medical personnel from the community.

ISO Rating

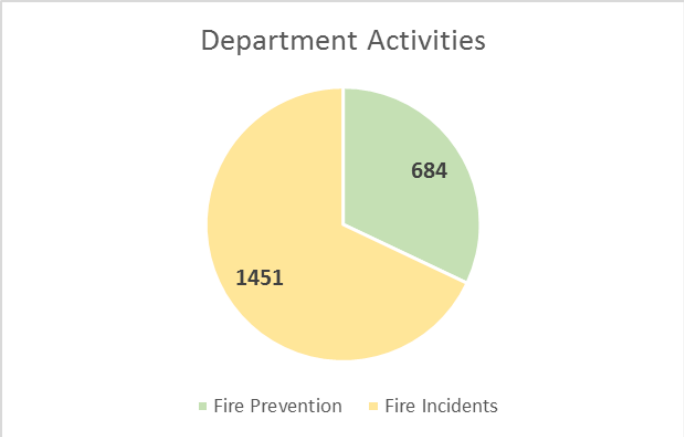
In 2017, the department had an Insurance Services Organization (ISO) review. This is a periodic review of the fire department, equipment, staffing and the municipal water supply. Through this review, the information obtained is placed against a scoring matrix which is then used give fire departments insurance ratings. These ratings are then used by insurance companies to set insurance rates for consumers.

The department was able to improve its rating to a 4/4Y which will translate to lower fire insurance premiums for consumers who are off of the hydrant district. This change in rating comes from a combination of aspects that the town and department has improved over time. Some of these highlights are the standard of training the department holds for its members, the municipal wireless fire alarm system, department record keeping and the department equipment. As a combination fire department we have reached the highest goal that will be feasible at this time. To receive lower ratings the department and town would have to spend a significant amount of money. This would include expansion of the municipal water system, hiring of additional staff and building a second fire station. At this time we have reached the highest rating the is practical for the town and we are very pleased to have done so.



Fire Prevention

Fire prevention is a large part of what the firefighting staff does on a daily basis. The Department has always been at the forefront of fire prevention and takes the role it plays on the community very serious. To put the emphasis on importance fire prevention plays; it is one third of what the fire department does is fire prevention.



The department commissioned five commercial or industrial projects in 2017. In each of these cases a large amount of time was spent in the plan review and inspection process to ensure that the proper safety features are in place and work. It can not be stressed enough that fire prevention is on the most important aspects of the fire department and least visible.

Fire prevention will continue to be a large part of the fire department activities and based on the amount of new construction, renovations and alterations that are proposed these activities will continue to rise. All of the fulltime staff is trained to the Fire Prevention Officer – Basic level with three of the staff being trained to the Fire Prevention Officer – Level 1 credentialing. This training provides a consistent level of fire code enforcement.

In 2017 Chief Nivala stepped down from the Fire Prevention Association of Massachusetts Board of Directors. Captain Butterfield was elected by the membership to replace the Chief. Being part of this organization provides up to date training on current fire prevention issues. Most recently members trained on the new Fire Code which will have gone into effect on January 1st, 2018. This helps fire prevention personnel with the changes that will most effect the day to day fire code changes.

Fire Investigation

The Fire Department continues to investigate all fires in accordance with Massachusetts General Laws. The department continues to work with our partners from the Westminster Police Department and the Massachusetts State Fire Marshals office.

Public Education

The department continues to take an active role in fire education throughout the community. The public is part of the fire department comprehensive approach to fire safety. Each year the department spends significant time educating residents on various aspects of fire safety.

Each year since 1996 the department has been awarded the Student Waitress of Fire Education. Pvt. Ryan Major has taken over as the coordinator of this program and has already begun to move the program forward. This program is responsible for teaching children at the grade school level the importance of fire safety. One of the key behaviors taught is kitchen safety. With over 50% of all residential fires in the United States this topic is an important aspect of fire safety to teach.

Specialty Community Services

Halloween Bonfire

The Halloween Bonfire is the largest event that the department hosts on an annual basis. Each year this event is held at the Public Safety Building and attracts over 500 adults and children. During the event the Library works to serve apple cider and judge the costume contest while the fire department staff tends to the fire.

Event Planning
The department plays a large role in planning events in the community. Each large event is reviewed by the fire department for code compliance and EMS needs. Under the new fire code the fire department has been given the authority to regulate outdoor events including but not limited to carnivals and fairs. As a department we look forward to working with our partners in the community in creating a safe environment.

Mid-State Mutual Aid
Westminster is a member of the Mid-State Fire Mutual Aid Association. Locally each fire department relies on mutual aid for to the manpower and equipment requirements during active incidents.

Department Training
The Westminster Fire Department holds at minimum 12 scheduled monthly paid trainings a year. This training is crucial in members remaining current in their skills and changes in firefighting. The department continues to adapt and at times we struggle to meet changes in industries, furnishings and technologies. Holding training and performing hands on skills to meet the new challenges is essential to firefighter and public safety. The department continues to expand the topics which are trained on and when available the department relies on the Massachusetts Firefighter Academy to teach specially topics. Good fire prevention has created less fires making training much more crucial. In the past firefighters received a great deal of the experience at fires however that is not the case with todays firefighters. Todays firefighters are highly trained but

lack the experience that the firefighters of the past had at fires making training that much more important.

Technology

The Westminster Fire Dept. has remained at the forefront of technological advancements in respond to service delivery and personal safety. At the Annual Town Meeting the Town's people voted in the affirmative to replace the firefighters' current portable radios. The radios that were in use were aging and lacked many features available with new technology. Using the monies allocated this department purchased portable radios designed for firefighters. These radios are very durable and designed to operate with gloves on. They also feature voice prompting so firefighters can change channels or features, if need be, without looking at the radio.

Along with portable radios the Town's people have supported an ongoing effort to improve the Public Safety Communications System. These upgrades will ensure a reliable system exists for all members of public safety agencies in Westminster. Upgrades include changing connectivity from phone lines to point to point microwave networks, upgrading receiving equipment to enhance sensitivity and selectivity of the system and also in the future building out new radio sites to further enhance performance.

Apparatus

Engine 1 - (1999 Class A Pumper) KME. The vehicle has a 1,250gpm pump with 1,000 gallons of water and equipped with Class B foam for flammable liquid fires. This vehicle is in moderate shape and its replacement has been placed on order. The replacement vehicle is not expected to be received and place in service until the end of 2018 at the earliest.

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 system which increases the vehicles fire suppression ability. This vehicle is a dual role vehicle able to perform as an attack pumper or a tanker for tanker shuttles. This vehicle was in need of repair due to corrosion and; wear and tear items. Currently this vehicle is out of service for its scheduled refurbishment, which will extend the life of the vehicle another five years.

Engine 3 – (2013 Class A Pumper/Rescue) KME. This vehicle is a dual role Class A pump and Rescue. The 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 recue items such as the Jaws of Life, structural cribbing, water/ice rescue and many other items. The vehicle replaced two vehicles Engine 4 and Rescue 1 combining their capabilities into one vehicle. This allows the department to perform work more efficiently with the decreasing on-call firefighters. This vehicle is good shape.

Tower 1 – (2005 Ladder Truck) KME. The vehicle is a 95-foot areal ladder with a bucket. This vehicle is equipped with a 2,000gpm pump and a 300-gallon water tank. This vehicle is in good shape but will be in need refurbishment in the coming years.

Engine 5- (2008 Mini-Pumper) CET. Engine 5 is a multi -role vehicle with year round capability with 4-wheel drive, 500gpm pump and 300 gallons of water. The vehicle responds for brush fires, fires where there is restricted response such as Leino Park due to weight restrictions on the bridge and for responses where the larger vehicles are not suited such as dirt or rough roads. The vehicle is also equipped with a Class A foam system and a Compressed Air Foam system to increase the initial fire suppression capabilities of the vehicle. This vehicle is in good condition but is beginning to show signs of corrosion.

Utility Vehicles – Car 1 is a 2016 Ford Explorer designed as a emergency response and command vehicle for large incidents. Car 2 is a 2102 Chevrolet Tahoe and is designed as an emergency response vehicle and a secondary command vehicle when Car 1 is not available or there are more than on incident. Car 3 is 2013 Chevrolet 3500 equipped with a plow and is used for daily inspections and as incidents require.

UTV – The UTV is a 2016 Gravely 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 continue 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 itself.
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.
Ambulance 2 – This is a 2012 Chevrolet Chassis with a Braun ambulance body. This ambulance responds to medical emergencies and transports patients to the hospital.

Station

In 2017 the Town voted to fund a public safety building feasibility study. During the year it was determined that based on the funds voted a consultant was needed to review the current building for updates and an addition. We are in need of building upgrades and we felt an overall review is money well spent.

General

The Westminster Fire Department continues to provide the community with excellent service in a variety of specialties. One point that cannot be stressed enough is the fire department will be required to rely on fulltime staffing should the current on-call continue. Should you or know of someone that would like to service as an on call firefighter please contact the Chief of the Department.

Respectfully

Chief Kevin D. Nivala

Emergency Management

Overview:
The past year has been a fairly normal year for Emergency Management. The Town also uses the State's WEB EOC (Emergency Operation Center) to relay info about incidents in town.

Emergency Preparations: Shelter: The Westminster Elementary School is the Town of Westminster's emergency shelter. Should a need of a shelter arise it is the duties of the EMD to open and direct its operation.

CEMP: The Town's Comprehensive Emergency Plan is the all hazards plan that is in place to guide resources to respond to various types of emergencies in town that is maintained by Emergency Management. This includes floods, hazardous materials releases, blizzard, and ice storms as examples. On a day-to-day basis the various Departments such as Public Works, Police, and Fire all have operation plans and abilities to deliver an emergency response.

Accomplishments: The following are examples of activities over the last year:

1. Regular meetings with between EMD and Deputy EMD

2. Maintained mutual aid agreements with surrounding towns for Fire and EMS services if needed.

3. Participated in utility emergency planning meetings.

4. Continued to provide Code Red alerts as needed.

5. Maintained communication with State Agencies associated with the HHAN Emergency Notification Network.

Answered public questions on emergency preparedness.

Personnel:

In addition to the Emergency Management Director, Emergency Management has the following volunteer positions: 1 Deputy Emergency Management Director 5 EM members. Emergency Management continues to seek out interested residents that have time, self-initiate, take training and become part of the Emergency Management team.

During the year we look to include EM Personnel in on significant emergency events as this allows them to stay active to some degree in case of a major emergency. We are in need of folks to volunteer their time as leaders in the areas mentioned above. Anyone that is interested is actively participating should contact the Emergency Management Director/Fire Chief at 978-874-2313 x200

Equipment:

- There are 6 radioactive measuring units that are still operable from the days of Civil Defense.

- Radios:

o 1 portable ham radios

o 1 multi-band ham base radio

o 1 vhf ham base radio

o 1 mobile dual-band radio

o Weather Station:

o A weather station that is on the Fire Department roof. There are 3 remote monitors, one in the FD Alarm Room, one in Public Safety Dispatch, and the other in the EOC.

o There are general supplies for opening the shelter and some sand bags.

o There are a few supplies for long term operations at the EOC.

EOC startup supplies – There is a large bin at the Elementary School with EOC startup supplies.

General:

The Town of Westminster uses a system to relay important information to its citizens. The system is known as CODE RED. This system allows you to sign up on your own and manage how you want to be notified. Visit the Town of Westminster's web page to sign up. You can also download an app for your smartphone.

Emergency Management is in regular communication with MEMA and other agencies to ensure the town is knowledgeable of all security issues and specific communication related to state emergencies. We receive regular correspondence via phone call, text message, fax and e-mail from multiple agencies.

People should take the time to prepare themselves for emergencies that could happen. If you visit the FEMA web page there are guidelines for how to make a home kit for emergencies and to be self-supporting for 72 hours.

Should anyone have questions about preparedness please contact us at the fire station.

Respectfully Submitted,

Kevin D. Nivala

Emergency Management Director

Animal Control

July 2017 represents the completion of three full years that we have regionalized our Animal Control Services with the City of Gardner. Animal control services are being contracted out to the City of Gardner along with the Town of Ashburnham.

The Animal Control Section provides quality enforcement pertaining to public safety, animal control and animal welfare. Our animal control officer is a highly trained, experienced, certified professional.

Animal Control investigates animal abuse and responds to a variety of citizen requests for service. Services include: restraining law enforcement, regulating barking dogs, regulating vicious/dangerous dogs, dog licensing, rabies control, bite quarantines and dead animal removal.

You may obtain a dog license from the Westminster Town Clerk's Office by furnishing a certification of rabies vaccination and paying the license fees. No tag will be issued unless there is proof that a licensed veterinarian has vaccinated the dog against rabies.

The licenses are available to be purchased any time after January 1 and must be purchased prior to March 31.

Each unneutered or unspayed dog $10.00

All others $15.00

By law, dogs that are four (4) months or older must be inoculated against rabies by a licensed veterinarian. For more information regarding low cost rabies clinics, call 978-874-2933.

What to Do About Loose Animals

First try talking with the owner of the dog(s). Should the problem continue, contact the Animal Control Office to report the problem. The Animal Control Officer is unable by law to take any action unless he/she witness' the incident. The officer on patrol will log the information provided for future reference. Just because the officer cannot take immediate action does not mean that nothing can be done. You can take action by making an application for the violation of this section at the Gardner District Court Clerk Magistrate's Office.

Be a Responsible Pet Owner

Comply with the law and think about your neighbors. Make sure your pets' rabies vaccinations are up to date and that your pet has his/her license attached to his collar. And remember, just because there is no leash law in the Town of Westminster, doesn't mean that your neighbor wants you dog in his/her yard. The Town does have a restraining law.

Emergency and After Hour Calls

Animal Control responds to calls after hours for emergencies only. It is an emergency if a domestic, farm, or wild animal is threatening the life or safety of a human. If an animal is injured and the owner can be located, then the care of the animal is the owner's responsibility. To report emergencies after hours please call the Westminster Police Department at 978-874-2933.

Why Is It Important to Spay or Neuter Your Pet

The answer is simple. Every year there are about 30 million puppies and kittens born in the United States. Unfortunately, 4 to 6 million of those adoptable animals are euthanized every year because no one will give them a good home. Many unwanted animals suffer terribly without shelter, good food, and worst of all -- a loving human companion. Nationwide, animal shelters report that they take in over 10 MILLION animals every year -- far more than they can possibly adopt out to good owners.

Did you know that a single, unspayed female cat, her mate and all their offspring can produce, on average, over 1.5 MILLION kittens in as little as 9 years? The good news is that pet overpopulation is a problem that YOU can do something about if you want to end this tragedy. Talk to your vet about spaying and neutering your pet. Prevent a litter and be a part of the solution to the problem.

Spaying and Neutering is Good for Your Pet

It is a fact that spayed and neutered pets live longer, healthier lives. In fact, spaying and neutering can eliminate or reduce the incidence of a number of health problems that can be difficult to treat once they occur. Such health problems include uterine or ovarian cancer, animal breast cancer, testicular cancer, and prostate disease. Spaying a female eliminates its heat cycle and thereby reduces nervous behavior in the female.

It is very common for the pet to become a more affectionate companion following spaying or neutering. Bad behavior (such as biting, fighting, or running away) and temperament problems are less likely to occur.

Pet Population Control is a Community Responsibility

Communities spend millions of tax dollars every year to control unwanted animals. Animal control officers commonly have to deal with irresponsible breeding which contributes to the problem of dog bites and attacks on people and other animals. Stray pets get into trash containers, defecate in public areas or on private lawns, and frighten or anger people who have no understanding of their misery or needs. Some stray animals also scare away or kill birds and wildlife. A responsible community teaches children the true meaning of responsible pet ownership and love by making sure that all dog and cat pets are sterilized to prevent the birth of more homeless animals.

There is one more thing that you can do as a concerned citizen in your community: Adopt a homeless pet. Adoptable pets at your local animal shelter make the best companions you can ever imagine and will likely bring much joy to your life.

When Should a Pet Be Spayed or Neutered?

Pets can become capable of reproduction as early as 6 months of age. That is why pets should be spayed or neutered by age 6 months. Sterilization can safely be done before that age, as endorsed by the American Veterinary Medical Association. The chief veterinarian of the Humane Society of the United States recommends 4 months as ideal. Older pets can safely be sterilized as well. It should be emphasized that animal sterilization is a routine procedure and does not cause the pet pain or stress. Most pets recover from the procedure within a day.

For more information about spaying and neutering pets you can visit the Human Society of the U.S. at: http://www.hsus.org.

2017 ACO Call Log

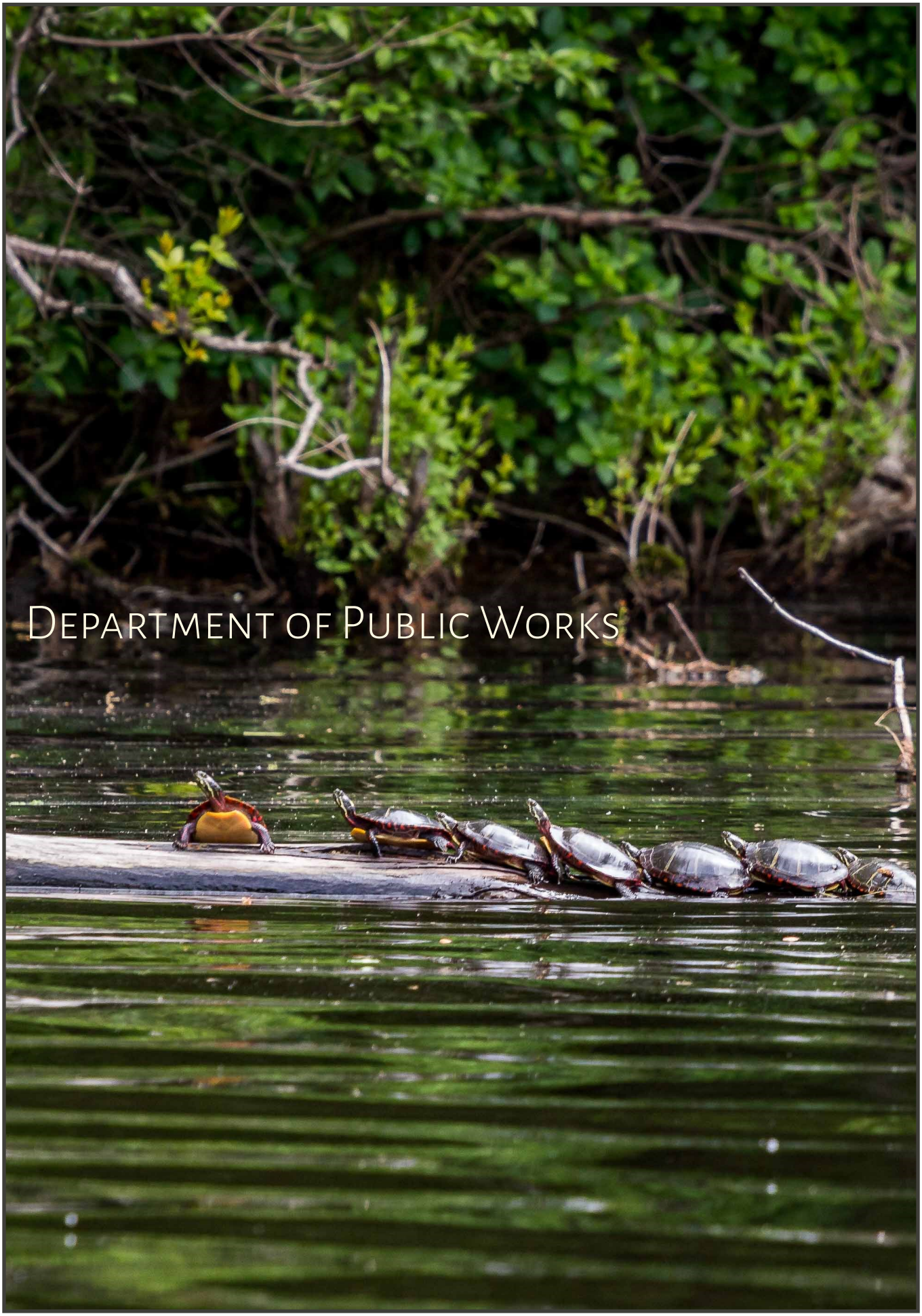
CALLS RESPONDED TO	175
KENNEL INSPECTIONS PERFORMED	29
CITATIONS WRITTEN	111
BITE QUARANTINES	6

The animal control office falls under the control of the police department;

The animal control officer works closely with the Town Clerk to ensure all dogs are licensed annually and have received their proper vaccinations. I would like to publicly commend our Animal Control Officers for their devotion and professionalism.

Respectfully submitted,

Chief Salvatore Albert



Department of Public Works

Highway Department

The total snowfall for the 2016/2017 winter season was 100-inches. There were 20 storms, 16 snow and 4 snow/rain mix related. The heaviest snow fell between March 14TH & 15TH, which produced 16.5-inches of snow.

A combination of Massachusetts Chapter 90 State Aid and Town Funds were used to accomplish the following:

Berm installed

Fitchburg Road/Route 31 – 1,710 feet

South Street – 180 feet

Cold Planing / Asphalt Milling

Fitchburg Road/Route 31 (Cody Road to Princeton town line) 5,740 feet

Full-Depth ReclamationAcademy Hill Road (Foster Street to Worcester Road)

Bathrick Road (Howard Road to Newcomb Road)

Dawley Road (Foster Street to Academy Hill Road)

Paving

Academy Hill Road (Dawley Road to Worcester Road) – 850 feet, 2 ½-inch binder

Bathrick Road (Howard Road to Newcomb Road) – 1,505 feet, 2 ½-inch binder

Bean Porridge Hill Road – Shim paved sections with town owned paver

Bragg Hill Road – Shim paved sections with town owned paver

Dawley Road (Foster Street to Academy Hill Road) – 510 feet, 2 ½-inch binder

Fitchburg Road/Route 31(Cody Road to Princeton town line) – 5,740 feet, level course

Old Gardner Road – Shim paved sections with town owned paver

Old Hubbardston Road – 310 feet, 1 ½-inch top

South Street (Carter Road to Old Hubbardston Road) – 7,400 feet, 1 ½-inch top

Spruce Road (South Street to Old Hubbardston Road) – 570 feet, 1 ½-inch top

Whitmanville Road – Shim paved sections with town owned paver

Sidewalk Repair

Rebanna Road – overlay bituminous concrete sidewalk

Pavement Management Update – Pavement condition ratings/resurveys were performed on 21 miles of town roads.

Drainage Improvements

Academy Hill Road – 40 feet 6-inch perforated High-density polyethylene (HDPE) pipe

Academy Hill Road – 120 feet 10-inch High-density polyethylene (HDPE) pipe

Academy Hill Road – 120 feet 12-inch High-density polyethylene (HDPE) pipe

Bathrick Road – 190 feet 6-inch High-density polyethylene (HDPE) pipe

Bathrick Road – 85 feet 10-inch High-density polyethylene (HDPE) pipe

Bathrick Road – 60 feet 12-inch High-density polyethylene (HDPE) pipe

Bean Porridge Hill Road – 185 feet 12–inch perforated High-density polyethylene (HDPE) pipe

Bean Porridge Hill Road – 65 feet 6–inch perforated High-density polyethylene (HDPE) pipe

Dawley Road – 454 feet 6–inch perforated High-density polyethylene (HDPE) pipe

Fred Smith Road – 40 feet 18-inch High-density polyethylene (HDPE) pipe

Howard Road – 150 feet 12-inch perforated High-density polyethylene (HDPE) pipe

South Street – 40 feet 12-inch perforated High-density polyethylene (HDPE) pipe

Catch Basin/Manhole - Repaired/Replaced/Adjusted

Academy Hill Rd. – 4 new catch basins, Bathrick Rd. – 6 new catch basins, Bean Porridge Hill Rd. – 1 new manhole and 1 new catch basin, Dawley Rd. – 1 new catch basin, Howard Rd. – 2 drop inlet basins repaired/adjusted, Ellis Rd. – 21 catch basins repaired/adjusted, Fitchburg Rd./Rt. 31 – 3 catch basins repaired and 1 drop inlet repaired/adjusted, South Ashburnham Rd. – 1 catch basin repaired/adjusted, South St. – 1 manhole repaired/adjusted and 3 gate boxes adjusted, Woodland Dr. – 1 catch basin repaired/adjusted.

Traffic Line Markings
Bacon St., Depot Rd., East Rd., Elliott St., Fenno Dr., Narrows Rd., Nichols St., North Common Rd., Oakmont Ave., Overlook Rd., Sargent Rd., Scenic Dr., South Ashburnham Rd., South St., Rt. 31, Rt. 140 South, Town Farm Rd., Village Inn Rd., Waterman Lane, West Main Street, Worcester Rd. and Wyman Rd.

Street Sweeping
A majority of the Town Roads were swept by the Department's street sweeper.

Brush Cutting
Brush was cut on the following Town Roads: Academy Hill Rd., Barrel Rd., Bathrick Rd., Battles Rd., Bean Porridge Hill Road, Bolton Rd., Bragg Hill Rd., Carter Rd., Dean Hill Rd., Depot Rd., East Rd., Ellis Rd., Fred Smith Rd., Frog Hollow Rd., Gatehouse Rd., Howard Rd., Knower Rd., Leominster St., Lovell St., Marshall Hill Rd., Merriam Rd., Minott Rd., Mossman Rd., Nichols St., North Common Rd., Oakmont Ave., Old Worcester Rd., Fitchburg Rd./Route 31, Smith Ave., South St., South Ashburnham Rd., Town Farm Rd., West Main St., West Princeton Rd., Whitmanville Rd. and Worcester Rd.

Water , Sewer & Solid Waste Department

There were 12 new services connected to the distribution system during the year. The number of service connections is now 1,261.
Daily water analyses for chlorine, fluoride and turbidity levels were all within the acceptable limits.
There were 6 service leaks/repairs during the year.
There was 1 hydrant replaced during the year.

WATER CONSUMPTION DATA

MONTH	GALLONS	MONTH	GALLONS
January	*8,229,000*	*July*	*11,827,000*
February	*6,654,000*	*August*	*11,580,000*
March	*7,787,000*	*September*	*10,408,000*
April	*8,534,000*	*October*	*10,702,000*
May	*9,378,000*	*November*	*8,660,000*
June	*11,125,000*	*December*	*8,943,000*

2017 Consumption - 113,827,000 Gallons

Average Daily Consumption =	*311,855 gallons*	
Largest Daily Consumption =	*July 20, 2017*	*555,000 gallons*
Largest Weekly Consumption =	*July 16 – July 22, 2017*	*2,857,000 gallons*

CALENDAR YEAR	TOTAL (GALLONS)	LARGEST DAY (GALLONS)	LARGEST WEEK (GALLONS)
2012	*147,622,267*	*802,428*	*4,653,740*
2013	*132,050,533*	*784,331*	*3,400,532*
2014	*133,550,819*	*696,917*	*3,349,654*
2015	*134,295,900*	*696,000*	*3,464,000*
2016	*128,662,000*	*714,000*	*3,455,000*

Sewer

There were 6 new services connected to the collection system during the year. The total number of service connections is now 781.

There was 1 sewer main repair during the year.

There were 7 residential grinder pumps repaired/rebuilt/replaced during the year.

During the year, 65,224,104 gallons of sewerage passed through our system and into the City of Fitchburg collection system.

CALENDAR YEAR	GALLONS TO FITCHBURG
2012	*40,718,876*
2013	*65,534,070*
2014	*71,024,870*
2015	*58,719,890*
2016	*55,854,656*

Water, Sewer & Solid Waste Department

The Whitman River sewer improvement project began in October 2016 and was completed this year. The improvement project will allow for future economic growth as well as implementation of portions of the sewer extension phases of the Comprehensive Wastewater Management Plan completed in 2007. The Public Works Commission lifted the sewer moratorium on December 4, 2017.

Solid Waste

2,580 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
2012	*2,157*
2013	*2,370*
2014	*2,379*
2015	*2,490*
2016	*2,401*

890 residential vehicle sticker permits were issued during the year.
113 residential construction/demolition debris permits were issued during the year.
484 drop-off permits to dispose of special fee items were issued totaling $12,176.00.

DROP-OFF FEE ITEM COMPARATIVE TABLE

MONTH	FREON ITEMS	TIRES	MATTRESS	PROPANE TANKS	CRT's (TV's)
JANUARY	*6*	*1*	*15*	*0*	*8*
FEBRUARY	*2*	*0*	*12*	*3*	*14*
MARCH	*2*	*0*	*20*	*0*	*19*
APRIL	*5*	*4*	*10*	*2*	*18*
MAY	*8*	*9*	*22*	*0*	*8*
JUNE	*12*	*14*	*21*	*3*	*11*
JULY	*17*	*5*	*17*	*4*	*16*
AUGUST	*6*	*1*	*28*	*6*	*24*
SEPTEMBER	*7*	*9*	*15*	*4*	*9*
OCTOBER	*9*	*6*	*33*	*5*	*27*
NOVEMBER	*11*	*3*	*17*	*6*	*23*
DECEMBER	*6*	*5*	*24*	*2*	*21*
TOTALS	***91***	***57***	***234***	***35***	***198***

Respectfully submitted
WESTMINSTER PUBLIC WORKS COMMISSION
Lorraine J. Emerson, Chairman
Vance A. Butterfield
Scott H. Ryder, P.E.
Joshua W. Hall, P.E., Director of Public Works
William D. Ahearn, Highway Superintendent
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: Bathrick Road, Bolton Road, Ellis Road, Fitchburg Road/Route 31, Frog Hollow Road, Knower Road, Kurikka Place, Leominster Street, Marshall Hill Road, Newcomb Road, North Common Road, Oakmont Avenue, South Street, Turnpike Road, West Princeton Road, Whitmanville Road and Worcester Road.

Respectfully submitted,

Joshua W. Hall
Tree Warden

Cemetery Department

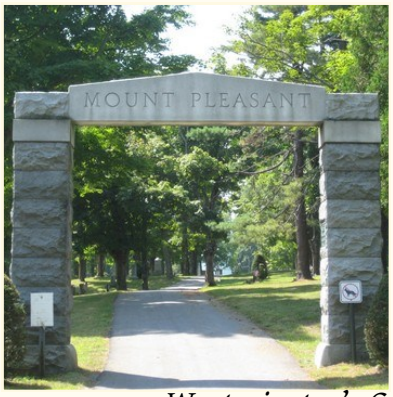
The Westminster Cemetery Commission is empowered with the sole care, superintendence, and management of all public burial grounds in the Town of Westminster. These public burial grounds are located at Woodside Cemetery, Mount Pleasant Cemetery, and Whitmanville Cemetery. The Cemetery Department is located at 9 Narrows Road where the normal hours of operation are 7:00 a.m.—3:30 p.m. Monday through Friday. We encourage residents to meet with us regarding cemetery business and concerns. Feel free to call us at 978-874-7415 to ensure someone is in the office to meet with you.

This year there were fourteen full burials, and eight cremation burials; compared to last year where we had eleven full and ten cremation. Six of the burials were held during the week, one held on Saturday. Lots are available at all three cemeteries, our lot and interment pricing fees are available at the office

We offer our services for the convenience of the families we serve. Fees collected from the sale of lots were $22,400 of which $11,200 went into the Perpetual Care Fund principal. The Perpetual Care Fund principal totals $18,692.10 as of December 31, 2016. We appreciate the dedication of Superintendent John Gronroos and the staff who maintain all of our cemeteries and perform burials. They are an asset to the Town of Westminster. The Cemetery Commission would also like to extend thanks to the Public Works Department for their help with equipment maintenance.

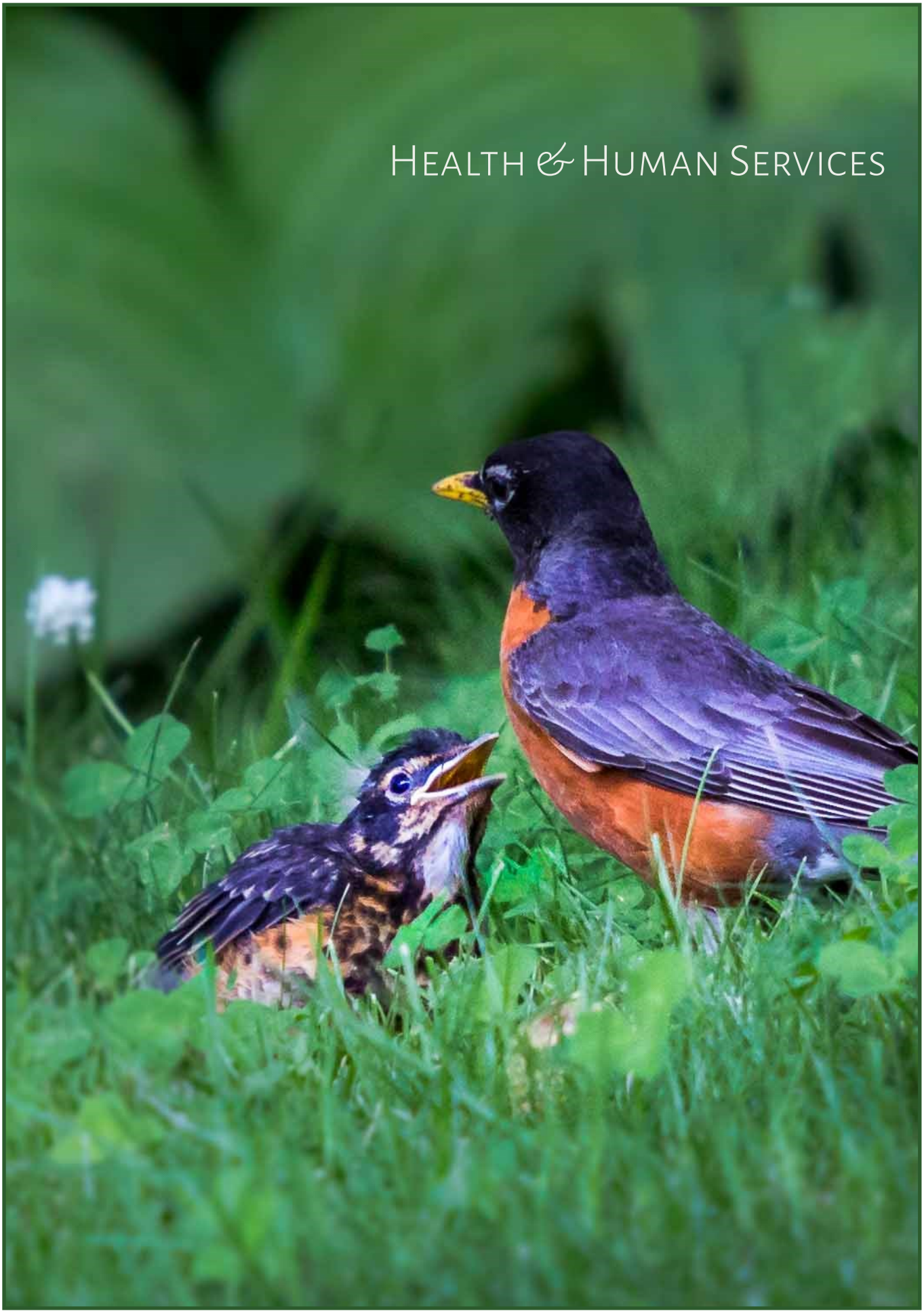
We invite the public to view the Urn Garden located at Mount Pleasant Cemetery.

Respectfully Submitted,
Shawn O'Leary,
Walter Taylor
Stanley Skamarycz
Cemetery Commissioners
John Gronroos, Superintendent



Westminster's Cemeteries can be found at the following locations:
Woodside Cemetery, 9 Narrows Road
Whitmanville Cemetery, approx. 245 South Ashburnham Road
Mount Pleasant Cemetery, intersection of Knower and Ellis Roads

Health & Human Services



Board of Health

The Board of Health consists of three elected members: Dr. Michael Popik, M.D., Chair, Edward Simoncini, and H. Christopher Redkey. The Health Department's current staff is Health Agent, Elizabeth Swedberg, Assistant Health Agent Rita McConville, and Administrative Assistant Joyce Lucander.

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.

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

Farmer's Market: The Farmer's Market has had yet another very successful season. Several Westminster residents are making jams, jellies and baked goods in their homes for sale at the Farmer's Market. In order to sell home-baked goods to the public the state requires a Residential Kitchen Permit. The Board of Health issues permits after inspecting a home kitchen by confirming that goods are being produced in a safe and healthy environment and state regulations for food safety are being followed.

Town Website: www.westminster-ma.gov.

The Board of Health section of the town website has lots of great information. Included are permit application forms, local regulations, fees. The site includes information on deer ticks and Lyme disease, Mosquito-Borne Diseases, Asian Longhorned Beetles, and seasonal flu. Would you like to sell baked goods? All you need to know about obtaining a Residential Kitchen Permit can be found. Are you interested in putting in a geothermal well for heat? Click on Geothermal Wells to find the State Guidelines. There are links to the Massachusetts Title 5 Septic Regulations, Massachusetts Sanitary Code, MA Department of Public Health, and the Centers for Disease Control (CDC). There is even a Kid's Page (for kids of all ages) with links to many fun educational sites regarding health. Check it out!

Regionalization: Westminster Board of Health continues to be a member of the "Montachusett Public Health Network" (MPHN). MPHN was originally established using Implementation Grant funds from the state; now we are a self-sustaining organization, consisting of eleven local cities and towns including Westminster. Members of the MPHN share Massachusetts Virtual Epidemiological Network (MAVEN) for communicable disease surveillance and case management by a public health nurse. Other services shared by the communities have included flu clinics and beach testing. A Community Health Assessment has been completed by the communities which will be used in future planning. The MPHN obtained a grant that paid for a Sharps Collection Kiosk in the police station. An Opioid Grant to reduce overdoses and fatalities has provided Narcan training for our police and fire departments and the public. The MPHN will continue to develop health promotion and education programs and pursue grants and partnerships with LUK and other agencies for substance abuse and mental health services.

Drug Take-Back Program: The Town is continuing a prescription drug take-back program. A Drug-Take-Back Box has been placed inside the Police Station lobby. Residents can deliver medications to the take-back-box at any time. No liquid medications please.

Sharps Collection Program: Through a grant from the MPHN, a Sharps Collection Kiosk is located in the police station lobby. Empty sharps containers provided by Waste Management are available at the police station and in the Board of Health office to fill and dispose of in the Sharps Kiosk.

EMERGENCY PLANNING

Emergency Dispensing Site Plans: In the event that all of the population or a large segment of it would need vaccination or antibiotic distribution, Boards of Health are required by the state to have Emergency

Dispensing Site (EDS) plans in place. The EDS plan must include a means to vaccinate the entire community within 48 hours. Our primary EDS is Westminster Elementary School. Our secondary EDS location is Oakmont High School which would be activated jointly with the Town of Ashburnham.

Revolving Account/Flu Clinics:

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

Due to budget constraints the Massachusetts Department of Public Health has been cutting back on the amount of flu vaccine given to Boards of Health each year for public clinics. In 2017 we purchased 230 doses of flu vaccine to supplement the doses received from the state. 54 doses of flu vaccine were administered at the Flu Clinic held at the Senior Center on October 12 for seniors and town employees. 177 doses were administered at the after school clinic held at the Meetinghouse School on November 6th. 55 doses of flu vaccine were administered at 4 mini-clinics totally 286 doses administered this season. The Board would like to thank the Fitchburg State University- Student Nurses, the local School Nurses, and the Medical Reserve Corps Nurses and other Volunteers for their service at our flu clinics.

Volunteers Needed: The Board of Health continues to actively seek both medical and non-medical volunteers to join the local arm of the Medical Reserve Corps (MRC). These local volunteers are trained to assist in the event of an emergency. Please consider joining; there is no cost or lengthy commitment. Having several trained volunteers will enable the town to quickly mobilize to staff a shelter or EDS. Please contact the Board of Health office to sign up.

PERMITS ISSUED FOR 2017

Septic Installers	*33*
Sewage Haulers	*11*
Motels and Inns	*1*
Bed and Breakfasts	*1*
Semi-Public Swimming Pools	*1*
Semi-Public Beaches	*2*
Selling Tobacco	*8*
Funeral Homes	*1*
Emergency Beaver Trapping Permits	*0*
Outdoor Hydronic Heater	*0*
Recreational Summer Camps	*2*

FOOD PERMITS ISSUED

Food Service/ Restaurants Permits	*42*
Temporary Food Event Permits	*130*
Residential Kitchen/Farmers Mkt. Permits	*26*
Mobile unit permits	*5*
2017 Total food permits	*203*

WELLS AND SEPTIC SYSTEM APPLICATIONS RECEIVED

Septic systems servicing new construction and repairs	*81*
Private Well installations	*43*
Deepening Well	*0*

TITLE 5 INSPECTIONS

Inspections witnessed by agents	*70*

PUBLIC SAFETY MONITORING

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. The beach would be closed if E. coli levels exceeded the Maximum Contaminant Level allowed. Only once in 2017 did we exceed the limit. The beach remained open on the weekends from Labor Day thru Columbus Day.

Food Inspections: The Commonwealth of Massachusetts requires a minimum of 2 inspections annually for each food establishment which includes restaurants, school kitchens, camps, concession stands, church kitchens, retail food markets, and the Senior Center. Any Agency, including Non-Profit organizations, planning to serve and/or sell food to the public must obtain a temporary food permit from the Board of Health at least 2 weeks prior to the event. Whenever prepared foods are served at outdoor events special precautions must be taken to ensure food safety

Food Recalls: The Board of Health agents continue to monitor Food Recalls, informing retail food establishments and restaurants of recalls that might pertain to them.

Listed below are recommended websites for food safety information as well as food recalls on pet food: www.FDA.gov ; www.fsis.usda.gov ; www.foodsafety.gov .Click on the recalls section of each web site.

Town Events: There were several special events in town this year using either the Town Common or town roadways for bicycle or foot races. The Health Agents review the applications and work with the sponsors/ event planners regarding any food being prepared or served and that sufficient porta-johns/facilities are available for those attending the event.

Communicable Disease Follow-up: One important aspect of our job is communicable disease follow-up. The state has established the Massachusetts Virtual Epidemiological Network (MAVEN), an online program for communicable disease surveillance and case management. The state uses the data for surveillance, to monitor outbreaks, and in some cases to issue recalls. Communicable disease follow-up using MAVEN done by a public health nurse.

LANDFILL

The development and operations of the Fitchburg/ Westminster Landfill is managed by Resource Control, Inc. (RCI), a subsidiary of Waste Management of Massachusetts (WMMA).

Landfill Annual Receipts

2000:$290,917.00	*2009: $1,571,190.60*
2001: $368,553.00	*2010: $1,255,071.98*
2002: $388.931.00	*2011: $1,464,951.10*
2003: $ 415,267.00	*2012: $1,472,303.30*
2004: $ 858,045.33	*2013: $1,431,949.05*
2005: $2,501,857.72	*2014: $1,581,454.04*
2006: $2,487,202.77	*2015: $2,656,910.09*
2007: $2,727,874.92	*2016: $ 3,425,180.80*
2008: $2,106,037.00	*2017: $ 3,678,432.73*

Solid Waste Committee: It is estimated that at the current rate of usage the Landfill will not be at capacity using current technology until 2025. The Solid Waste Committee and Waste Management plan to continue to meet to examine possibilities of using new technology and techniques and to explore options to extend the life of the Landfill even further.

Hazardous Waste Days: Waste management sponsors numerous regional Household Hazardous Waste days which residents could attend in either, Westminster, Fitchburg, Gardner, or Barre Landfills. These are held during June, July, October and November. Pre-registration is not required. See the Town website for lists of acceptable and non-acceptable items and for new up-coming dates in 2018.

DROP-OFF CENTER

The residential waste drop-off area has designated areas for bags of trash, scrap metal, leaves & yard waste, bottles/cans/plastic, paper , cardboard, waste oil, car batteries, florescent light bulbs, rechargeable batteries, power tool and cell phone batteries as well as button batteries (from hearing aides and watches). There is also a used clothing bin, book drop, paint shed (seasonal) and Swap shed for usable unwanted items. Metal walkers, crutches, and wheelchairs are being collected at the Landfill by a local group to send overseas to needy people. Recyclable items taken to the drop-off center must be sorted and placed in appropriate areas for disposal.

Items with Disposal Fees: Fees are charged for tires,

mattresses, TVs and computer monitors, propane tanks, appliances and units containing Freon. There is no charge for home appliances like washing machines and dishwashers. Fees for items must be prepaid at the DPW office, 2 Oakmont Ave. (Tel: 978-874-5572) Prior to delivering items to the drop-off center.

Curbside Pickup: Waste Management continues to offer residents free weekly curbside pick–up for all recycling products such as paper, plastic, glass and cans in a "Single Stream" method which simply allows the homeowner to combine all these recyclable items in one tote bucket. 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.

Book Bin: There are two Book Bins, called "Got Books", located in town: one at the Drop-off Center at the Landfill, and one at Oakmont High School. "Got Books" accepts used books, videos, DVDs and audio books (no magazines). Proceeds from sales of these items go to a local charity in town.

Monitors: Vehicle monitors are available for residents from the DPW office. The vehicle monitors transmit a scanned readout which allows entrance to the Drop-off Center during regular hours of operation.

RABIES CLINIC

The Board of Health sponsored two Rabies Clinics this year. One was held at the Wachusett Animal Hospital and Pet Retreat, February 12, 2017. 22 cats and 56 dogs were vaccinated for rabies. The second clinic was held at the Westminster Fire Station March 18, 2017 by Gardner Animal Care. 19 dogs and 2 cats were vaccinated for rabies.

TOBACCO CONTROL ALLIANCE

The Boards of Health Tobacco Control Alliance has worked with the Westminster Board of Health since 1994. The Alliance provides inspectional services regarding all tobacco related issues including but not limited to, enforcement of all youth access and environmental tobacco smoke regulations and enforcement of the Smoke-Free Work Place Law.

The following is the 2017 summary of Alliance services:
Inspectional Staff:
Joan Hamlett, Eric Jack, Rick Saudelli, Lisa Parker

Inspectional Services:

Tobacco Permits:
Total Number of Retail Sales
Tobacco Permits Issued: 8
Total Number of Retail Sales Non-tobacco Nicotine Delivery Products Permits Issued 4

8 merchants were permitted. 4 of them were issued 2 permits for selling Tobacco products as well as Non-Tobacco Nicotine Delivery Products (e-cigarette types)

Number of Store/Merchant Permits (inspected) .8
Revenue brought in by Tobacco Permits
@ $150 each $1800.00

The Alliance does 3 types of inspections. Youth Access inspections are done to make sure stores are checking ID's and not selling tobacco products to minors. Retailer inspections are to determine if stores are following state and local regulations regarding required signage, how products are displayed, etc. Smoke-Free Workplace Law or Secondhand smoke inspections are usually done in response to a complaint that employees or patrons are smoking in a bar, restaurant, or workplace.

Youth Access:: We will continue conducting youth access checks based on any local complaints or as directed by DPH. We conducted two youth access inspections in 8 of the 8 retailers. There was 1 sale of tobacco products to Minors during the local Board of Health inspections resulting in 88% compliance for Sale to Minor inspections locally in the 2017 calendar year. The one retailer that sold tobacco to a minor in the local inspection also sold tobacco to a minor in an FDA inspection in 2016. This retailer is placed on the repeat violator inspection list, which will result in extra inspections of this store.

Youth Access Inspections:

Number of Inspections 2
Number of Stores Inspected
(8 stores- 2 inspections) 16
Number of Stores with Violations 1
Number of Warnings 0
Number of Fines 1
Number of Permit Suspensions 1

Retailer Inspections:

Number of Inspections 2
Number of Store Inspections 16
Number of Violations 9
Number of Warnings 9
Number of Repeat Violation Inspections
and store inspections 0
Number of Warnings 0
Number of Fines 0
Number of Permit Suspensions 0

All 9 violations were missing required sign violations and were corrected on the spot. 8 stores received a merchant education packet with information and materials to properly train employees.

Smoke-Free Workplace Law or Secondhand smoke Inspections:
Number of Inspection and Violations 0

*These inspections are conducted on a complaint basis. There were no complaints in 2017

There was 100% compliance and cooperation with the annual pricing survey.

The Board and staff wish to thank all Boards, Committees, other elected officials, Attorneys from KP Law, Karen Murphy, Town Department Heads and other department employees for their input and support during the year.

Respectfully submitted,
WESTMINSTER BOARD OF HEALTH
Members:
Dr. Michael Popik, Chairperson
Edward Simoncini
H. Christopher Redkey
Staff: Elizabeth (Wibby) Swedberg, Health Agent
Rita McConville, Assistant Health Agent
Joyce Lucander, Administrative Assistant

Council on Aging/Senior Center

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 2073 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 1:00 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 Congregate Meal-Site served 932 meals. The Meals on Wheels Program delivered 2769 meals to our seniors of Westminster (mostly shut-ins).

The Council continues to support the Montachusett Opportunity Council (MOC), which provides hot lunches 3 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.

Attendance at the Senior Center has continued to grow. The variety of programs being offered has increased and is well received. 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 unitized by 11,049 seniors for year 2017.

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.

Educational speakers are invited to the Center to discuss senior citizen related issues and distribute educational pamphlets to the seniors. The seniors are encouraged to ask questions of the speakers after the presentations.

The Council has a volunteer from A.A.R.P. to assist seniors with their tax returns. A.A.R.P. assisted 110 clients (2017). 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 23 individuals participating in the program.

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

Our ongoing participation in the Montachusett Regional Transit (MART) system provides 40 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 238 clients with the total of 2777 rides. We provided 893 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 on Aging held our first Health Fair, had over 24 vendors participate, we had 155 seniors attend.

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 thank the many volunteers who have contributed their time and talents to help us in our mission.

SENIOR CENTER BUILDING COMMITTEE

The Community/Senior Center: In the spring of 2017, the Portico was completed. The snow fence was taken down, and a vinyl picket fence was installed.

In the year of 2017, we had 67 rentals of the Community Center, book clubs, graduation parties, baby showers, Relay of Life; this has been working out great. Everyone enjoyed this beautiful building; we still have many residents stop in for tours. Thank you to everyone who has made this building a great addition to this town.

Senior Center Building Committee Members Council on Aging Board Members

Respectfully submitted,

Council on Aging Members
Don Barry, Chair
Neysa Miller, Co-Chair
Louise Wheelen
Bill Antoniac
Joan Long
Ann Johnson
Dot Barrett
Becky Iannaccone

Senior Center Building Committee
Don Barry, Chair
Peter Normandin, Co-Chair
Kevin Keena, Secretary
Neysa Milla
Laila Michaud
Dan Stango
Keith Harding
Bill Antoniac

Veterans Services Officer

Massachusetts has been providing benefits to its veterans since colonial days. From the French and Indian Wars to the Global War on Terrorism, the Commonwealth of Massachusetts provides financial assistance to veterans in need. Massachusetts General Law Chapter 115 (MGL Ch.115) requires every city and Town to maintain a Department of Veterans Services and establish a Veterans Service Officer (VSO) to assist in dispensing these benefits. We are the only state in the nation that, by law, requires every municipality to have a Veterans Agent or VSO employed to assist Veterans and their survivors. We consider it a privilege to be able to implement this program to the veterans of Westminster.

200% Federal Poverty Level (FPL)	
Number in Family	Maximum Monthly Income
1	$ 1,980.00
2	$ 2,670.00

Veterans with incomes under at or below 200% of the Federal Poverty Level can receive financial assistance under MGL Ch.115 as long as they meet the cash asset limits below.

Cash asset limits (home and car exempt)

Single $ 5,000 Married $ 9,800

As your VSO, we are here to assist Veterans and their Widows/Widowers in receiving all the state, federal and local benefits allowed by law. The financial benefit to Westminster, according to VA records, is that over 110 recipients in town receive an aggregate of over $116,000 annually. Additionally, MGL Ch.115 has authorized Westminster to spend over $70,000 on its Veterans with 75% of that being reimbursed from the state to the town.

Not sure if you are eligible? Ask us. We will do our best to ensure you receive all the benefits that you are entitled to.

Our office is in Room 131 at the Town Hall where we also serve Ashburnham and Hubbardston Veterans. You will find us there every Wednesday and Thursday from 10am until 2pm. Phone is (978) 874-7461 and email is gkincannon@westminster-ma.gov

Respectfully submitted,

George J. Kincannon, First Sergeant, U.S. Army (Retired)

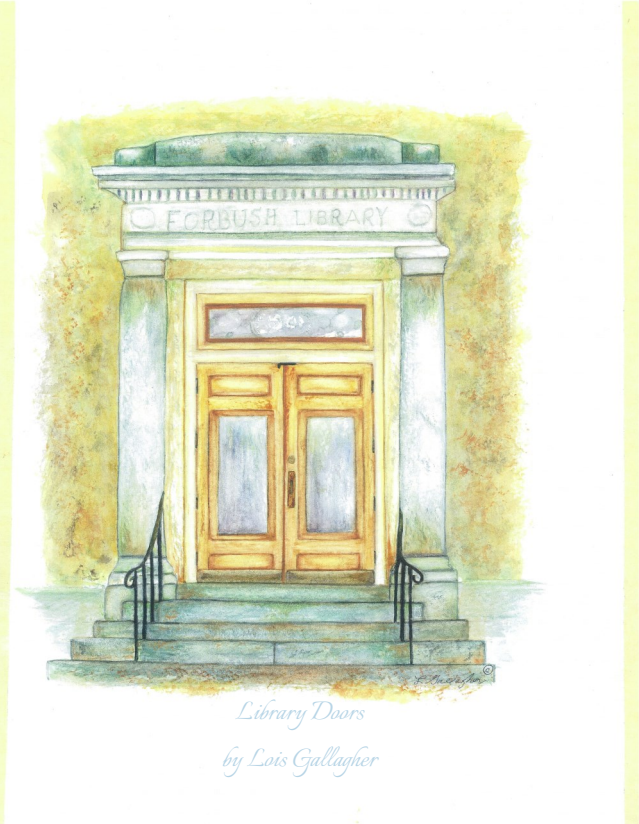
In Memory of Westminster's First Veteran - Private Abner Miles

He served in Captain Elisha Jackson's company during the Revolutionary War. Last year, I erroneously stated he died of his wounds. In reality, he contracted small pox and died from that ailment on July 23, 1778, twenty-one days after his discharge.

His grave is pictured below, on what was his family farm property in Westminster, near the Gardner line. Each year, Westminster Veterans from the American Legion, VFW and AMVETS trek out to PVT Miles gravesite to clear, decorate and remember lest we never forget the sacrifices of all our Veterans past and present.

Culture & Recreation

Forbush Memorial Library



Library Doors
by Lois Gallagher

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 availability of technological resources both at the library and remotely. The library also provides access to programming and serves as a community gathering space for people of all ages."-from the Long Range Plan, 2012-2017

Highlights of 2017

Increased programming and attendance in the Children's Department

Under Amy D. Kuilema's leadership as Head of Youth Services, there was a 30% increase in patron visits from the prior year. Significant increases in programs and participation in Children's Room activities have grown markedly in 2017.

Ongoing Landscape Improvement Project

This Trustee-led effort to upgrade the exterior of the library has culminated in three new benches and major improvements in the gardens with more to come. Community raised beds were added in a cooperative program with the Westminster Agricultural Commission.

Growth in the Children's Department

2017 was a year of rapid growth in the children's room, with a 30% increase in patron visits. New programs were added during school vacation weeks. The February "Staycation Week" included the Sciencetellers program, a Ski Racer Craft, and a Family Movie event. In the first year of our participation, pajamas were collected for the Bruins 10th Annual PJ Drive for needy children. During spring vacation, the events hosted included Tom Ricardi's Birds of Prey, and a very popular Hatch the Chicken program. The chicken program extended through June as children observed the incubation and hatching of a half-dozen chicks at the circulation desk.

The Summer Reading Program, "Build a Better World" kicked off with a party coinciding with the June book sale, and featured Ciel Riveras, a balloon artist. Superintendent, Dr. Mazzola was a special guest at the event, showing support for the summer reading program. Eighty-seven children signed up for summer reading that day; by the end of the registration period, 333 children (up to grade 6) had enrolled – doubling participation from the prior year. In addition, 78 middle and high school students participated in our first ever Young Adult Summer Program, which was launched with the help of the Teen & Tween Advisory Board. Special summer programs were held for all age groups. In July and August programs included, Kosmic Kelly's Glow in the Dark science, Arthur Evans' MakerSpace, Julie Stepanek's Move to the Music, a chocolate making workshop by Klassic Kreations, and a Birdhouse Build program with Marlborough Wooden Toys & Crafts. In addition, several new programs created by the staff were added, including: an Art Club, a Strawbees Engineering program, a Make a Smoothie Challenge, weekly Duplo/Lego clubs, and many theme-based story hours with crafts. Thirty-eight summer reading programs were held in total, with 968 patrons attending.

The success of the summer programs would not have

been possible without the ongoing support of the Ryan Patrick Jones Heart of a Hero Foundation. We are extremely grateful for their generous support. We were pleased to be included in the Foundation's annual Thanksgiving dinner, which included recognition of our children's programming, along with the efforts of so many groups in the Westminster community. Subsequently, our youngest patrons made a special gift to thank Elaine Jones.

The school-year Duplo/Lego Club met 17 times hosted by guest instructor Jana Harrison, Director of the Ashburnham-Westminster Community Partnership for Children. Jana's Friday "Circle Fun-Time" was held 27 times; it is a very successful STEAM preschool program. Jana also organizes the Annual Children's Festival at John R. Briggs Elementary. Through a team effort, the children's room conducted outreach at the annual festival distributing information to over 200 participants with 132 children also completing a craft. A special thanks is extended to trustee Kim Samson for preparing the crafts for this event and for volunteering on a weekly basis.

School-year programming by staff included 61 regular story hours, 33 Baby & Toddler programs, and 12 special seasonal programs. These programs require staff planning, preparation, and presentation and are well-attended with many children coming from surrounding towns drawn by the themes, songs, crafts, and developmental appropriateness of the programs. In October, patrons of all ages attended the "Magic by Scott Jamison" program funded, in part, by a grant from the Westminster Cultural Council. In 2017, there were also 31 visits of pre-school and kindergarten classes from local schools, the highest ever. In another first, Amy, the Head of Youth Services, appeared at a Meetinghouse School orientation for incoming Kindergartens to conduct outreach and promote library programming. All in all, 193 programs were held in 2017 during the months that school was in session; these programs were attended by 3,285 patrons.

Based on surveys from homeschooling families and data of costs teachers personally incur annually in supplementing needed materials for their classroom, a policy, proposed by the Head of Youth Services, was adopted by the Trustees to create an Educator's Library Card. Persons with proof of their status as educators may obtain this card, which allows for longer borrowing periods and the waiver of daily fines for materials borrowed specifically for educational purposes.

Collection projects in the children's room included: re-purposing shelving to better display board books, improving signage, adding a separate parenting section near the play area, creating subject lists to assist patrons in quickly locating materials commonly in demand, and taking steps to create subject based kits based on feedback regarding the kits that had been on loan from the Bellingham Public Library. These changes are designed to make locating materials easier and to make browsing a pleasure.

Technology—Jon Maxwell continued the process of steadily replacing outdated computers as the budget allows with the installation of a new computer at the Children's Circulation desk. New printers and a copier were installed to enhance Adult and Children services by replacing inefficient, broken, or outdated machines.

A Calendar of Events feature was added to the library website to better assist patrons in accessing all the programs the library staff and the community offers at the library

Landscape Improvement Projects—The library grounds have been undergoing subtle changes under the guidance of the Board of Trustees since 2014. In 2017, the Growing Great group, with Trustee approval, installed two 4' x 8' raised beds in the front lawn to demonstrate intensive organic gardening where it would be highly visible to the public. The group hosted several well-attended seminars on advanced planting and fertilizing techniques. Patrons reaped the benefits of the gardens throughout the harvest period with produce being distributed at the library.

A project to artistically repaint the state's traffic signal control box came to fruition this year. Under the instruction of Oakmont High School art teacher Greg Barry, five students, Hannah Parker, Ally

Veautour, Paige Toothaker, and sisters Katie and Alyssa Blake, created scenes of Westminster's Cracker Factory and Old Mill Restaurant embellished with colorful fantasy creatures. Side panels became bookshelves lined with books by Westminster authors or with other local connections.

Trustees authorized the design and installation of three memorial benches to honor the memory of Ambassador George Lane, "Who was Never without a Book"; Dick and Elaine Lawrence, "Avid Readers and Forbush Supporters"; and former employee, Mary Bassett. A memorial tree planted for the late library director Alfreda Altobelli in 1998 is thriving but was never marked. Now an appropriate stone has been placed at its base. We appreciate the donations of friends and families that made these possible. Plans for the coming year include exterior lamp restoration, illumination of the signboard, and installation of an irrigation system for the lawns and gardens. We're grateful for the contribution of time, talent and resources which have gone into the diverse aspects of this landscape improvement project from the Trustees, staff, and community.

Personnel—The library's governing board is composed of six publicly elected trustees two of whom are elected annually for three year terms. They meet during the second week of each month at 5:00 pm at the library. In the May town election, Jim Eagle was elected to his fourth term and Kim Samson to her third term on the board. In June, Rob Hynes was chosen as chair; Martha Rainville, vice-chair; Kimberly Samson, recording secretary; and Leola Leger, corresponding secretary. Jim Eagle chairs the Building & Grounds Committee which had a very active year. Beginning in 2016, a thorough review and updating of the trustee by-laws was undertaken; these were adopted after two readings early in 2017.

There are currently five full-time and fve part-time employees. Amy D. Kuilema, Head of Youth Services, is assisted by Lisa Erickson and Anne Gerde, who are well versed in the department's operations. A temporary employee, Elise Gilbreath, was hired in September as a short-term solution to assist the Children's Department in meeting increased demand for services. Our adult services and reference librarian is Jason Cavanaugh. Susan Yraola graciously manages adult circulation and patron services. Susan Lucier is our bookkeeper, cataloguer and office manager. Bonnie Buckingham-Stone ably handles the large volume of interlibrary loans averaging over 4,300 per month. MaryAnn McGee assists at the circulation desk and in processing materials. Jan LeClair shelves materials and is responsible for keeping the stacks in order. We want to give a special thanks to Bob Cramm who is responsible for keeping our building maintained and often takes on special projects which are a great benefit to the library and its patrons. We also thank the Council on Aging for supporting the work of Carol Harrington, Ann Johnson and Shirley Lombard through the senior real estate tax reduction program administered by the Council on Aging.

Volunteers are a vital component of library activity, and it is a pleasure to acknowledge their important service. Marta Klemetti, head of the Friends of the Library, retired after more than 30 years of service, but the many volunteers she recruited over the years continue in loyal service working at Friends-sponsored events such as the Ice Cream Social and Book Sale in June and the annual visit of Santa. Friends members Stanley Skamarycz, has been our Santa for 53 years and member Karen Mills has devoted many hours in organizing and preparing used book donations for sale. Children's room volunteers include Cathy Phelps, Kelsie Clements, Olivia Caton, Kim Samson, Mary Dauphinais and Jennifer Gregario. We are especially grateful to Carol Young, who expertly repairs aged and damaged books. We rely on the many hours of service these volunteers have so cheerfully given.

Thank you all.

Adult and Community Programs—Now in its 18th year, the Foreign Policy Association's Great Decisions discussion group, which is supported, in part, by a grant from the Westminster Cultural Council, was led by Jeff Aubuchon and the library director. The 8-week program drew 33 registered participants who joined

in the lively presentations and discussions on international affairs. Special thanks are due to guest presenters Dr. Eric Budd, Dr. Josh Spero and Dr. Rene Reeves of Fitchburg State University.

During 2017, events hosted in the Eloranta room included very popular book signings by area authors Ted Reinstein of Chronical, fiction authors Catherine Zebrowski, and Cheryl Melody Baskin. Paranormal researcher Jeff Belanger presented Dark Journeys & Urban Legends to a large audience; this event was supported in part by a grant from the Westminster Cultural Council. An illustrated lecture on birds of the Quabbin by Peter Christoph and an evening of Chocolates and Tea by Klassic Kreations were also held. Our meeting spaces continue to be used by town departments including the Council on Aging, the Agricultural Commission, the Town Government Study Committee, and for public forums sponsored by the Town Planner. We host a Candidates Night prior to any contested election; this year we heard the views of the three candidates running for the contested positions on the school board. Community groups including the Boy and Girl Scouts, the PTO, genealogists, nutritionists, trivia enthusiasts, knitters, financial planners, and sports groups have all benefitted from use of our meeting rooms. In total, there were 200 adult programs serving 1,300 participants.

Collections—Town-owned fine art and historical artifacts housed in the library are under the care of the Curatorial Committee appointed by the Board of Trustees. The committee is composed of Leola Leger (chair), Kristine Haney, and Martha Rainville. This committee is responsible for periodically changing displays in the Eloranta Room and for the continuing curatorial care of the exhibited and stored collections. They also conduct research and answer queries related to the library's collection. In 2017, Town-owned artifacts from the First World War related to Westminster were included in the changing display. We thank the curatorial volunteers for their work in preserving and disseminating our history.

Operations: 2017 was a year of growth for the library. Circulation continued to be strong and the library collection was expanded, particularly in large type books, CDs, DVDs and audio books. Inter-library loan activity has increased to an average of 4,312 items per month and continues to grow with the increased patron use of mobile devices to order materials from home. In 2017, all five public restrooms received fresh paint and new lighting. On the main floor, the update included the installation of wallpaper resembling old bookshelves was a highlight of the project and much appreciated by patrons.

Support— The trustees and staff sincerely appreciate the support provided to the library by the Selectmen and Advisory Board of Westminster through the annual town appropriation; it makes possible all we provide. Additional support comes from the state Board of Library Commissioners, the Westminster Cultural Council in support of programs, and the fundraising of the Friends of the Library, a group that also underwrites programs and 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. We appreciate the many other donations given in memory of people associated with the library over the years. These enable us to deliver a greater quality and quantity of library services.

THANK YOU FOR A SUCCESSFUL YEAR!
-For the Board of Trustees:
Jim Eagle
Leola Leger
Walter Haney
Martha Rainville
Robert Hynes
Kimberly Samson
- Nicholas Langhart, Director

Parks and Recreation

The parks and Recreation Commission meets once a month in the Town Hall. Meetings are posted in the Town Hall lobby.

The Summer Recreation Program is the largest portion of our budget, account for about 80% of our total expenditures. We offer this program FREE to the children of Westminster residents(those going into kindergarten to those just completing 8th grade). The program runs for 6 weeks starting the week after the 4th of July (rain or shine). The program is run out of the Meetinghouse School and utilizes the playgrounds, baseball fields and basketball courts. The program hours are from 9am to 12pm Monday through Friday. We hire staff every year to run the program and coordinate the games, crafts and events over the course of the 6 weeks. This year we had 16 people working under our supervision along with 2 grounds crew to help maintain the fields. The program averaged 120 children per day depending on weather. The program offers indoor and outdoor activities for all children. We have arts and crafts for younger children or for rainy days. We offer ping pong, indoor floor hockey, dodge ball and many other fun safe activities for the children to keep them active during the program. Outdoor activities such as kickball, capture the flag, basketball, playground and tag are just a few of the activities the children take part in. We are looking to add new programs every year and are currently trying to put together a speed and agility course for the kids. This year we were once again able to offer the "Tween" program for 6th - 9th grade Westminster boys and girls. The program ran from 9-12 Monday through Friday. These children were separated from the younger children and had their own activities that included trips to Crocker Pond on Tuesdays and Thursdays. We where able to have a bike show this year that consisted of bike safety and some bike activities. We also had a juggler come in and perform for the kids as well. The Gardner Cinemas was once again able to offer at a considerable discount a private movie day for the kids.

In 2017, we continued the repairs on the infields for the Little League on the minor and major fields along with continued upgrades to the small "Green" Field. We made repairs to the basketball courts fences and up keep the score board. We will be looking to redo the surface court lines in 2018.

We have continued to add several picnic tables to the area to help with the seating during the baseball season.

The basketball courts are open from 8am to 11pm. We extended the time the courts are open from 10pm to 11pm based on requests from the public. We coordinated a summer basketball travel league that used the courts in 2017 and hosted more than 120 games on the courts. We had teams come from Sudbury all the way to Greenfield come to play this year.

We would like to thank the Fire Department for lending their walkie-talkies so that we can stay in touch with the staff all over the fields and in the school and for coming out on those hot summer days and spraying kids down with the fire hoses. Thank you to all of the Town Hall staff who offer tremendous support to our commission through the course of the year. Special thanks to the Gardner Cinemas for their generous donations and discounts. Special thanks to Meeting House and Westminster Elementary school staff for all your continued support.

Respectfully submitted,
Andrew Sears, Chairman
Mike O'Brien, Vice Chairman
Mark Dellasanta, Secretary
Craig Cole
Sam Albert

Casali Family trick-or-treating on Halloween

Crocker Pond Committee

Operation:
In preparation for our opening on Memorial Day weekend, a volunteer cleanup day was held on May 20th. Volunteers worked alongside staff and committee members raking and hauling leaves and debris from the beach, picnic and trail areas.

The pond is open weekends when school is in session from Memorial Day to Columbus Day and switches to every day during the school summer vacation The pond was open every day this season- rain or shine. Senior citizens on the tax work-off program staffed the sticker check-in booth and additional volunteers covered remaining hours. Three seasonal employees oversee the operation and maintenance of the beach, bathrooms and picnic area. They enforce the Crocker Pond Rules for the safety of all visitors and keep the facility clean.

Stickers:
Stickers were processed at the pond every day between the hours of 10am-2pm. The Town Clerk's office no longer processes them, with the exception of motorcycle and nanny stickers. Residents must provide a copy of their vehicle registration and proof of residency to be eligible for a sticker.

Community Activities:
9,510 residents and quests visited and took part in the many activities available at the pond. Activities were publicized on the white board at the beach, the Crocker Pond page on the Town of Westminster website, and our Facebook page. We continue to offer Beach Volleyball, Basketball, Pickle ball, and the Pump Track. Kayaks and canoes were again stored at the pond during the season in certain designated areas. Residents provided their own chain and lock and signed a statement of understanding regarding potential property damage.

Eagle Scout Projects:
Clayton Doody installed the kiosks for the new giant nature story book program. Each month throughout the summer a different book will be featured and families can follow the story as they explore the network of trails to the kiosks.

The Boy Scouts held a campout during April school vacation and completed maintenance projects on the trails.

Members of the 4-H youth program built and donated birdhouses that were installed along the picnic area.

Crocker Pond hosted two AWRSD student events.

A portion of the Whitman Trail has been closed and rerouted while site work is being completed in the area.

Social Media:
Our Facebook page is continually updated to share photos and information about the pond.

Accessibility:
To expand ADA accessibility a handicapped sidewalk was installed from the restrooms across the parking lot and along the side of the picnic area.

The Lion's Club granted the Crocker Pond Committee $1500 to purchase a defibrillator to keep at the pond. Our paid employees are trained in first aid and we are grateful to have this important equipment on hand.

Thank You:

A potluck picnic was held at the end of the season to celebrate the hard work by the Seniors, Volunteers and Employees.

We are so lucky to have such a beautiful beach and trail system here in Westminster!

We would like to acknowledge the dedication and hard work of committee member, Karen Farrell this year. Sadly, she has passed away and will be greatly missed.

Respectfully submitted,

Heather Billings
Kathleen Brennan
Mary Ann Falconer
Karen Farrell
Patricia Hatzis
Patricia Streeter

Agricultural Commission

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

Meets every 1st and 3rd Wednesday of the month 6:30pm - at the Westminster Town Hall

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 NATIONWIDE 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 will 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 queries 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.

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, 3:00-6:00pm from the first Friday in May until the last Friday in October. It also sponsors a Holiday Market the Saturday before Thanksgiving. The market has continued to grow and strengthen through this past year. In fact, it's the biggest and best in the north central region. On its peak days there are between 275 and 350 shoppers and many vendors sell out during the market – always an indication of success for all. There's a core of vendors 15 strong and up to 30 vendors when the market is at full capacity. Many kinds of food (including: meats, sausages and bacon, eggs, all kinds of fruits and vegetables, jams, jellies and baked goods) are available from local producers. Crafters provide different kinds of useful objects as well as live plants and the market highlights the talents of local singers, dancers, musicians and puppeteers who come and provide entertainment with funding provided in part by the Westminster Cultural Council and tips from appreciative shoppers.

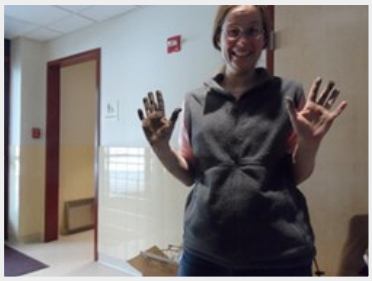
The Market hosted 4 events in 2017 held in conjunction with the GAFFers (Gardening And Farming Friends). The events started with a Planter's Party in May; continued with How Does Your Garden Grow in July and Peak of the Harvest in August; we started the new school year with a collaboration with the local Circle of Artists in September – and then had a mini version of the market on the library lawn in association with the Westminster Cracker Festival.

The 2018 market season starts with vendor registration on April 4th and the market opens for business on May 4th. All vendors are juried and registrations are completed by April 15 and no new registrations are accepted after that date. There are annual memberships, per diems and an opportunity booth for young or newly developing Westminster farms or market gardeners. The Market closes for the season on October 28th.

There are six events planned for 2018:
Planters' Party – May 18th, a new event - Superfoods for Superheroes – June 8th, How Does Your Garden Grow – July 13th, Peak of the Harvest – August 24th, Art in Agriculture – September 14th, and a Food Truck Roundup – October 5th. We'll be hosting an event on the library lawn in association with the Crackerfest and a holiday market on the Saturday before Thanksgiving. We'll also be celebrating the 10th birthday of the market at Peak of the Harvest with birthday cake and more...

Beyond the Farmers' Market, the Agricultural Commission is involved in other community activities and in providing education on a series of agricultural topics.

This was the eighth year that the Ag Com created and staffed an agricultural table at the Young Children's



Festival held at JR Briggs in March. Various micro-greens were grown and presented on the day of the festival and many of Westminster's youth nibbled on these fresh vegetables – and found that they liked them! We also had a baby goat for them to pat and seed/clay "bombs" for them to make and take home.

The Agricultural Commission also sponsored our sixth annual four-part educational program – the Backyard Growing Series - held at the Forbush Memorial Library. Topics included Managing Drought, Nutrient Dense Raised Beds, Growing Great Garlic, and Local

Food: Origins and Options. All were well attended with between 15-30 people learning about agricultural topics that they could use in their own yards and gardens. The Backyard Growing Series will continue in 2018 with Making Maple Syrup, Making Basic Cheeses, Building and Using Hugelkulture Beds and Increasing Quality in the Food Supply.

Our Growing Great Food & Flowers (GGFF) group had a successful third year and took on a new project of starting and maintaining two raised beds at the library using the best information available on how to grow healthy plants – the gardens were in good color and productive through November 6th. We also helped to manage the in-ground gardens in front of the library. GGFF meets every month, 2nd Sunday in the meeting room over the Fire Station. Free and open to anyone who's interested in growing anything.

We spent one day in September working liquid fertilizers into the new tree plantings on South St. Thanks to the Fire Department for the use of their water and hoses.

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.

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 or one of the scheduled events.

M.L. Altobelli – Chair
Andy Hertel – Vice-Chair
Dean Johnson – Treasurer
Patty Hurd – Secretary
Ann Patsis
Sue Nickerson – alternate

Hager Park Commission

Hager Park is located off of Route 140 (known locally as Hager Park Road) 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 in 1917. Additionally, the Commission administers the Smith Reservoir properties, which are located further to the south and on either side of Route 140. These lots, which include about 70 acres, were deeded to the town by the City of Fitchburg in the 1998. 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.

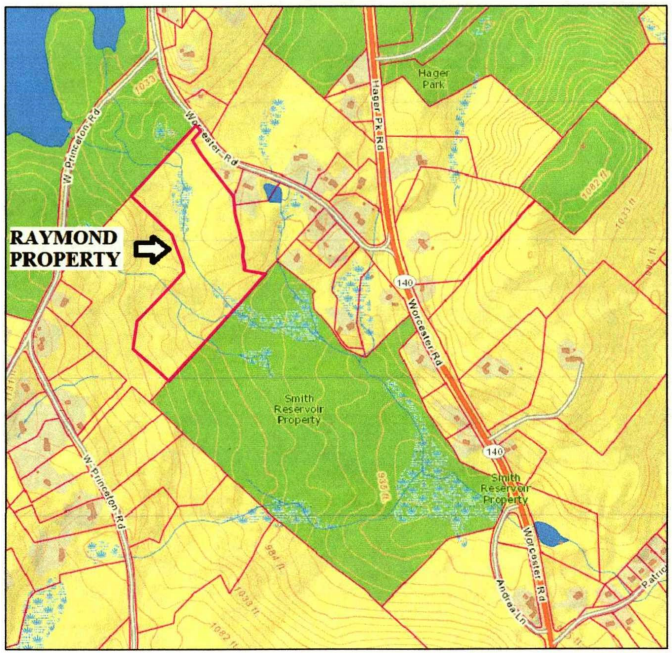
The Commission has developed a network of hiking and riding trails within the Hager Park parcels and we hope to establish trails in the Smith Reservoir area in the future. The trails are open to the public and we are happy to see them used. Many of the trail corners are marked with white metal signs.

The Commission typically holds regular meetings in either of the meeting rooms on the first floor of the Town Hall at 7:00 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 2017:

100th Anniversary Hager Park noted its 100th anniversary this year. The original 95 acre parcel was bequeathed to the Town of Westminster by Joseph Hager. The Town accepted this gift at the Annual Town Meeting in the spring of 1917. Wachusett Brewing donated the 100th anniversary banners which were mounted on our gator and displayed at the Cracker Festival in October.

Raymond Property



The Town accepted a gift of land from Jonathan and Jane Raymond of Orinda CA at the Annual Town Meeting in May. The Raymond Property contains about 17 acres and has 50' of frontage on the old section of Worcester Road. It has been owned by Mr. Raymond since 1955. Mr. Raymond has recently sold off 5 lots and this remaining land could not be built upon due to the limited amount of frontage. His intent was for the Town to use the land for conservation, passive recreation and forestry purposes and to have the care and custody of the land be held by the Hager Park Commission. A map showing the location of this land is included at the beginning of this report. The donation is a great addition to the Town's open space and will provide the following benefits:

The parcel abuts the Hager Park's Smith Reservoir property creating a block of about 82 acres. The parcel also abuts and provides a connection to 13 acres of vacant watershed land owned by the City of Fitchburg.

The parcel provides 50' frontage on Worcester Road. This area is already cleared from a recent timber sale and can be readily converted to a small parking area

and trail head.

The parcel has a pre-existing 1700' long trail that runs from the Worcester Road frontage to the Smith Reservoir property. This trail passes by old stone walls and the location of an old 19th century mill site once setup along Smith Brook. This trail will be the starting link to a connecting trail to the Smith Reservoir property frontage on Andrea Lane. Based on some initial scouting, it appears that a loop trail could also be built within the combined properties. The parcel is almost entirely bounded by old stonewalls. The remaining boundaries can be marked easily. The property will provide recreational opportunities to residents within a mile of the center of town.

The parcel is part of a property that has been owned by the Raymond family for more than 130 years. The donation provides a legacy for a family that was very prominent during Westminster's earliest years. Mr. Raymond's great-grandfather was one of the first Hager Park Commissioners.

Trails Report The trails are generally in good condition, with the exception of a short part of the perimeter path which was flooded by a beaver dam and now has a few big trees down across the trail. Detouring to the Rambler, Water Pipe Way and Ridge trails still makes a pretty good two mile hike.

Activities planned for 2018 include:
We are still discussing our plans for the Rambler and the 18 acre parcel on the westerly side of the Hager Park Road. We really hope to get one of these projects moving this year.

We will continue annual trail maintenance within the park including placing more trail markers.

We 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.

We wish to thank Ned LaFortune and Wachusett Brewing for donating the 100th anniversary banners that we have been displaying on our gator. We also want to thank Jonathan and Jane Raymond for their generous donation of land described above.

Respectfully submitted,
Hager Park Commission
Andrew H. Kaski
Christopher C. Mossman
Timo W. Ojanpera

Cultural Council

In 2017 the Westminster Cultural Council was allocated $4,600 from the Massachusetts Cultural Council. At the Annual Town Meeting the WCC received $3,000.00 from the town.

Cultural Council Members were pleased with the variety of grant applications and attempted to fund events that appeal to a wide variety of audiences.

In September 2018 the Westminster Cultural Council will again solicit applications for Cultural Council Grants. We strongly encourage schools, churches and other local organizations and individuals to submit applications. More information can be obtained at the Massachusetts Cultural Council website www.mass-culture.org/Westminster.

The Westminster Cultural Council welcomes new members. Cultural Council members are appointed by the Board of Selectmen to serve 3-year terms, for a maximum of 6 consecutive years. If interested please contact a WCC member. We meet as needed and vote on grant requests the end of October or early November.

Respectfully submitted,
Mary Waight, Chairperson
Ceil Burgess, Vice Chairperson
Patricia Gendron, Secretary
Susan Quigley-Belliveau, Treasurer
Leeann Lamsa *Brenda Malloy*
Linda McClenahan *Margaret Romano*

Twenty-five applications were received and the following proposals were awarded funds by the Westminster Cultural Council:

Westminster Agricultural Council for Entertainment at the Farmer's Market	**$1,500**
Council on Aging program, "A Musical Journey Through the Years"	**$275**
Council on Aging program, "Music is Love: Music, Magic and Comedy"	**$200**
Circle of Artists Annual Art Exhibition	**$500**
The Great Decisions Seminar at Forbush Memorial Library	**$615**
Memoirs of an Arabian Princess from Zanzibar at the Forbush Memorial Library	**$425**
Pumpernickel Puppets (Coordinated Family & Community Engagement Program)	**$300**
STEM Night for Young Children and Families	**$135**
Oakmont Regional High School Theater Presentation (*Peter Pan*)	**$600**
Parks & Recreation Program: "Henry the Juggler"	**$425**
The Toe Jam Puppet Band Performance at the Forbush Memorial Library	**$500**
The Brass Monkey at the Westminster Community Senior Center	**$375**
Concert for Seniors by Dan Kirouac	**$150**
An Evening with Robin Williams (Friends of the Forbush Memorial Library)	**$400**
Clara Barton's Civil War Letters (Central Massachusetts Genealogical Society)	**$250**
International Veteran's Chorus at St. Edward's Fall Festival	**$200**
Museum Passes for Forbush Memorial Library	**to be determined**

Historical Commission

The Westminster Historical Commission's mandate is to identify and preserve architecturally or historically significant sites in Westminster. We work with town committees and the community to make historical preservation a community wide effort.

Historical Commission members continue to work closely with the Planning Department regarding reuse of the Old Town Hall, now called the Historic Meeting-house. Carole Bramante represented the Historical Commission at the RFP Committee meetings in 2017 and helped with a historical summary of the Old Town Hall for the RFP.

The commission continued working on a Demolition Delay Bylaw which will be an important way to preserve the character of our Town by finding ways to preserve historically or architecturally significant homes. This Demolition Delay Bylaw will be list-based, meaning the bylaw would apply to only the homes on the list, and each home would require alternative courses of action before demolition is allowed. Commission members have photographed each home that is on the list and added pertinent information such as the address and the original date of the structure. Everyone is encouraged to attend the public hearings which will be held to discuss these plans. This past year, the Commission placed larger signs at the entry point on each road leading into the Westminster Village/Academy Hill National Register Historic District. This district was established in 1980 with 72 properties and is one of the largest in Worcester County. Look for these new signs on Main Street, Bacon Street, Leominster Street, Dawley Road, and South Street

In addition, the historic plaque project is on-going and recognizes homes in Westminster that are historically or architecturally significant. This ties-in with the significant structures that have been documented by the Commission for the Demolition By-law. Homeowners who are interested in honoring their home may contact the Commission to discuss the process. The commission approved the hiring of a new consultant to continue the documentation of architecturally or historically significant homes that is required by the Massachusetts Historical Commission. The commission interviewed two applicants for the consultant position and Chris Noonan of Mendon, MA was selected to research eight properties in the southern part of town.

The Historical Commission meets once a month from 3 pm to 5 pm at town hall. We welcome new members to join us. Historical Commission members are appointed by the Board of Selectmen to serve 3-year terms. Please contact one of the WHC members if you are interested in becoming a member.

Respectfully submitted,
Roni Beal, Chairperson
Joan Longcope, Vice Chairperson
Betsy Hannula, Secretary
Carole Bramante, Member-at-Large

Planning, Development & Zoning

Planning Board

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:

Jon Wyman, chairman	2018
Marie Auger, vice chairman	2020
Jill Normandin	2018
Andrew Rice	2019
Linda Wiest	2019

The Planning Board continued holding twice monthly public meetings on the second and fourth Tuesday night of each month. 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, medical marijuana dispensaries, adult uses and earth removal/placement of fill.

Members of the Planning Board also participate in the Town's Open Space Committee and as delegates to the Montachusett Regional Planning Commission (MRPC) and its Brownfields Steering Committee, as well as the Montachusett Region's Joint Transportation Committee.

Town Planner Stephen Wallace enters his seventh 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. The Planner also serves as staff to the Open Space Committee and 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 Board of Selectmen and Planning Board.

DEVELOPMENT OVERVIEW

The Planning Board dealt with the following development projects during 2017:

Approved a Site Plan for an outdoor beer garden for the Wachusett Brewery on State Road East.

Approved a Site Plan for a farm-stand and ice cream parlor (Native Joe's) for the barn next to the Westminster Pharmacy on Main Street.

Approved a series of five Site Plans for solar projects located on land between Ellis Road and State Road West. These solar farms replace what would have been the Deer Run and Pheasant Ridge subdivisions.

Approved two Site Plans for solar farms on Livermore Hill Road. These solar farms replace what would have been the Kingsbury Arms subdivision.

Approved the second phase of the Woods at Westminster subdivision on Bean Porridge Hill Road.

Approved a minor modification to an approved Site Plan for the treatment center on Village Inn Road for Recovery Centers of America Inc.

Approved a 16-lot subdivision on Newton Road for West Hub Realty.

Approved a time extension to complete infrastructure improvements at the Westminster Industrial Park on Rowtier Drive.

Approved an Earth Removal Permit for Lead the Way Construction on three properties along Narrows Road.

In December, the Planning Board received updates on four outstanding projects: the Westminster Business Park, Village at Old Mill, Westminster Estates, and Dig & Pour at Rowtier Drive.

Throughout the year, the Planning Board and its inspection agent monitored the gravel removal

operation within the Westminster Business Park.

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 following ANR plans were endorsed in 2017:

Edgewater Construction, two new lots on Willard Road.

Robert & Deborah Moore on behalf of Peggy Becker, five new building lots on Minott Road.

Jonathan Raymond, one new building lot on West Princeton Road.

Andre Ouellet, lot line adjustment on Batherick Road.

Carlton and Patricia Maggs, lot line adjustment on Frog Hollow Road.

Ridgecrest Investment Properties on behalf of Karen Farrell, 91 North Common Road, two new house lots.

Greenstone Realty, two new building lots on Bolton Road.

Ryan Smith to create two new building lots on Davis Road.

Woods at Westminster Golf Course, 154 Bean Porridge Hill Road, splitting off the open space parcel.

J.P. Dell LLC, five new lots on Bean Porridge Hill Road.

Matthew McGuirl, new building lot on Tommy Francis Road.

Ellis Road Realty Trust, division of land off Ellis Road for eventual disposition to Town for athletic fields.

John Lawrence, 34 Carter Road, splitting off house lot from master lot.

Woods at Westminster Golf Course: splitting off the clubhouse lot from the open space parcel.

Scott Nyman to split off two flag lots from a 13-acre property located at 2 Old Farm Road.

Links Realty Trust, splitting a lot in two on Livermore Hill Road.

Ellis Road Development Trust/Four Seasons Development Trust, creating five lots for use as ground-mounted solar fields off Ellis Road.

Worcester Road Realty Trust (Eugene LeBlanc) for 5 lots on Worcester Road.

Worcester Road Realty Trust (Eugene LeBlanc) for 3 lots on Worcester Road.

Paul & Eileen Aldrich, for three new lots on Adams Street.

John & Ann Chernoch, three new lots on 65 Harrington Road.

Edward LaFortune III, one new lot at 93 West Princeton Road.

OTHER PROJECTS

During 2017, the Planning Board completed the following activities:

Updated its Form A application (Approval Not Required Plans).

Updated its Site Plan Review Regulations.

Provided input to the Town's Government Study Committee.

Provided comments to the Zoning Board regarding applications for Variances, Findings and Special Permits.

Provided comments to the Board of Selectmen on all citizen requests to withdraw land from the State's Chapter 61 taxation program.

Provided comments to the City of Fitchburg on two site plans: Game On recreation complex on Westminster Hill Road and the medical marijuana grow facility located on the old Chem Design property.

Provided a positive recommendation to the Public Works Commissioners for the layout of Community Way as a Town-accepted public way.

GRANTS

The Town received a $100,000 grant from Mass-Development to investigate the infrastructure needs of the Town's two primary industrial areas: Simplex Drive and the Westminster Business Park.

The Town received a grant from the regional planning commission's Local Technical Assistance program to update its Housing Production Plan (last updated in 2011).

The Town is receiving technical assistance from MA Housing Partnership to prepare a Request for Proposals (RFP) to find an entity to build and manage a senior housing development that will be located behind the Senior Center at 68 West Main Street. This RFP is set for release in the first half of 2018.

The Town applied to the Governor's Community Compact grant program to fund two projects: 1) hiring a consultant to write the Town's first ever Town Charter and; 2) having the MA Department of Revenue review the Town's capital planning procedures/policies.

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 (this is done annually).

The Town Planner researched the status of old and outstanding subdivisions and shared the results of this research with other municipal departments (this is 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 Linda Wiest serves as the Planning Board's delegate to the Montachusett Regional Planning Commission.

Planning Board Chairman Jon Wyman serves as the Town's representative to the Montachusett Region's Joint Transportation Committee.

2017 TOWN MEETINGS

The Planning Board completed the second phase of a three-phase effort to overhaul the Town's Zoning Bylaw, originally prepared in the 1970s. The second phase focused on residential development and several related zoning amendments were adopted at the May 2017 Annual Town Meeting and the November 2017 Special Town Meeting.

PLANNING BOARD ACTION PLAN FOR 2018

The Planning Board will begin work on the third and final phase of the Zoning Bylaw overhaul effort: updating the Sign Bylaw. The Board will also work on a bylaw for the retail sales and distribution of recreational marijuana.

PLANNING DEPARTMENT ACTION PLAN FOR 2018

In addition to managing the Planning Board's caseload on a day-to-day basis and serving as staff to the Economic Development Committee and Open Space Committee, the Town Planner will undertake the following tasks in 2018:

Work with Mass Housing Partnership to sponsor an affordable housing summit where local officials and residents can learn about what options we have for increasing our affordable housing stock. Target date for completion: May or June 2018.

Manage the Request for Proposal (RFP) process for finding an entity to build and manage new senior housing units behind the new senior center. Now that the Town has completed all of its required advance work, we are now ready to work with Mass Housing Partnership to prepare the RFP. Target date for completion: April.

Manage the RFP process for selecting a buyer for the Old Town Hall. The second iteration of the RFP will be issued during the first week of January 2018, with a mid-February response date. If necessary, we will reissue the RFP two more times during 2018 before

going back to the drawing board.

Work with Economic Development Committee and other municipal entities to initiate a wayfaring signage program and sponsor a community workshop to select a preferred design for the wayfaring signs and for a community bulletin board to be located on Town-owned property at the corner of South, Leominster and Main streets. Target date for completion: May.

Work with the EDC to complete the two MassDevelopment's new Site Readiness grants we received to investigate infrastructure improvements for Simplex Drive and the Westminster Business Park. Target date for completion: April or May.

Work with the Planning Board on a set of Low Impact Development (LID) regulations. The Town has a LID bylaw in place, but no regulations to go with it. This project will mark the beginning of updating the Town's Subdivision Regulations. Target date for completion: over the summer of 2018.

Work with the Parks & Recreation Board on grants to help them with two projects: 1) build new athletic fields and associated amenities on the Town's newly acquired property along Ellis Road; and 2) build a children's playground on the Town-owned property on Academy Hill.

Any planning questions or comments may be directed 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 Westminster.

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

The Committee met eight times during 2017 and accomplished the following:

- The Committee prepared materials for a business solicitation effort that will take place in early 2018, now that the sewer moratorium has been lifted. The Committee identified 60 businesses to reach out to, believing they would be a good fit for our community. The solicitation effort will include a letter from the Board of Selectmen, a fact sheet containing economic statistics from the Town and the region, and our zoning map. Once the solicitation packages are sent, the EDC members will follow up with either a phone call or a personalized note.

- The Committee managed a $100,000 Site Readiness Grant from Mass-Development, the State entity charged with promoting industrial development in Massachusetts through infrastructure planning, funding and construction. This grant helped the EDC investigate the infrastructure needs of the Town's two largest industrial districts: the Westminster Business Park and Simplex Drive. Mass-Development will come before the EDC in early February 2018 to make their recommendations.

- The Committee updated and printed 2,000 copies of the Town's promotional map/brochure, a digital copy of which can be found on the front page of the Town's website.

- The third annual Cracker Festival held again in late October. The Festival was an outgrowth from discussions held at EDC meetings since the Committee's inception in 2012, although it is now managed by a group of dedicated local volunteers. This year's Festival saw record attendance and the weather was perfect.

The EDC generally meets every month on the first Wednesday night of the month at 7:00 PM in Room 112 at Town Hall. All meetings are open to the public. The meetings usually begin with a guest speaker. In 2017, the EDC heard presentations from the following guests:

- Ed Starzec of Mass-Development.
- Various consultants for the Mass-Development Site Readiness Grant.
- Barry Bluestone, Director of the Dukakis Center for Urban and Regional Policy.
- Ned LaFortune, Wachusett Brewery.

Any questions or comments regarding the EDC update may be directed to the members or Town Planner Stephen Wallace at (978) 874-7414 or swallace@westminster-ma.gov.

Building Department

The Building Department continues to be productive, processing a record number of permits in 2017, mostly for new single-family homes, renovations, new roofs and residential solar panels. With some new additions, including a street named "Rock Maple Lane" at Woods of Westminster, that currently has eight new homes in the process of being built, and the new housing area of "The Village at Old Mill". Several new homes have also been built on Sawin Drive, North Common Road, Bean Porridge Hill Road, Tommy Francis Road, Rebanna Road, Woodland Drive, South Ashburnham Road and Knower Road, to name a few.

Solar panels have seen a continued increase this year with permits issued for 29 residential homes and 2 commercial solar array fields.

The Eighth Edition for residential construction State Building Code, also known as the International Residential Code (IRC) for One and Two-Family Dwellings remained in effect for the 2017 year. The Ninth Edition became effective on January 1, 2018 for the 2015 IBC, 2015 IRC. All building permits and plans submitted on or after January 1st must comply with the 9th Edition.

Effective January 1, 2018, all permits will now be processed on the View Point Cloud Permitting Software, where we can streamline the issuance of permits and have more permit information readily available online. In the very near future, this system will become more efficiently automated, as applicants can fill out their permits on this software online themselves and submit them. Department approvals and inspections will eventually be done effectively through this system.

All permit applications are still available online at the Town of Westminster website under the Building/Zoning Department, but as a new feature, all of the permit applications are now fillable PDF documents, where applicants can save time by directly typing in the information.

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, demolition, pool, roof, or solar panels, or to change the use or occupancy of a building, and for the installation of any solid fuel burning appliance.

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. An electrical permit 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 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 require a building permit, need to be inspected, and a certificate of completion may be required for your insurance company.

Homeowners must also be reminded to test all smoke and carbon monoxide detectors monthly and should have them replaced with new ones every 5–8 years.

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 thru Thursday 8:00AM - 4:30PM, and Friday 8:00AM - 1:00PM.

Respectfully submitted,
Paul R. Blanchard

WESTMINSTER BUILDING DEPARTMENT
Permit Activity for 2017

Purpose of Building Permit	Number of Permits	Total Construction Value
Residential		
One Family Dwellings	46	$ 10,746,735.00
Two-Family Dwellings	1	$ 233,000.00
Alterations/Additions	65	$ 1,843,270.71
Accessory/ Garages	15	$ 407,910.00
Swimming Pools	12	$ 143,960.00
Solar Panels	29	$ 769,695.60
Roofs	55	$ 624,124.84
Decks/Porches	27	$ 316,833.00
Sheet Metal	34	$ 407,900.00
Wood/Pellet Stoves	33	$ 99,470.94
Demolition	8	$ 600.00
Other- Insulation, Windows, Signs, etc	36	$ 247,885.58
Commercial		
Alterations/Additions	15	$ 3,414,339.00
Solar Arrays	2	$ 2,964,956.00
TOTAL BUILDING PERMITS	**378**	**$22,220,680.67**
FEES COLLECTED IN 2017		
Building Permits	375	$ 189,134.45
Gas Permits	156	$ 17,695.00
Plumbing Permits	151	$ 20,471.00
Wiring Permits	259	$ 64,674.00
Other Fees (Public Records)	2	$ 85.55
Safety Inspections	19	$ 1,794.00
TOTAL PERMIT FEES		**$ 293,854.00**

Conservation Commission

The Westminster Conservation Commission respectfully submits their Annual Report for the year ending December 31, 2017. The Conservation Commission is charged with the administration and enforcement of the Wetlands Protection Act and local wetland bylaw. Meetings are held once or twice a month. For further information please contact Agent Matt Marro through the Conservation Office at 978-874-7413.

During the past year the Conservation Commission issued 18 Determinations of Applicability, 35 Orders of Conditions, 6 Extension for Orders of Conditions, 4 Amendments to Order of Conditions, 12 Certificates of Compliance, 2 Enforcement Orders or Emergency Certificates.

Any alteration of the ground, such as digging, stumping, or filling, within 100 feet of a resource area (water body, stream, or wetland) requires the Conservation Commission be notified about the proposed work. The Commission or Agent will then determine if the work comes under the jurisdiction of the state Wetlands Protection Act or the local Wetland Bylaw. If so, a Notice of intent (NOI) may be required. This does not necessarily prohibit the proposed work, it only is meant to ensure that measures are taken to prevent erosion or damage to resource areas.

Conservation Agent Matt Marro is available in Town Hall, Room 225, Tuesday and Thursday from 7:30 to 10:00 and Friday from 11:00 to 1:00. The telephone number is 978-874-7413.

Respectfully submitted,

Conservation Commission
Daniel Bartkus, Chairman
Gary Smith Jr., Vice Chairman
Tim Sheehan
Robert Gendron
Carrie Monty
Bob Maki, Conservation Agent (2007-2017)
Susan Kalagher, Secretary

Energy Advisory Committee

In 2017 the Energy Advisory Committee continued our efforts to save money for the town while simultaneously helping the region to clean up our energy supply.

After several months of negotiations in 2016, the committee made a recommendation to the Board of Selectmen to proceed with a Net Metering contract offered by Kearsarge Energy for a 20% reduction off the National Grid rates. That contract was signed in 2016, and in 2017 we continued to monitor progress with the developer. The project is expected to be in service in 2018, at which time the discounted power through net metering credits will begin.

At the beginning of December 2017, the Energy Advisory Committee recommended signing a fixed rate electricity contract with Constellation for a 24-month term that will cover all of 2018 and 2019. By purchasing this fixed rate, available through our membership in the Power Options energy purchasers consortium, the Town of Westminster has avoided seasonal fluctuations in electricity rates. Our previous fixed-price contract for electric supply provided a stable, year-round price and saved the town more than $15,000 in 2017.

The Green Community projects, including updated heating/cooling controls in the Library and Public Safety building as well as insulation upgrades for the Public Works Department and interior storm windows for the Library, are still in progress. We experienced additional delays working with contractors and made a decision to switch once again in Spring 2017. Contracts were signed in Fall 2017. Project approvals and incentive calculations were completed and the work is expected to take place in the 1st or 2nd quarter of 2018.

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.

Energy savings to date: approximately $19,000/year for lighting upgrades that were installed in 2014.
Projected additional energy savings: $13,000/year for insulation, HVAC controls, library circulating pump and storm windows.

The four volunteer members of the Energy Advisory Committee are Doug Hurley (Chairman), Kerry Koskinen (Secretary), Kevin Keena, and Heather Billings. We have an available space on our committee for an interested citizen. Please check our webpage on the Town of Westminster website for more information if you are willing to help.

Respectfully submitted,

Energy Advisory Committee

Our Schools

Ashburnham-Westminster Regional School District

Superintendent's Report

The school year is well -underway in the Ashburnham Westminster Regional School District with the passing of a 1.1 million dollar operational override in August, 2017 to meet the growing needs of increasing class sizes that has resulted in the hiring of 10 additional classroom teachers across the district. We are continuing to implement our 5-year Strategic Plan: Ash-West 2021: A Continuous, Strategic Learning Plan, as well as planning and designing technology integration, researching curriculum and assessment alignment, namely in implementing Next Generation Science Standards (NGSS), and funding extra-curricular activities and athletics. We used a "what we need now mantra" to determine the essential services and experiences that will keep us a vibrant and growing school district today and in the future. Our goal is to offer our students the very best learning experiences that we are able to. We are very grateful for the support that both communities have extended and as Superintendent of Schools, I want to thank all of our parents and community members for their perseverance during a most challenging override season. As a school district, we are at the leading edge of change to inform classroom teaching and student learning, which also has a local and state impact on the economic development of our communities; our schools are the "gem of Central Massachusetts!"

The completion of our new five-year strategic plan, along with a revised mission statement and vision statement for the school district, is being implemented. This work, although arduous, has been informative and challenging. We identified 3 major areas to focus our future efforts on and we call those our "BIG ROCKS." They are as follows:

I. *Information, Media, & Technology*
II. *Excellence and Innovation in Teaching & Learning*
The 5 C's: Critical Thinking, Communication, Collaboration, Creativity, and Curriculum
III. *Readiness to Wellness...*
(Social Emotional Learning, Service Learning, Global Awareness, & Life/Communication Skills)

The central focus of this work is on the instructional core: the interaction of teachers (instructional practices) and students in the presence of content (curriculum). The interactions between the three produce high levels of learning. The purpose of developing a strategic and systemic continuous improvement plan is to relentlessly focus on and support the instructional core.

On August 15, 2017, the 13 members of the Administrative Cabinet of the Ashburnham-Westminster Regional School District, under the direction of Dr. Gary Mazzola, attended a leadership team retreat to complete their baseline assessment of the school district in relation to the implementation of year one of the Ash-West Continuous Strategic Learning Plan. The plan was finalized and implemented during the 2016-2017 school year. The plan was focused on the three priority strategy areas believed by the leadership team to provide the greatest leverage for improved student performance, our ultimate goal. Each strategy area includes a theory of action, strategic objectives, and strategic initiatives connected to persons responsible, a timeline, resources, and intended outcomes over a five year period.

Tools: The tools identified to assess how the District is making progress on the strategies outlined in Ash-West 2021 include Continuous Improvement Continuum Rubrics (CICs) from Dr. Victoria Bernhardt's work on Using Data to Improve Student Learning and Resource Allocation and Budgeting Rubrics developed at the Center for Education Policy

Research at Harvard University. The rubrics provide an authentic means for measuring organizational improvement and growth.

Process: Prior to the leadership team retreat, each member of the Administrative Cabinet reviewed rubrics and individually rated where he/she believed that the District is on the current status. The individual results were collected and aggregated for use during the retreat sessions. During the retreat, leadership team members engaged in an interactive process to review the aggregated data, came to consensus on the collective results to establish baseline data, and identified next steps to assist with continuous improvement planning process associated with the review and revision of Ash-West 2021.

Format: The format of the evaluation includes the rubric for each area of review, the baseline data results that identifies the current status of the district on each rubric, and next steps identified by members of the leadership team to move the District forward on each continuum.

The complete plan and rubrics are included on our district website, www.awrsd.org and can be downloaded and printed for further observation and analysis. The data gathered from this exercise is currently being used to develop our district cabinet leadership meetings, as well as our curriculum, instruction, and assessment meetings, seminars, and workshops.

As you read through the highlights of each our 5 school sites, please note that there are collective efforts of each administrative and teaching team working to bring the very best experiences to the students of this regional school district. I continue to be hopeful that we can sustain and improve our collaboration to ensure that our funding issues and regional responsibilities are targeted, studied, and resolved with our students in mind.

I am honored to have been your Superintendent these past three years and look forward to continuing to work with a talented and dedicated faculty and staff, as well as our students who cease to amaze me each and every day. I continue to enjoy my association with our town boards and staff. I also look forward to working together to ensure that the students of Westminster and Ashburnham receive an educational experience that is delivered by high quality educators and inspired by high impact educational experiences. Lastly, it is my hope that our students' futures will be transformed as they become life-long learners and contributing citizens in a society that needs innovation and an infusion of integrity and compassion.

Respectfully submitted,
Dr. Gary F. Mazzola
Superintendent of Schools
Ashburnham-Westminster Regional School District

Budget

Account Number / Description		Audited Expense 2016-2017	Current Budget 2017-2018
1000 Administration		$854,986	$868,932
2000 Instruction		$15,135,601	$16,464,358
3000 Other School Services		$2,796,657	$2,871,967
4000 Operations and Maintenance		$2,615,490	$2,514,026
5000 Fixed Charges		$4,085,215	$4,650,819
6000 Community Services		$8,000	$8,000
7000 Acquisition of Fixed Assets		$30,456	$391,456
8000 Debt Retirement of Debt Services		$811,590	$787,990
9000 Programs with Other Systems		$1,341,627	$1,181,877
Total		$27,679,623	$29,739,424

SUPERINTENDENT/BUSINESS OFFICE and WEBSITE
The Superintendent / Business Office is located at Oakmont Regional High School between the cafeteria and new gym. Our address is 11 Oakmont Drive, Ashburnham, MA 01430. We are open Mon-Fri from 8AM-4PM. You can reach us at 978-827-1434 or fax us at 978-827-5969.

You can view the Ashburnham-Westminster Regional School District's website at www.awrsd.org for updated information of the schools, budget information and events. General information can be e-mailed to info@awrsd.org.

SCHOOL COMMITTEE MEETINGS
The Ashburnham-Westminster Regional School Committee holds its regular business meetings Tuesdays at 7:00 PM at Overlook Middle School Library. You can view meeting dates, the agenda, past minutes and meeting locations on our webpage at www.awrsd.org.

No School, delays or early dismissal notices will be broadcast over radio stations WEIM 1280 AM, WBZ 1030 AM, WRKO 680 AM, WTAG 580 AM, WSRS 96.1 FM, 94.9 FM, WPKZ 105.3 FM, WXLO 104.5 FM, CBS Ch. 4 TV, WCVB Ch. 5 TV, Ch. 7 TV, Fox 25, Ch. 56 and NECN.

Safeguard the health and welfare of your child by keeping him/her at home when, in your judgment as a parent, conditions warrant.

HOURS OF SCHOOL SESSSIONS

Meetinghouse School	8:30 AM – 2:55 PM
Westminster Elementary School	8:30 AM – 2:55 PM
John R. Briggs Elementary School	8:30 AM – 2:55 PM
Overlook Middle School	7:35 AM – 1:50 PM
Oakmont Regional High School	7:30 AM – 1:55 PM

ASHBURNHAM-WESTMINSTER REGIONAL SCHOOL DISTRICT

MONTHLY STUDENT COUNT REPORT

DATE: 10/01/2017

Grade	Ashburnham	Westminster	School Choice	SPED (i.e–day program; residential)		Other (exchange student)	Total
				Ash.	West.		
John R. Briggs Elementary							
PRE-K	**43**	**24**	**0**	**1**			**68**
K	71	0	1				72
1	69	2	0				71
2	68	0	5				73
3	89	1	2				92
4	91	2	1				94
5	83	1	2				86
Meetinghouse School							
K	1	74	4				79
1	1	82	0				83
Westminster Elementary School							
2	2	91	4				97
3	1	77	3				81
4	1	95	5		1		102
5	3	92	3				98
Overlook Middle School							
6	79	110	2				191
7	96	100	5	1			202
8	92	74	20				186
Oakmont Regional High School							
9	65	90	22	0	0		177
10	59	85	36	1	1	1	183
11	49	82	30	0	0		161
12	74	84	25	0	0		183
Students above grade 12							
	9	8	1	1	2		21
TOTALS	**1046**	**1174**	**171**	**4**	**4**	**1**	**2400**
GRAND TOTAL – ALL STUDENTS							**2400**

Oakmont Regional High School

Oakmont Regional High School is a public high school with a strong core academic program, as well as excellent elective opportunities in art, music, tech engineering, foreign language, health and fitness and business. We are dedicated to serve the needs of all of our students, to prepare them for whatever they choose to do after graduation. We have a tremendously dedicated and professional faculty and staff. Our students and parents are committed to success and have made academic growth a priority. Our community is supportive. The school's Core Values are Communication, Self-Direction, Problem Solving, Responsibility, and Respect. The students also chose Four Pillars: Creativity, Motivation, Determination and Pride, which support the mission of our school on the foundation of our Core Values. We are grateful to the citizens of both towns for the passing of a school override vote last spring. We were able to add a Math teacher, English teacher, Global Skills teacher and a certified Librarian. These additional teaching positions which increased the number of sections in our master schedule making class size more manageable.

We have a new Dean of Students, longtime Math teacher and department head, Kathryn Miville moved into the Dean's role in July. Her experience at our school and the relationships she has built with students, parents and faculty have made her transition seamless.

We welcomed new staff replacing retirees and as a result of the override: Derek Asadorian (Math), Kelly DeCola (Oasis), Hannah Gates (Math), Sarah Klein (English), Santiago Ogando (Spanish), Alex Pilger (Guidance), Evander Samuel (Math), and Jen Warren (Math). Our new librarian, Jenna Morin joined us in January. We also welcomed the following paraprofessionals in our special education department, Deb Miller, Katrina Bogaard, Joshua Joseph, Andrea Loescher, and Jolie O'Brien. Mary Stromberg joined us as a sign language interpreter for our hearing impaired students.

Audrey Phelps, Dr. Diane Erickson and Julie Gagnon retired this past year. Mrs. Phelps began teaching Spanish at Oakmont in 1985. She has served as Department Head and Co-Advisor of our National Honor Society. She established our Spanish Language AP Program and brought innovative instructional strategies to help students be more successful in their studies of Spanish. Dr. Diane Erickson began teaching English at Oakmont in 1992. She is the English Department Head, Co-Advisor of our National Honor Society and Graduation Advisor. She begin our AP English Literature Program and has taught nearly every course the department offers. Julie Gagnon began her career as a High School Guidance Counselor at Oakmont in 2004. Previously she was a Guidance Counselor at Overlook Middle School. She has touched the lives of countless students with last names beginning with A-F. We are extremely grateful to these three educators for their dedication to our students and school community. They have provided invaluable counsel to administration over the years that has resulted in Oakmont being one of the best high schools in the region.

In December, Pegi Dehayes retired as our Administrative Assistant in our main office. Pegi's welcoming manners always made students and visitors feel welcome at our school. It was often joked that Pegi "ran" the school. These were not far from accurate, as Pegi's attention to detail was a tremendous help to the administration and faculty in the daily operations of the school. She was replaced by Laurie Kortegast. Tina Costa retired from our cafeteria staff after 27 years of service to our

school. In 2017, we sadly lost another member of our Oakmont family, Tyler Robichaud a regular substitute, passed away suddenly in the fall. He will be greatly missed by our students and staff.

Photo by Athena Mele '18

Once again our students did very well on the 2017 MCAS; 98% Passed English Language Arts, 98% Passed Math, and 98% Passed Biology. We are above the state average in all of these areas for percentage of students who scored Advanced or Proficient. The Advanced/ Proficient State Average in ELA is 91%, we are at 95%; in Math the State average is 79%, we are at 85%; and in Science the State average is 74%, we are at 76%.

The state has expectations for continued growth, however the better a school performs the more difficult it is to meet those expectations. Despite the excellent performance by our students we are still a Level 2 school. We will continue to perform item analysis of the three MCAS exams to determine the areas in which our students need to improve. Our analysis showed improvement in Biology and Math, and we stayed the same in ELA. All members of the senior class who are eligible for a diploma have passed the requirement.

Even though our test results are above state averages, we are always looking for ways to improve instruction. Our District Curriculum Coordinator secured a grant that allowed us to hire an outside Math consultant from Looney Consultants to work with administration and math faculty on curriculum, instruction, and assessment of the subject. The focus of the consultant's work has been to increase the amount of student discourse in math lessons, to make student thinking visible in the math classroom with student centered activities and cooperative learning exercises. This initiative is not limited to the math classroom, but to all of our subject areas at Oakmont.

Our students also excelled in co-curricular activities. Numerous students were recognized for excellence in the Visual and Performing Arts at various art shows, music competitions and the annual TAMY awards for high school musicals. The marching band finished 2nd in the New England NESBA Championships. The 2017 drama production, Grease, was well attended and the performance consisted of 65 dedicated students. An Oakmont junior earned first place in the state for her division and category in National History Day competition and travelled to Washington, DC for the national competition. Our Student Council was awarded the Gold Council of Excellence by the MASC. The Youth Venture program, in cooperation with MWCC, has been a great success, with a number of student groups learning about entrepreneurship which provides school and community service. Our Friends Club was the largest club in the school, providing inclusive social activities for all of our students.

Our athletic teams and athletes continued Oakmont's tradition of excellence. Last winter, the Girls Basketball team were League Champions and qualified for the District tournament. The Boys Basketball team qualified for the District and Clark Tournaments. The Boys Hockey Team were conference champions and advanced to the District Finals. The Girls Hockey Team qualified for the District Tournament for the first time in school history. The Girls and Boys Indoor Track Team were league champions, and a number of members of both teams qualified for the State Meet, and a member of the Girls Team was an individual state champion in her event. Last spring, the Softball team won the league championship. Our Boys and Girls Track teams both won league championships and individual athletes qualified for the state meet. Boys Lacrosse also were league champions. In the fall, our Golf Team, Girls Soccer and Boys Soccer teams both qualified for the district tournament. The Field Hockey Team won league and district championships before falling again to the perennial state champion, Watertown, in the Division II State Final. The

Football Team qualified for the state playoffs and defeated Gardner for the third consecutive year on Thanksgiving Day.

We are extremely proud of our students and their accomplishments in and out of the classroom. They are clearly a reflection of their parents and community, with the help and support of the professional faculty and staff at Oakmont. To keep up with the current achievements and events involving Oakmont students go to https://www.awrsd.org/oak/news/.

Respectfully submitted by David Uminski, Principal

Overlook Middle School

A major goal at Overlook Middle School is to better articulate out programming for social emotional learning with our students. The school subscribes to a system of supports referred to as Positive Behavioral Interventions & Supports (PBIS). This system of supports allows school members to focus on school culture. Students are exposed to thematic units that include topics like respect for others, integrity, compassion gratitude, grit, and community awareness. These themes are covered explicitly with students and then referred to throughout the year. By developing a positive and welcoming school culture it is possible to develop a learning environment that is more conducive for learning

Academically, students participate in a challenging curriculum that includes traditional core curriculum with specials classes that stretch student thinking. There is also a heavy emphasis on project based learning that allows students to learn with a hands-on approach. As always, there are a wide-variety of options available for students to participate in extra-curricular activities outside of the school day. Students can choose to participate in athletics, drama, band, chorus, student council, and yearbook. There is also opportunity for students to create their own clubs at school. The opportunities outside of the school day, help to get students more involved in the school community.

This year, Overlook welcomes several new staff members to our family. Kevin Horgan has been hired as a grade 8 science teacher. Stephanie Cannon and Shelley Wells have been hired as special education teachers. Ashley Corliss has been hired as a grade 6 ELA teacher. Brittney Field, Rich Hylan, Melissa Constantine and Christy Allen have been hired as paraprofessionals. These new staff members join a highly qualified group of veteran educators that are dedicated to the academic and social growth of all of our students.

Communication is disseminated from Overlook through a wide-array of mediums including email, the school website, social media, and our school newsletter. You can access our tweets through the user name of @OverlookEagles. You can find us on Instagram at Overlook_eagles. Our school's newsletter is called the Wingspan and is sent out on a monthly basis through email, and can be found on the school's website. The Wingspan includes school-wide activities, administrative updates, and student

resources.

As always, we strongly encourage feedback about our performance. The phone number for the school is 978 -827-1425 and the office hours are from 7 a.m. to 3 p.m., Monday through Friday. Interested persons may also find information about the school http://oms.awrsd.org/. A feedback tab has also been added to the website if that is a preferable method for sharing with us.

Meetinghouse & Westminster Elementary Schools

Meetinghouse School and Westminster Elementary School experienced a high number of newly enrolled students to the schools over the summer of 2017. There were 49 new names to add on to class lists by the time students returned to school in August. Twenty-one of these children were all coming in to first grade! How fortunate for them that a closely contested summer override vote passed and a new first grade teacher was hired! Total enrollment numbers for the two buildings stayed close to last year as we had a very large group of fifth graders (113) leave us to go on to middle school. As of December 2017, the schools' total number of students was at 546.

At Westminster Elementary we have the following sections:

Grade 2 100 students
Teachers: Mrs. D. Perrett, Mrs. L. Courtemanche, Ms. Spuria, Mrs. D. Davolio (job sharing), Mrs. K. Volke

Grade 3 83 students
Teachers: Mrs. A. Kendall, Mrs. C. Goodwin, Mrs. S. Drake, Mrs. K. Perrett,
Grade 4 101 students
Teachers: Mrs. J. O'Brien, Ms. T. Baril, Mrs. J Kilmartin, Mr. B. Checheta
Grade 5 97 students
Teachers: Mr. E. Sifert, Mrs. S. Alario, Mrs. C. Litalien, Ms. M.Tucker

The groups housed at Meetinghouse School are:

Kindergarten 80 students
Teachers: Mrs. E. Foster, Mrs. K. Burke, Mrs. J. Collins, Mrs. S. Fowke
Grade 1 85 students
Teachers: Ms. I. Rebholz, Mrs. C. Cringan, Mrs. K.Romano, Mrs. P. Terry
CAPS 6 students (Deaf/Hearing Impaired Program)

Our personnel population (60+ faculty and staff) between the two buildings continues to be supervised by Principal Patty Marquis and full time Assistant Principal, Kathy Taylor.

Override funding made it possible for us to add two positions at the end of August.

Shannon Divoll,
Library Paraprofessional

Isa Rebholz,
First Grade Teacher

For the first time in over ten years, the libraries at both schools finally have an employee devoted to them! While parent volunteers allowed us to keep both facilities open for the students, Mrs. Divoll has made a significant difference in just a few months. Outdated books in poor condition have been recycled and new titles have been made available for all children to borrow.

The WES student council remained active this year. They are a group of 16 students that meet before school on a weekly basis. Their advisors are Mrs.

Marquis and Mrs. Litalien. Fourth and fifth graders are elected to serve as representatives for the first or second half of the school year.

Each term, students generate ideas and carry out projects with the goal of creating/improving a culture of community within our two buildings, and to help others in need. During the fall of 2017, the council raised money after learning about the impact of multiple storms hitting the southern part of our country. They decided to send donations to the Sterling Animal Shelter to help with their acceptance of animals being relocated to Massachusetts after hurricanes hit Texas and Florida. They also sent a monetary donation to SBPUSA to help with the efforts to rebuild homes that were destroyed.

Spirit stones were sold to raise money for two groups. Students researched the work of these agencies (along with others) and voted on where to send their donations.

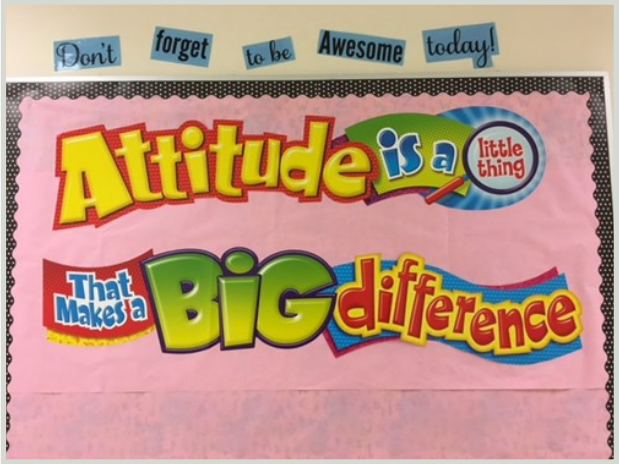
Students used money raised during the 2016 "Penny War" to purchase and install a GAGA BALL PIT on the playground at WES.

Another "first" during this year has been the participation of our elementary school band in the Cracker Festival. This was a new "gig" and the students did a great job for the audience in attendance.

The Westminster PTO provided a number of enrichment programs for the students.

The Extreme Science Show had students watching (and learning) in amazement!

Westminster Elementary School and Meetinghouse School continue to be positive, safe micro-communities within this small community. We work diligently to maintain on-going collaboration between home and school, and to provide well rounded opportunities to all children.



Our goals are to have "safe & happy" kids that continue to learn and grow each year.

What else could any of us wish for?

Proudly Submitted,

Principal Patricia Marquis

School Health Services Report

The AWRSD School Health offices continue to grow in numbers of visits and responsibilities. These offices are the sites where primary nurse care as well as prevention and early intervention of health problems are provided to students in Preschool through Grade Twelve, as well as staff in all schools.

Mandated Screenings are done on an annual basis. These screenings included Vision Gr K-5, 7/9, Hearing Gr K-3, 7/9, Postural Grades 5-9, Height/Weight/BMI Grades 1/4/7/10, and SBIRT (Screening Brief Intervention Referral to Treatment) Gr 9. Total Screenings done were 3737. Children who did not meet the minimum requirements mandated by the state for vision, hearing and postural screenings were referred to their primary care physician for further evaluation. Pediculosis screenings were done throughout the entire school year. Information was provided to parents of those students who were without health insurance. In the fall, influenza vaccines were administered by school nurses who volunteered their time to over 420 adults and children at two flu vaccine clinics hosted by the district in conjunction with the Nashoba and Westminster Boards of Health.

The policies and regulations of the Massachusetts Department of Public Health School Health Unit are the guidelines which all school nurses abide by. We remain as partners with the DPH closely as a recipient of grant funding under the Essential School Health Services Grant (ESHS). Pediatric asthma surveys and immunization surveys (grades preK, K and 7) are done on an annual basis and submitted to the state. In addition, monthly activity reports and yearly status reports were submitted to DPH. We participated in yearly continuous quality improvement projects as determined by DPH.

Dental hygienists from the Nashoba Board of Health and the Polished Dental Care program provided dental screenings, cleanings and fluoride treatments to our students throughout the school year. These visits are coordinated by the school nurses. Students from Montachusett Regional Vocational School provided dental health education to students at Meetinghouse School.

The Oakmont High School nurse implemented the MASBIRT (Massachusetts Screening, Brief Intervention and Referral to Treatment) program. Legislation was passed by the Commonwealth of MA in March 2016 mandating that school districts offer substance abuse screening at 2 grade levels by 2017-2018 school year. No students screened positive for unhealthy activities such as using drugs, alcohol or other medications not prescribed for them. A handful of students did report having ridden in a car with an adult who was under the influence of alcohol. Strategies were suggested to these students regarding how to gracefully and safely leave the vehicle and call another adult.

The Overlook Middle School nurse is the District Coordinator for SNAP (electronic medical records program). She also continued to participate in the S.O.S. (Signs of Suicide) program every year with the Guidance department. She continues to prepare for the implementation of SBIRT in the 7th grade class that will occur in the spring of 2018.

The JR Briggs Elementary nurse continued working with the school's Project L.E.A.P (Learning, Eating Well, Activity, Partnerships) which is the Kindergarten Health Snack Program. This program entails 2 days a week of a nutrition lesson and a healthy snack provided by the school. The program continued with 1st grade eight times a year and twice a year with 2nd/3rd grades as a way to promote continuity to the program. Thank you is extended to the program coordinator, Mrs. Natalie Nelson, who also ran the "Movin', (Healthy) Munchin' Moose 5-week afterschool program in February for 1st Graders. Both of these programs had received financial support through a diabetes prevention initiative that took place at Heywood Hospital in Gardner.

The Westminster Elementary nurse taught an "Expectations" class in the fall for each grade rotating with administration and guidance. She attended the Nature's Classroom in May of 2017 as the nurse for over 250 grade 5 students from Ashburnham and

Westminster.

The Meetinghouse School nurse position is shared by the ESHS grant Nurse Coordinator and grant funded school nurse. She coordinated a 6 week after school program called "Let's Get Crackin'"for students in grades K through 2 - a healthy eating and physical activity program. The ESHS nurse coordinator also participated in the AWRSD Public Safety Council.

Fitchburg State University nursing students participated in their community health rotation in 4 school nurse offices during the fall semester. They were involved in direct student clinical care and classroom health lessons under the supervision of each school nurse. The school nurses also mentored Oakmont High School students who have aspirations of attending nursing school after high school graduation. All of the district nurses promoted various health education awareness to students. Presentation on universal precautions and anaphylaxis including Epipen trainings and emergency procedures (use of AEDs) were done with staff members throughout the school year

The nurses are all members of the Massachusetts School Nurse Organization (MSNO), the National Association of School Nurses (NASN) and are certified with the Department of Elementary and Secondary Education (DESE) and participated in continuing education offerings that these organizations offer as well as in clinical programs. The nurses are members of the district's School Health Advisory Committee (SHAC). This committee is chaired by the ESHS grant nurse coordinator. All of the nurses are trained to administer nasal naloxone (Narcan) to anyone experiencing an overdose to opioids.

Students at OMS, WES and MHS participated in the annual Massachusetts Walk to School Day in May and all schools participated in the International Walk to School Day in October. The schools nurses are all involved in the planning and implementation of these events in coordination with the MA Safe Routes to Schools program and the Westminster/Ashburnham Police and Fire Departments.

CPR and First Aid classes were offered to staff members throughout the entire district certifying them using the American Red Cross standards. Oakmont, Overlook, JRBriggs and Westminster all have 2 AEDs (Automatic External Defibrillators) in their buildings and Meetinghouse School has 1 AED. These are all checked daily and maintained by the school nurses.

Dr. Lisa Rembetsy-Brown continues to serve as our school physician and consultant.

A total of 28,052 students staff were seen for illness and injury assessment and care, mental health and behavioral issues, medication administration, procedures. 95.4% of students seen returned to the classroom for academic achievement which is above the 92% recommended by the DPH/DESE.

Several of the school nurses coordinated giving projects providing help to those in each community who needed food, heat, clothing, glasses, Thanksgiving dinner and Christmas gifts.

All of the AWRSD school nurses look forward to maintaining and promoting the health and well-being of the students in their schools.

Respectfully submitted,

Marcia Sharkey BS, RN ESHS School Nurse Coordinator/ Meetinghouse School

Susan Lofquist BSN, RN, NCSN Oakmont High School

Heidi Williams BSN, RN Overlook Middle School

Jane Flis BSN, RN, NCSN John R Briggs Elementary School

Jessica Heffernan BSN, RN Westminster Elementary School

Nancy Taylor BSN, RN, NCSN ESHS Grant Nurse/ Meetinghouse School

Bogosh, Kristina	A	$95,000.00		Erickson, Jeanne	D	$47,261.84
DeHays, Eric	A	$77,219.00		Higgins, Wendy	D	$41,592.72
Lilley, Jennifer	A	$89,301.00		Kortegast, Laura	D	$1,782.96
Marquis, Patricia	A	$111,768.00		Maillet, Elizabeth	D	$24,730.00
Mazzola, Gary	A	$155,610.00		Maxwell, Jonathan	D	$51,143.00
McGrath, Andrea	A	$105,177.00		McCarthy, Kathleen	D	$41,342.77
Palmer, Randall	A	$68,351.73		McLoughlin, Juneanne	D	$37,832.29
Rehler, Sandra	A	$103,987.00		Morin, Inga	D	$28,859.42
Rigney, Abigail	A	$85,000.00		Niedermeier, Elaine	D	$63,355.20
Saisa, Phillip	A	$115,858.00		Pilsbury, Becky	D	$34,420.34
Smith, Paul	A	$8,909.46		Sargent, Debra	D	$3,000.00
Surprenant, Julie	A	$116,500.00		Theriault, Kathi	D	$36,068.54
Taylor, Kathleen	A	$95,175.00		Aho, Marcia	E	$19,354.78
Uminski, David	A	$124,748.00		Bedard, Diane	E	$516.15
Veroude, Kathleen	A	$104,075.00		Behringer, Rebecca	E	$5,223.98
Smeltekop, Brittany	A/T	$73,815.84		Bradway, Seth	E	$3,028.50
Stiles, R Lincoln	A/T	$93,513.00		Brillon, Mark	E	$28,946.20
Gauvin, Kimberly	B	$55,415.36		Caisse, Danielle	E	$1,308.00
Allen, Steven	C	$45,604.24		Coviello, Jennifer	E	$12,210.16
Axelson, Robert	C	$48,327.60		Dauphinais, Christopher	E	$474.75
Baer, Jim	C	$58,378.24		Francis, Dorene	E	$48,075.66
Bennett, Steven	C	$43,789.04		Gallagher, Coraley	E	$15,637.53
Bilodeau, Jeannine	C	$8,195.53		Gauvin, Hunter	E	$261.00
Clinton, Madeline	C	$42,964.80		Graves, Michael	E	$8,103.80
Contois, Colby	C	$44,648.16		Gushlaw, Kimberly	E	$500.56
Contois, Steven	C	$58,378.24		Harmon, Zachary	E	$2,957.00
Cunningham, John	C	$41,788.71		Harrington, Katherine	E	$856.75
Desbois, David	C	$41,738.28		Hatch, Tori	E	$4,731.14
Desmond, Steven	C	$42,065.76		Hecker, Alexandra	E	$1,923.75
Francis, Joseph	C	$46,433.97		Hildreth, Lauren	E	$4,428.40
Gauthier, Christine	C	$42,936.72		Hill, Rachel	E	$4,787.14
Graves, Andrew	C	$51,767.28		Landry, Karen	E	$37,676.13
Jacobs, Joseph	C	$41,839.12		Leblanc, Maura	E	$580.50
Leblanc, Albert	C	$9,093.91		Leblanc, Susan	E	$5,724.65
Lovewell, John	C	$44,850.24		Mcgonigle, Noel	E	$5,827.50
Parenteau, James	C	$57,864.48		Mulcahy, Hannah	E	$2,575.50
Swaney, Donna	C	$43,302.00		Parker, Emily	E	$3,122.00
Carey, Ina	D	$17,840.64		Parker, Hannah	E	$4,150.86
Collette, Rita	D	$42,432.00		Pilsbury, Emily	E	$1,647.75
DeMarco, Maryann	D	$40,782.24		Plourde, Lisa	E	$6,103.64
Deshayes, Margaret	D	$41,432.64		Racine, Lucinda	E	$20,236.70
Dolan, Kimberley	D	$36,042.72		Ridley, Shauna	E	$2,151.39

Sefakis, Bethany	E	$1,144.13		Fitzgerald, Edward	I	$33,682.00
Sheehan, Jacqueline	E	$477.26		Palojarvi, James	K	$53,336.80
Sowders, Adam	E	$1,143.00		Barnard, Charles	M	$77,050.00
Sowders, Benjamin	E	$11,114.25		Flis, Jane	N	$55,587.00
Spencer, Elizabeth	E	$1,521.50		Heffernan, Jessica	N	$51,618.00
Streeks, Stephen	E	$7,187.89		Lofquist, Susan	N	$58,366.00
Toomey, Sherri	E	$5,142.89		Sharkey, Marcia	N	$64,825.00
Vaillancourt, Makaylah	E	$3,372.50		Taylor, Nancy	N	$55,587.00
Vargo, Erica	E	$9,934.57		Williams, Heidi	N	$55,587.00
Wells, Kasey	E	$3,413.50		Stanton, Gail	O	$71,503.76
Dewick, Karen	E/P	$3,458.81		Allain, Johanna	P	$22,531.00
Graves, Emily	E/P	$14,924.45		Allen, Kathy	P	$33,079.00
Padilla, Julia	E/P	$22,993.10		Ayotte Leblanc,Danielle	P	$31,703.00
Blackwell, Jessica	F	$4,046.85		Barron, Cheryl	P	$33,966.00
Costa, Tina	F	$20,098.14		Belland, Heather	P	$2,655.00
Derby, Veronica	F	$8,823.69		Brown, Brenda	P	$24,356.00
Hamel, Beth	F	$3,469.15		Capone, Leslie	P	$24,532.00
Hanks, Thea	F	$14,027.45		Chabot, Angela	P	$21,960.00
Jaiman, Sylvia	F	$6,076.17		Clark, Victoria	P	$1,755.00
Khan, Aisha	F	$15,197.33		Comeau, Carlene	P	$31,747.00
King-Dodge, Catarina	F	$8,000.29		Connolly, Karen	P	$31,703.00
Martin, Julie	F	$7,784.44		Constantine, Melissa	P	$20,916.00
Moores, Amy	F	$6,806.30		Davis, Nancy	P	$25,371.00
Munnis, Sandra	F	$12,854.90		Demarco, Derek	P	$27,698.00
Navin, Susan	F	$6,961.77		Demoura, Jennifer	P	$23,775.00
Neff, Susan	F	$6,797.57		Divoll, Shannon	P	$3,478.99
Ojala, Francine	F	$1,785.89		Donahue, Amanda	P	$22,531.00
Pawelski, Cynthia	F	$7,883.13		Douglas, David	P	$21,711.00
Petersen, Kimberly	F	$230.65		Egan, Mary	P	$32,629.00
Rogers, Pamela	F	$6,782.91		Ewing, Claudia	P	$23,878.00
Tufts, Sharon	F	$14,235.83		Farley, Louise	P	$23,693.00
Wagner, Robin	F	$1,085.03		Farrell, Sarah	P	$15,462.97
Badolato, Lauren	G	$77,908.00		Feeley, Jodi	P	$5,535.48
Beliveau, Tara	G	$61,262.00		Fleming, Jeanne	P	$30,391.00
Chisholm, Melissa	G	$48,635.00		Fortier, Melody	P	$27,698.00
Dubovick, Amy	G	$84,300.00		Gage, Christle	P	$21,960.00
Ewell, Robin	G	$84,300.00		Gagnon, Lynn	P	$5,204.76
Gagnon, Julie	G	$68,271.00		Hansen, Kelly	P	$22,212.00
Holman, Taryn	G	$48,635.00		Haschig, Lee	P	$33,075.00
Malnati, Lori	G	$43,288.99		Hicks, Emily	P	$27,517.00
Masterman, Elizabeth	G	$32,162.50		Humphrey, Patricia	P	$22,531.00
Pinkes, Danielle	G	$38,242.20		Jackson, Chelsea	P	$21,960.00
Whitaker, Katherine	G	$61,262.00		Jackson, Robert	P	$23,362.00
Childress, Jill	H	$47,377.60		Johnson, Jane	P	$23,039.00
Lapointe, Chris	H	$73,872.00		Johnson, Kerilyn	P	$1,184.51

Kalagher, Susan	P	$25,935.00		Valentino, Michelle	P	$1,678.08
Kane, Cathy	P	$23,362.00		Wilder, Wendy	P	$25,036.00
Lanciani, Christine	P	$4,127.83		Zanni, Sharon	P	$2,287.43
Landine, Jennifer	P	$24,693.00		Alario, Susan	T	$59,825.00
Larson, Sarah	P	$18,483.39		Allen, Gianna	T	$46,791.00
Leblanc, Laura	P	$28,459.00		Altobelli, Dana	T	$77,564.00
Leblanc, Tanya	P	$24,297.00		Archangelo, Alana	T	$65,682.00
Lusco, Bonnie	P	$13,356.27		Aubuchon, Jeffrey	T	$72,389.00
Maguire, Kelsey	P	$2,205.00		Banning, Anne	T	$70,691.00
Maloney, Kristi	P	$5,541.98		Baril, Talia	T	$51,097.00
Marinelli, Kathryn	P	$24,532.00		Barry, Gregory	T	$80,928.00
Marlborough, April	P	$32,192.00		Barry, Theresa	T	$66,964.00
Marlborough, Linda	P	$23,693.00		Beaudoin, Brian	T	$70,691.00
Mccormack, Amber	P	$28,117.00		Belkin, Kristin	T	$73,872.00
Miller, Deborah	P	$33,079.00		Bennett, Katherine	T	$77,564.00
Morneau, Christina	P	$14,695.62		Bennett, Lija	T	$59,222.00
Munroe, Kristen	P	$22,850.00		Berg, Troy	T	$60,702.00
Murphy, Richard	P	$31,700.00		Brennan, Kathleen	T	$53,684.00
Nolan, Larissa	P	$20,854.00		Brogna, Rebecca	T	$64,325.00
O'Connell, Lavaun	P	$23,039.00		Brown, Stacie	T	$74,927.00
Osborne, Janelly	P	$23,924.00		Bubnowicz, Kimberly	T	$73,872.00
Paajanen, John	P	$25,791.00		Burke, Kristin	T	$74,927.00
Perez, Melinda	P	$29,957.00		Caldwell, Renee	T	$52,375.00
Peters, Kristin	P	$3,405.41		Campagna, Beth	T	$61,887.00
Peterson, Kristin	P	$20,529.00		Caouette, Timothy	T	$59,222.00
Phyfe, Michelle	P	$4,114.98		Cariglia, Anne	T	$63,737.00
Provencial, Wendy	P	$21,960.00		Champa, Rachel	T	$46,791.00
Rabeler, Lorraine	P	$19,799.00		Checheta, Benjamin	T	$45,650.00
Raff, Charles	P	$12,927.56		Christensen, Lindsey	T	$28,184.00
Ricard, Carly	P	$10,505.50		Clabaugh, Elizabeth	T	$77,564.00
Richard, Brittany	P	$11,105.85		Cohen, Barbara	T	$68,271.00
Roberts, Jessica	P	$19,419.00		Collins, Jennifer	T	$66,964.00
Robichaud, Michelle	P	$5,632.46		Connell, Walter	T	$53,684.00
Rouleau-Wojnas, Beth	P	$26,130.00		Cormier, Kimberly	T	$77,564.00
Ruschioni, Cynthia	P	$32,633.00		Correia, Jean	T	$77,564.00
Schlier, Gretchen	P	$5,512.20		Courtemanche, Lynne	T	$77,564.00
Seppelin, Gayane	P	$28,880.00		Coutu, Joshua	T	$46,791.00
Shaw, Stephanie	P	$18,030.86		Couture, Jaclyn	T	$73,520.00
St Laurent-Kuehl, Paula	P	$5,454.25		Creonte, Olivia	T	$44,537.00
Stanton, Christine	P	$31,703.00		Cringan, Cynthia	T	$73,872.00
Stone, Juana	P	$24,500.00		Crowley, Donna	T	$88,094.00
Svenson, Beth	P	$11,023.80		Crowley, Ruth	T	$77,564.00
Sylvester, Kristina	P	$33,641.00		Cucchiara, Craig	T	$60,702.00
Thulin, Melanie	P	$3,365.41		Cummings, Judith	T	$73,872.00
Torrey, Laura	P	$10,386.50		Daigle, Jessica	T	$49,160.00

Dauphinais, Deborah	T	$55,587.00		Kendall, Amy	T	$77,564.00
Davis, Tiffany	T	$84,300.00		Kendall, Dayna	T	$72,735.00
Davolio, Diane	T	$36,367.50		Kilmartin, Jennifer	T	$49,851.00
Dawley, Eric	T	$88,708.00		King, Melissa	T	$49,851.00
Deaver-Whittier,Regina	T	$73,872.00		Kostich, Nicholas	T	$47,961.00
Demarest, Amber	T	$26,040.00		Laine, Kelley	T	$72,735.00
DeMoura, Kris	T	$73,872.00		Lambert, Ryan	T	$63,737.00
Disalle, Kristi	T	$66,964.00		Lantry, David	T	$74,927.00
Douglas, Timothy	T	$74,927.00		Lantry, June	T	$74,927.00
Drake, Sue	T	$68,271.00		Larson, Madonna	T	$73,872.00
Driscoll, Jason	T	$7,612.66		Leblanc, Wendy	T	$56,481.00
Dufour, Daniel	T	$66,964.00		Lenart, Laurie	T	$63,737.00
Duncan, Brett	T	$68,271.00		Litalien, Cori	T	$59,222.00
Duncan, Sarah	T	$68,271.00		Lordan, Joseph	T	$59,222.00
Erickson, Diane	T	$88,094.00		Losordo, John	T	$66,964.00
Ethier, James	T	$44,537.00		Lucander, Kris	T	$70,147.00
Fleck, Debra	T	$77,564.00		Marion-Cox, Carrie	T	$73,872.00
Fluet, Tracy	T	$53,684.00		Martin, Melissa	T	$84,300.00
Foss, William	T	$57,777.00		Matthews, Doris	T	$77,564.00
Foster, Elizabeth	T	$88,094.00		McCaffrey, Edwin	T	$49,494.24
Fowke, Sandra	T	$56,368.00		McNeill, Kellee	T	$46,791.00
Francis, Caitlin	T	$58,088.00		Melanson, Ashley	T	$58,310.00
Galeota, Katharine	T	$57,777.00		Mellekas, James	T	$51,097.00
Galeota, Nathan	T	$52,375.00		Miller, Theresa	T	$74,927.00
Gastonguay, Kelly	T	$56,368.00		Milne, Lindsay	T	$53,684.00
Gera, Nancy	T	$8,200.00		Miville, Kathryn	T	$84,300.00
Giannetti, Brenda	T	$66,964.00		Monaghan, Ryan	T	$44,537.00
Girouard, Jean	T	$84,300.00		Moorman-Smith, Gretchen	T	$74,927.00
Gleason, Anthony	T	$84,300.00		Moran, Colleen	T	$49,851.00
Goodwin, Caron	T	$76,417.00		Morrison, Nicole	T	$51,097.00
Griffin, Shirley	T	$7,200.00		Mossman, Joann	T	$88,094.00
Gusek, Theresa	T	$41,537.01		Munroe, Laurie	T	$77,196.00
Haddad, Melissa	T	$26,842.00		Murphy, Robin	T	$74,927.00
Harrison, Jana	T	$55,000.00		Myracle, Germaine	T	$53,684.00
Hertel-Therrien, Heidi	T	$77,564.00		Nally, Patrick	T	$27,160.00
Hirons, Karsa	T	$56,368.00		Nevard, Mark	T	$74,927.00
Holt Breen, Natalie	T	$51,618.00		O'Brien, Juliet	T	$51,097.00
Horgan, Ann	T	$46,791.00		O'Callaghan-Greco, Suzanne	T	$59,222.00
Jackson, Cynthia	T	$73,872.00		Orcutt, Jillian	T	$44,537.00
Jensen, Jennifer	T	$66,964.00		Parker, Paula	T	$77,564.00
Jepson, Kenneth	T	$73,872.00		Perkins-Cote, Jennifer	T	$49,494.24
Jepson, Randall	T	$73,872.00		Perrett, Debra	T	$77,564.00
Jette, Tracy	T	$70,147.00		Perrett, Karen	T	$70,147.00
Jones, Gerard	T	$77,196.00		Phelps, Audrey	T	$77,564.00
Kay, Ralph	T	$71,727.00		Potter, Douglas	T	$60,702.00

AWRSD—Employee Salaries

Provost, Amy	T	$70,691.00		Stafford, Jane	T	$77,564.00
Pulnik, Katie	T	$30,351.00		Stefanakos, Paula	T	$73,872.00
Quinn, Ashley	T	$698.05		Stukuls, Amy	T	$73,872.00
Quinn, Jared	T	$73,872.00		Szalay, Lawrence	T	$65,331.00
Rheault, Laurie	T	$77,564.00		Terry, Pamela	T	$73,872.00
Riley, Katrina	T	$38,889.66		Theriault, Marc	T	$52,375.00
Robichaud, Kellie	T	$73,872.00		Therrien, Jacqueline	T	$58,366.00
Rogers, Jessica	T	$46,791.00		Tobia, Carolyn	T	$77,564.00
Romano, Mary	T	$77,196.00		Tucker, Mackenzie	T	$51,097.00
Romano, Peter	T	$77,196.00		Tyros, Demetrios	T	$47,961.00
Roy, Leanne	T	$76,417.00		Vera, Aimee	T	$70,354.00
Savoie, Jaime	T	$51,097.00		Volke, Kerry	T	$65,331.00
Seager, Kelly	T	$73,872.00		Walsh, Kathleen	T	$73,872.00
Secino, Gregory	T	$73,872.00		Weiderman, Thomas	T	$59,222.00
Shattuck, Lori	T	$77,196.00		Williams, Donna	T	$53,684.00
Shea, Michelle	T	$51,097.00		Woollacott, Elizabeth	T	$65,331.00
Sifert, Eric	T	$74,927.00		Young, Jason	T	$73,872.00
Sinclair, Katrina	T	$66,964.00		Zaniewski, Krystyna	T	$25,894.74
Sparks, Katharine	T	$47,961.00		Caron, Kenneth	U	$10,500.00
Sparrow, Michelle	T	$49,160.00		Stangroom, Cathy	X	$30,615.30
				Wilson, Kelcey	Y	$56,888.00

A=Administrator	G=Guidance	M=Facilities Director	T=Teacher
B=Payroll/Benefits	H=Speech Pathologist	N=Nurse	U=Treasurer
C=Custodial	I=In-House Supervisor	O=Accountant	X=Registrar
D=Admin. Assistant	K=Groundskeeper	P=Paraprofessional	Y=Psychologist
E=Extended Day	L=Librarian	R=Personnel/Grants	
F—Cafeteria			

ANNUAL REPORT 2017

Montachusett Regional Vocational Technical School

1050 Westminster Street
Fitchburg, MA 01420

www.montytech.net

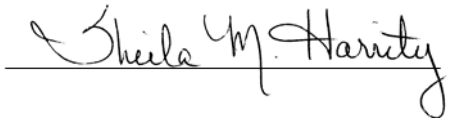
Monty Tech—Superintendent's Report

The 2016-2017 school year marked my third year as Superintendent-Director of Montachusett Regional Vocational Technical School District, and in my short tenure here, I am proud to say I have seen the school reach new levels of academic excellence, technical proficiency, and student engagement. Perhaps the most exciting aspect of my role here is bearing witness to the creativity and innovation at work everyday in our classrooms and shops. Our students and instructors work collaboratively to explore scientific concepts, designing experiments that are conducted aboard the International Space Station; they study automation and additive manufacturing through the use of robotic arms and 3-D printers; and even build new educational facilities that students will grow and learn in for years to come. Monty Tech is a school unlike any other and I am honored to serve the students, faculty and staff here.

In many respects, 2016-2017 was a banner year at Monty Tech. We launched a whole school 1:1 Chromebook initiative, providing all students with increased access to instructional technology, and improving communications between teachers and students beyond the traditional school day. We received more than $645,000 in competitive grants, and have been able to provide students with remarkable field trips to connect their learning to STEM career pathways that spark imagination and creativity. We provided high quality professional development opportunities to support the school's new biomedical courses, bringing innovative new science coursework and curriculum to students with an interest in biomedical and biotechnology career pathways. Construction of the Monty Tech Veterinary Science Training Center and Community Clinic continued throughout 2016-2017, providing tremendous hands-on learning opportunities to students in our Carpentry, Plumbing, Electrical, Cabinetmaking, HVAC, Masonry, and Welding trades. School administrators launched an unprecedented fundraising campaign, and successfully raised more than $2.5M in donations and in-kind matching services to support this project. And finally, thanks to an extremely generous Skills Capital Grant, we were able to renovate the Machine Technology shop, and purchase state-of-the-art machinery for students to train on, earning more industry recognized credentials than ever before. We recognize that students attending Monty Tech have chosen a high school experience that, to many, may seem complex and even daunting. Our students are required to pass the same statewide standardized tests as students in a comprehensive high school. They take English, mathematics, science, social studies and foreign language courses, just as high school students in your community might. A Monty Tech student, though, must also balance all of that with a rigorous vocational-technical education, specializing in one of our twenty programs. For four years our students work and learn in vocational settings that replicate industry standards. They train on the latest equipment, and, through the school's popular Co-operative Education Program, our students may even spend time working and learning in area businesses during their Junior and Senior year. It is a great responsibility to provide each and every student with high-quality, vocational-technical instruction, and we are honored to serve approximately 1,400 students each year.

This work is only possible because of our talented educators and administrators, who remain focused on delivering the highest quality academic and vocational-technical education possible. Working closely with post-secondary colleagues, we aim to ensure our students graduate prepared to enter college pathways of their choosing. Similarly, relying on our expansive network of industry partners, we strive to improve upon each of our vocational programs to ensure that every graduate is not only prepared for entry-level careers in related pathways, but are also creative, independent thinkers, capable of solving complex, real-world situations that present themselves in today's workplaces. On their behalf, I am delighted to present the District's 2016-2017 annual report to you, providing a snapshot of the wonderful experiences happening on a day-to-day basis here at Monty Tech.

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.

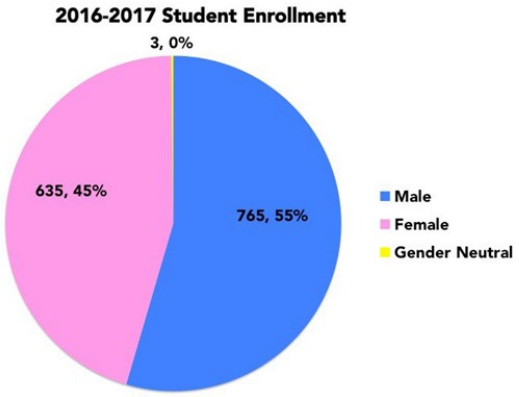
Our District

Montachusett Regional Vocational Technical School is a four-year career and technical high school serving the member towns of: *Ashburnham, Ashby, Athol, Barre, Fitchburg, Gardner, Harvard, Holden, Hubbardston, Lunenburg, Petersham, Phillipston, Princeton, Royalston, Sterling, Templeton, Westminster, Winchendon*

Leadership

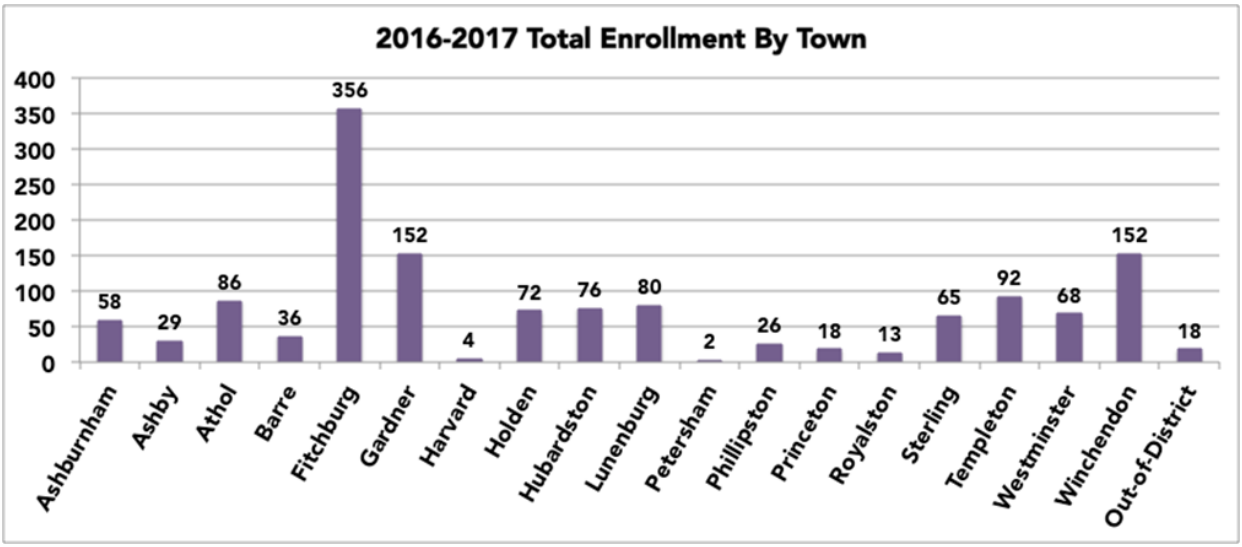
The leadership team at Montachusett Regional Vocational Technical School is comprised of ten talented administrators whose varied educational backgrounds, professional experiences, and areas of expertise contribute to the success of the school. Working collaboratively, and under the direction of the 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
Pamela Pothier, Director of Technology
Christina Favreau, Director of Academic Programs
Jim Hachey, Director of Vocational Programs
Michael Gormley, Director of Facilities
Katy Whitaker, Development Coordinator
Victoria Zarozinski, Director of Student Support Services



Enrollment

On June 1, 2017, student enrollment at Monty Tech included 1,403 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 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.



Throughout 2016-2017, Monty Tech offered a variety of opportunities for students, parents, and community members to learn about and visit the school. In October 2016, approximately 700 district eighth graders participated in the annual "Tour Day" event. Students toured our twenty vocational-technical areas and learned about the school's challenging academic offerings and exciting athletic and extracurricular programs. Career Awareness Night offered interested students the opportunity to return in the evening with their family members to further explore the facilities and speak with staff members.

The Vocational Interest Program (V.I.P.) offers area seventh and eighth grade students the chance to visit Monty Tech after school and participate in hands-on learning experiences across a variety of vocational/ technical areas. The program continued to attract a large number of students during the 2016- 2017 school year, serving approximately 600 area students.

Class of 2017 Awards

Members of the Class of 2017 were awarded approximately $88,950 in scholarships. The Monty Tech Foundation generously provided $45,700 in scholarships to graduating seniors, ranging in amounts of $200 to

$2,000. The Foundation also awarded $4,000 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 themselves, 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 51% of the graduating class of 2017 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

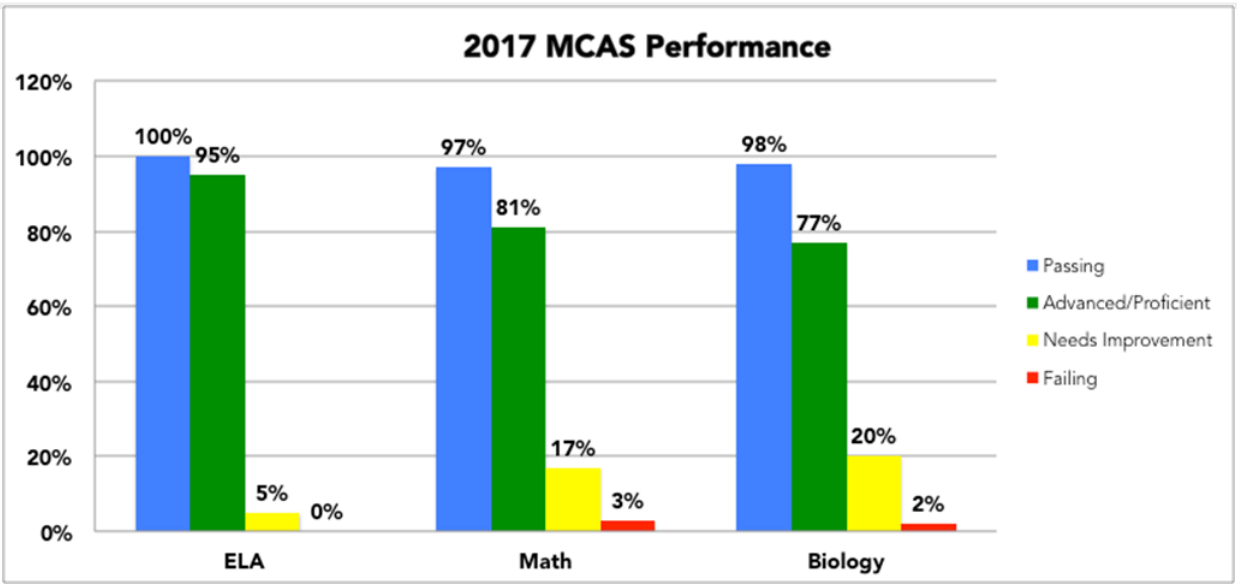
A great deal of effort was put forth by the School Committee, administration, and staff to develop a cost - effective budget for the fiscal year 2016-2017. The final fiscal year 2016-2017 Educational Plan totaled

$26,374,468, which represents a .6% increase over the 2015-2016 Educational Plan. The District's FY17 budget exceeds the minimum spending required by Massachusetts General Law Chapter 70 by only $45,000 or .2%.

The District was audited in October 2017 as part of the yearly financial audit by the accounting firm of Melanson, Heath and Co. from Greenfield, MA, and received a very 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 2017, state and federal grant sources provided the school with $961,346. Programs funded by these grants include: Essential Health Services, Social Intervention and Mediation, Improving Teacher Quality, Special Education Services and Program Improvement, Title I Support, Perkins Occupational Education, and Marine Corp Junior Reserve Officer Training. The District also received more than $645,000 in competitive grants, including a Skills Capital Grant for $435,857 to purchase equipment for the Machine Technology Program, and a grant from the Massachusetts Life Sciences Center in the amount of $99,697 to expand the school's science program to include biomedical coursework and learning laboratories. Using these allocation and competitive funds, the school was able to purchase a variety of instructional technology, equipment, and supplies to enhance the learning experience across both academic and vocational programs.



Academic Achievement In 2016-2017, students at Montachusett Regional Vocational Technical School continued to demonstrate high academic achievement, earning commendable MCAS scores in English Language Arts, Mathematics and Biology. For Spring 2017, Monty Tech's passing rate on the English Language Arts was 100%, Mathematics 97%, Biology 98%. Monty Tech is committed to providing students with rigorous STEM learning opportunities, and as such, has expanded the Advanced Placement Program to include two mathematics, two science, and one computer science course. Teacher participation in meaningful, high-quality professional development in AP and Pre-AP pedagogy remains a priority, and enables us to continually expand and enhance our academic course offerings.

The school is in its 5th year of administering Advanced Placement exams, and students enrolled in AP courses continue to improve their performance. In 2016-2017, Monty Tech had more students achieve qualifying scores than any other year – 53 students who took an AP exam qualified for college credit. More than half of the students who tested in the following subjects received qualifying scores: AP Computer Science Principles (62.5%), AP Literature & Composition (64%), and AP Environmental Science (51.3%). In addition, the AP Environmental Science program experienced the most growth in terms of qualifying score as their passing rate increased by 34.7% from 2016 to 2017.

As a first time administration, students took AP Computer Principles and 62.5% of students earned qualifying scores – an extraordinary performance for the first year.

AP Exam Results, 5-Year Review

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Total AP Students	69	57	89	145	120
Number of AP Exams	69	62	116	187	148
AP Students with Qualifying Scores	36.2%	57.9%	52.8%	26.9%	44.2%
Qualifying Scores (State)	72.6%	72.2%	70.9%	70.5%	69.7%
Qualifying Scores (Global)	60.9%	61.3%	60.7%	60.3%	60.3%
Courses Offered	2	2	3	5	7

Vocational Projects in the District Communities

In addition to applying their academic skills, students at Monty Tech are asked to put their vocational-technical skills into practice on a daily basis. Students across the twenty different vocational-technical education programs are building homes, reconstructing damaged properties, repairing service vehicles, making walkways more accessible, and performing countless community services.

The 2016-2017 school year was a busy one for our vocational educators, as each trade aimed to provide practical, hands-on learning experiences for our students, while helping to improve each of the eighteen member communities.

Auto Body Collision Repair Technology: The Monty Tech Auto Body shop benefitted from new instructional equipment this year, including a new Frame Machine. In addition, 2016-2017 marked the first year for graduating Seniors to receive the I-Car On-Line Pro Level One certification in refinishing and non-structural damage. This certification not only makes our program graduates more employable, it enables students to maintain the I-CAR gold class certification. Seniors also received an EPA 6H Certificate, while the Freshmen completed their Career Safe Online OSHA 10-hour General Industry Training. Throughout the year, students detailed, repaired, and repainted vehicles, fulfilling more than seventy requests that included: a trailer for the Fitchburg Police Department, and a van for the Worcester Fire Brigade. A Senior student won a gold Medal at the SkillsUSA state competition in the collision repair category, and qualified for the National event in June 2017. A total of eight students (four Seniors and four Juniors) participated in the school's popular Co-op Program, working in area auto body shops and businesses. (Total enrollment: 65; 40 males, 25 females)

Automotive Technology: As in past years, the Monty Tech Automotive Technology program continues to service a variety of vehicles for faculty, staff, municipalities, and district residents. 2016-2017 proved to be a very busy year for the program, as more than four hundred vehicles were serviced by students and

instructors. In addition to maintaining the school's fleet of vehicles throughout the year, students were asked to repair a Ford Excursion for the Bulldog Pride giveaway. Mr. Hobbs worked with a group of students to refurbish a 1966 Pontiac 2+2 so that so it could be auctioned off. Students performed very well in the SkillsUSA district competitions, placing first, second, and third, with hopes to improve in the coming year. A total of eight Senior and four Junior students participated in the Co-op Program, applying their technical skills in a real work setting. Finally, instructors are proud to announce that three talented program graduates are working in automotive repair shops in the area, demonstrating the skills they acquired at Monty Tech. (Total enrollment: 64; 50 males, 14 females)

Business Technology: Students in Monty Tech's Business Technology program continue 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 our students, and the instructors continue to be grateful for this developing partnership. Monty Tech Business Technology instructors, in collaboration with their post-secondary colleagues, continue to refine and develop new articulation agreements. These agreements, with Mount Wachusett Community College and New England Institute of Technology, will provide qualified students with college credits at no cost to the student. Opportunities to demonstrate customer service, cash handling, and accounting skills are ever-present as the Business Technology students successfully operate an in-house retail location and greenhouse. The Gear House School Store acquired a credit card machine, which has made a significant impact on the students' retail and customer service experience. In addition, the camera in the Gear House was replaced, providing the instructors with improved vision on store activities while students are working. Eight Seniors and three Juniors were out on Co-op placements during the 2016-2017 school year. (Total enrollment: 70; 20 males, 50 females)

Cabinetmaking: All Monty Tech vocational instructors strive to provide Freshman exploratory programs that not only represent the work and skills students can expect to encounter throughout their high school experience, but also one that piques the interest of students new to the trade. Monty Tech Cabinetmaking instructors do an outstanding job with the Freshmen exploratory experience, and in 2016-2017, the program reached capacity with students who listed Cabinetmaking as their top choice. Throughout the year, Cabinetmaking students designed and manufactured approximately 400 gifts for the Superintendent's dinner, manufactured and assembled seventy-four cabinet assemblies for the new Veterinary Science Training Center, and completed more than thirty-five additional projects in and around the school, to include: Student Services conference room, Chromebook mobile charging stations, trophy Case for the Gardner Skating Rink, new signage for the Barre Cemetery, new lettering for the Ashby Fire Department, surfaced planed two large tree butts for the Mount Wachusett Community College, and play sets for Crocker Elementary School. Finally, Cabinetmaking had another great year of Co-op placement and continues to receive calls from area businesses in need of qualified employees. A total of fifteen students (seven Seniors and eight Juniors) were placed in Co-op experiences, and an additional two students earned full-time employment over the summer. (Total enrollment: 70; 50 males, 20 females)

Cosmetology: With a significant increase in the number of clients served this year, the Monty Tech Cosmetology program saw a significant revenue increase, which will be used to fund the program's much- needed consumable products. The new Salon Iris point-of-sale system was installed, which is a more user- friendly and cost effective program for students to train on. In an effort to support the school's commitment to community service, the Junior students traveled to Heywood Wakefield Assisted Living Center on several occasions, providing residents with manicures, styling hair for a Senior Citizen Prom, and offered discounted services on "Staff Night" to fundraise for the field trip to New York City. Cosmetology students also provided manicure and hair services for the school's Child Care Center, serviced parents from Athol that work with disadvantaged children, and assisted our Drama club with hair and makeup. The program's greatest accomplishment was realized when 100% of the Senior class passed the Massachusetts Cosmetology State Boards, earning licenses to practice. (Total enrollment: 91, 0 males, 91 females)

Culinary Arts: Monty Tech Culinary Arts students and instructors are always busy with the daily operation of the Mountain Room Restaurant, which is open for lunch from 11:30am to 1:00pm Monday through Friday. In addition to operating a full-service restaurant and bakery, serving 90-120 patrons daily, culinary students showcase their talents throughout the year, providing outstanding service at events that include the following: two Program Advisory Committee dinner meetings, four Monty Tech Foundation breakfasts, Monty Tech's Retirees holiday luncheon, a graduation reception, the Women in Technology event, Principal and Counselors' Day, the Monty Tech homecoming dance, MAVA meetings, all School Committee meetings and sub- committee meetings, Gardner AARP luncheon and MHCC volunteer luncheon. Community service opportunities for students are always a highlight, and this year our students prepared meals for the United Way's "Day of Caring" event, Our Fathers House, and NEADS events. Students also participated in the "Puppy Love" event in which 300 cupcakes and 350 cookies were made. The Culinary Arts program also donated pastry and baked goods to the House of Peace and Education in Gardner. The program's greatest undertaking is always the Annual Superintendent's Dinner scholarship fundraiser. This year, students worked side-by-side with some of the area's finest chefs, preparing a six- course dinner with extensive hors d'oeuvres for 380 guests, raising just over $42,000 to support the student scholarship fund. (Total enrollment: 99; 34 males, 65 females)

Dental Assisting: During 2016-2017, the Dental Assisting program introduced eighteen students to industry experience through externships, and a total of eight

students (six Seniors and two Juniors) earned Co-operative educational placement. All Sophomore, Junior, and Senior students attended the Yankee Dental Convention in Boston, and learned about the most current trends and practices in the field. Every student passed the National Board (DANB) Infection Control & Radiology exams, earning two of the required three DANB credentials needed to become licensed Dental Assistants. For the seventh consecutive year, Monty Tech welcomed Community Health Connections, a school-based dental hygiene program, whose goal is to provide dental services to students in need. Through this initiative, more than sixty students were examined by a dentist, had their teeth cleaned, and had sealants or temporary fillings applied as needed. Monty Tech Dental Assisting students were given hands-on, practical experience, as they assisted the staff from CHC during each dental procedure performed. Four students qualified for SkillsUSA district level competition, and each then advanced to Nationals. Students from the Junior class provided dental education to students at Ruggles Lane Elementary School in Barre and Meetinghouse Elementary School in Westminster. (Total enrollment: 60; 3 males, 57 females)

Drafting Technology: As in most programs at Monty Tech, students in the school's Drafting Technology program participate in a number of projects at the school and in our sending communities. This year, Drafting students completed the layout of the Riverside Cemetery in Winchendon, fire escape plans for the North Central Correctional Facility, a layout of the Monty Tech Rain Garden, signage for the Superintendent's Dinner, graduation, and drama club, to name a few. Seven students (four Seniors and 3 Juniors) participated in the school's Co-op Program, and three outstanding students earned a spot at the SkillsUSA state competition. Instructors are pleased to report that a majority of the graduating seniors intend to pursue careers in the field of drafting. Finally, the School Committee approved the name change to CAD/Drafting & Design, which will go into effect Fall 2017. (Total enrollment: 60; 40 males, 20 females)

Early Childhood Education: The Early Childhood Education program received three new Baby Care Parent Simulation dolls, and three new car seats for Parent simulation dolls. This added technology aides instructors as they enhance lessons in infant and toddler safety. Students were delighted to support community service efforts, raising funds to support Lucy's Love Bus, an agency that provided grants for children with cancer that are not covered by health insurance. Students showered the Department of Children & Families with gifts and much needed supplies for foster families with emergency foster placements, raised funds for various causes including SkillsUSA Change for Children, and held a holiday party for children from the Cleghorn Neighborhood Center. Students and staff also assisted at the Children's Festival at Briggs Elementary School, and at STEM night at Westminster Elementary. Fifteen of the sixteen graduating seniors are pursuing post-secondary education, related to the program. The Monty Tech Child Care Center continues to operate at capacity with a waiting list, providing meaningful hands-on learning opportunities for students in the Early Childhood Education program at Monty Tech. (Total enrollment: 62; 1 males, 61 females)

Electrical: Throughout 2016-2017, students and instructors in the Monty Tech Electrical program began planning and wiring the school's new Veterinary Science Training Center, including all underground raceway installations, as well as installing conduits within the walls for all the wiring throughout the building. Program graduates are entering the trade at a prime time, as the electrical contracting business continues to reach new heights. To that end, program instructors worked diligently to place as many students on Co-op as possible, preparing them for a seamless transition from school to work. The program continued to support the building maintenance department by repairing numerous small electrical issues throughout the building, which included the installation of new ceiling fans in the plumbing shop, as well as a new speaker and microphone system in school's Mountain Room Restaurant. In addition, students ran fiber optic

wiring throughout the building to improve the connectivity and speed of both the wireless and hard-wired computers. While the Electrical program already boasts a well-defined Freshman Exploratory program, instructors agree that enhancing the program to include new electrical service equipment in homes and fire alarm projects would further strengthen the program, and continue to develop curriculum to support the addition of these concepts. (Total enrollment: 78; 68 males, 10 females)

Engineering Technology: The Monty Tech Engineering Technology program continues to further enhance the curriculum and instruction by improving upon the four Project Lead the Way course modules, and adding more Computer Integrated Manufacturing content into the already rigorous vocational-technical curriculum. All Freshmen completed the OSHA 10-hour General Industry training. Field Programmable Gate Array mini systems were purchased and integrated into the Digital Electronics curriculum, and several Engineering students performed well in SkillsUSA district competitions, resulting in four students qualifying for the state competitions, where they represented the Monty Tech program so well. (Total enrollment: 42; 31 males, 11 females)

Graphic Communications: Throughout the 2016-2017 school year, the Monty Tech Graphic Communication shop produced large quantities of print projects for district towns and community service organizations. In fact, over four hundred print projects were completed, saving local organizations approximately $165,000. Twenty-two Freshmen chose Graphic Communications as their top program, and two additional students joined our program, resulting in a freshman class of twenty-four students. Two Seniors and three Juniors earned Co-op placements, and seven students advanced to the SkillsUSA state competitions, where they represented the program so well. The Graphic Communications Class of 2017 leaves the program prepared for both college and career, as four Seniors entered the workforce, two entered the Armed Services and all others enrolled in college. (Total enrollment: 90; 36 males, 52 females)

Health Occupations: The Health Occupations program at Monty Tech continues to educate a large number of students, providing a rigorous education grounded in current medical knowledge and practice. We continue the partnership with Mount Wachusett Community College that enabled Senior students to participate in an Emergency Medical Technician training program, earning eight college credits at no cost. Fourteen Seniors took the EMT Course this year. The Monty Tech Health Occupations program is dedicated to providing all students with opportunities to earn industry-recognized credentials. Students also earn the following credentials: OSHA Career Safe Online 10-hour Health Care Certification; Cardiopulmonary Resuscitation (CPR) and First Aid Certificate through the American Heart Association; and Certified Nursing Assistant License through the American Red Cross. This year, 90% of the Senior students passed the National Healthcare Association (CCMA) exam. Ten students earned Co-op placements. All Juniors became CPR Certified, and twenty-five Juniors became Certified Nursing Assistants. To support the students' desire to give back, a "Baby Shower" benefitting Battered Women's Resources, Inc. was held, and students participated in Pediatric Day with the Monty Tech Child Care Center. The students also made Veteran's Day cards and sent them to the Bedford VA hospital, bought gifts and clothing for the Fitchburg Community Christmas Party, held a Red Cross Blood Drive, and participated in "Pennies for Patients" for Leukemia Lymphoma Society. Finally, the Monty Tech program was represented at the SkillsUSA national competition, with a talented student who took the top state prize. (Total enrollment: 106; 9 males, 97 females)

House Carpentry: While most of the work done by the students and instructors in the Monty Tech House Carpentry program last year was done at the school's new Veterinary Science Training Center, the program continued to support a number of community organizations, completing projects that included: a replica of the scoreboard portion of the Green Monster at Fenway Park for the ARC of Opportunity in Fitchburg, three Buddy benches for

the Phillipston Memorial School in Phillipston, three picnic tables for the Monty Tech Athletic Department, and numerous adirondack chairs for charitable donations. Last year, a total of eighteen Freshmen entered the trade, and all Sophomores completed the OSHA 10-hour Construction training. This certification and training enables the students to work on all outside projects and participate in the school's Co-op Program. The Sophomore students also traveled to Emerson Green, in Devens, a planned neighborhood community in which the focus is on green space and design in the construction of homes. The students toured homes in various stages of construction, identifying energy efficient materials and their use (2.K.01, 2014 Carpentry Frameworks). (Total enrollment: 65; 56 males, 9 females)

HVAC & Property Maintenance: 2016-2017 brought welcome change to the Monty Tech HVAC and Property Maintenance Program. Brendan Curran, our newest faculty member, joined the instructional team, bringing tremendous industry expertise and a passion for teaching, from which the students benefit daily. Students and instructors completed two major projects this year, including the creation and installation of a walk-in style cooler/freezer unit for culinary bakery, and the installation of a heating and cooling system for the new Veterinary Science Training Center. This new system encompasses state-of- the-art mechanicals, including heat pump and hydronic energy recovery systems. Seven Seniors and one Junior participated in the very popular Co-operative education program. In April, channel 5 (WCVB) selected one of our Senior shop students as their A+ Student of the Week. A sophomore was accepted into the "Pathways Early College Innovation School" at Mount Wachusett Community College. She was one of only twenty-two students in Massachusetts to be selected for this program that will allow her to achieve both a two-year college degree, as well as her high school diploma in the next two years. The program's Junior related class is now offering the full licensure of the National EPA certification for Refrigerant Recovery, and sixteen students earned their Universal HVAC license. This credentialing process was streamlined by the school's new 1:1 Chromebook initiative. (Total enrollment: 66; 53 males, 13 females)

Information Technology: Last year, thirteen first choice freshmen were accepted into Information Technology and three students transferred into the department. Information Technology offers students opportunities to earn more industry-recognized certifications than any other program at Monty Tech. It is an accomplishment our instructors are so proud of, as these certifications affirm the technical skill proficiency needed for so many entry-level careers in networking and information technology. Last year, all sixteen Freshmen completed their Career Safe Online OSHA 10-hour General Industry training, while the Sophomore class passed the IC3 Certificate Exam for basic computer hardware, software, and internet knowledge and skills. All Sophomores also passed the Test-out PC Pro Certificate exam and the Cisco IT Essential course for computer repair and maintenance, and the Introduction to Networking course. Two exceptional Sophomores also earned COMPTIA A+ credentials. All Juniors completed the Linux Essentials course, and five passed the CIW Advanced HTML5 & CSS3 Certification exam. All Seniors completed the Linux Essentials course, as well as the AP Computer Science Principles course in Mobile Computing. Eight of the twelve Seniors then sat for the AP exam, and five earned college credit for the course. Finally, program instructors collaborated throughout the year with instructors at Mount Wachusett Community College, to review and align curriculum to meet college standards. As a result, qualified students graduating from the Monty Tech Information Technology program will now receive college credit for four courses, a total of twelve college credits, at no charge to the student. (Total enrollment: 64; 57 males, 7 female)

Machine Technology: 2016-2017 was an incredible year for the Monty Tech Machine Technology program, as they received the largest competitive grant awarded in the school's history. A very generous $435,000 Skills Capital Grant was given to Monty Tech, so that the program could purchase updated equipment and

instructional materials. The shop is expected to undergo a major renovation, which will allow instructors to replicate a Clean Room environment, training students on precise measurement techniques. In the course of applying for this grant, a unique partnership was developed between Monty Tech, the L.S. Starrett Company, and Snap-On Tools. As a result of this collaboration, Monty Tech is now the only high school in the nation to offer two levels of Starrett/NC3 certification and training. The Monty Tech Machine Technology program also received a $15,000 Gene Haas Scholarship grant, which enabled district officials to award very generous $1,000 scholarships to students enrolling in post-secondary engineering programs. Finally, the students and instructors supported a variety of school events and programs, and completed a number of outside projects, that included cutting key tags for the Fitchburg Police Department and a designing and manufacturing a trophy for Narragansett Regional High School, in Templeton. (Total enrollment: 55; 54 males, 1 female)

Masonry: Fifteen Freshmen selected the Masonry program for their high school experience, entering a trade that continues to make significant improvements and impact on the school and communities within the Monty Tech district. During the 2016-2017 school year, Masonry students and instructors completed a walkway at the Winchendon Veterans' Cemetery, replaced concrete steps outside the Dukakis Performing Arts Center, and worked at the Veterinary Science Training Center construction site, where they worked alongside industry experts who poured the floor of the 7,500 sq. ft. facility, poured a concrete pad for the buildings expansive HVAC system, and completed small repair projects to support the construction process. One Junior student qualified for the SkillsUSA national competition, representing the program extremely well in Louisville, KY. A total of six students participated in the Co-op Program, and five Seniors entered the Masonry trade upon graduation. (Total enrollment: 63; 51 males, 12 females)

Plumbing: Nineteen students entered the Plumbing program at Monty Tech during the 2016-2017 school year, and all of them successfully completed the OSHA 10-hour General Training Course. Sophomore students completed the OSHA 10-hour Construction Training, a requirement for participation in any outside building projects of the school's Co-op Program. While the Sophomore class received Viega pex and product review, the Seniors traveled to the Viega training facility in Nashua, NH, where the received Viega MegaPress training and certification. Throughout the year, Juniors and Seniors gained valuable experience on the Veterinary Science Training Center construction site, where they installed the underground drainage, drain waste vent system, learned to read blueprints, use a builder level to read grade and elevations, and install cast iron and copper pipe fittings. Two Seniors were recognized for their outstanding technical skills, receiving scholarships from the Plumbing, Heating and Cooling Contractors Association of Massachusetts and the Central Mass Plumbing & Gas Inspectors Association. A total of fourteen students (eight Seniors and six Juniors) participated in the school's Co-op Program, which was the highest placement rate in program history. Finally, the program benefitted from the installation of new live working stations that include condensing gas boilers and indirect water heaters with solar thermal hot water panels. Having the added technology will allow our students to train on products used in today's construction, preparing them to enter the field of Plumbing upon graduation. (Total enrollment: 73l 68 males, 5 females)

Welding/Metal Fabrication: The shop received a state-of-the-art Miller Inverter Welding Machine and implemented new curriculum for grades 11 & 12 that included light gauge aluminum welding. With an eye toward preparing graduates for entry-level career opportunities, instructors have also integrated lessons in soft skills into the curriculum. Helping students refine job applications, cover letters, resume writing, and interviewing skills will undoubtedly help them as they transition from school into the world of work. In 2016-2017, twelve students (six Seniors and six Juniors) participated in Co-op. In addition, three

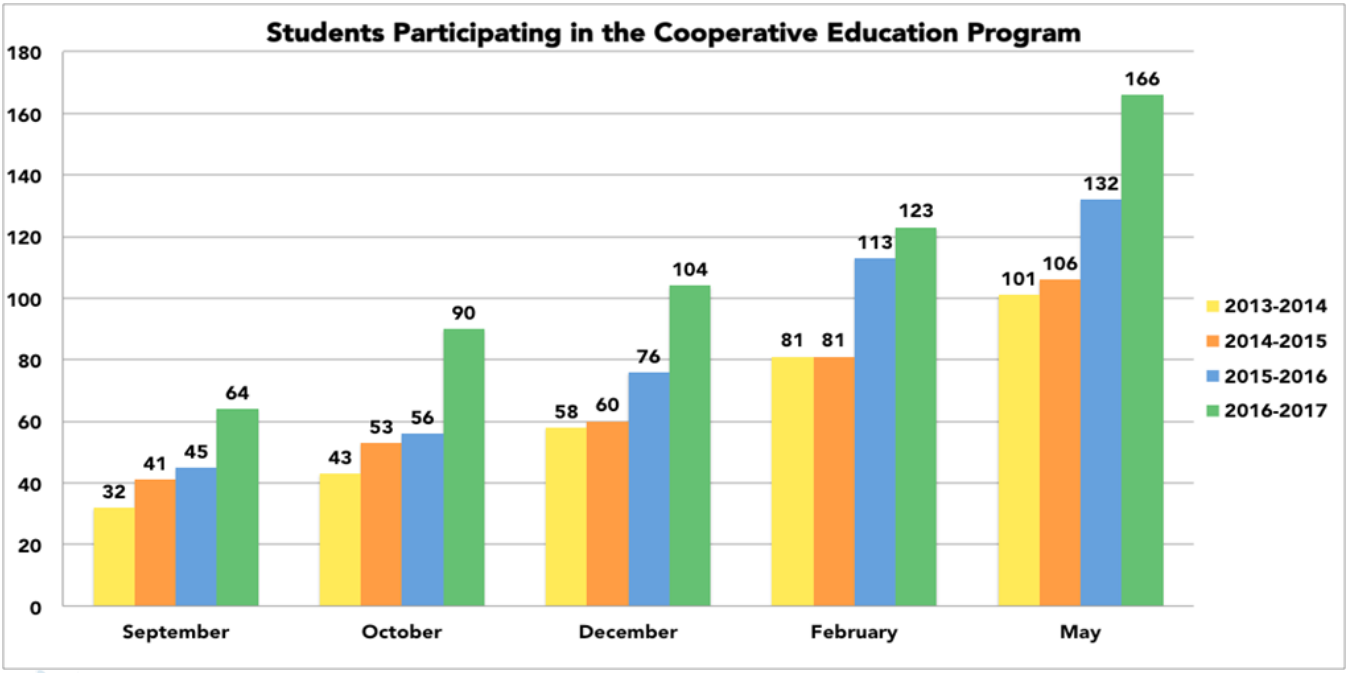
graduating seniors accepted jobs in the trade after graduation. All Freshmen completed their Career Safe Online OSHA 10-hour General Industry Training. The shop completed more than fifty projects for residents of the Monty Tech community and performed numerous projects around the building. (Total enrollment: 62; 46 males, 16 females)

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 the opportunity to further develop academic, technical and employability skills in an industry work environment. All students are eligible to participate in 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. Coop 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. During school year 2016-2017, a record number of students participated in the cooperative education program. Approximately 37% of the class of 2017 earned Co-op placements, working, learning and applying their technical skills related in area businesses.



Student Support Services

During the 2016-2017 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 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. 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 and 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.

Technology

The 2016-2017 school year began with a successful roll -out of the long-anticipated 1:1 Chromebook initiative. Chromebooks were distributed to 1,436 students. Google Cloud Print was added, making printers available to students and teachers throughout the building. Two Chromebook charging stations were installed in the library and cafeteria allowing students to charge their devices, and students who may have come to school without their devices have been allowed to borrow a Chromebook from the library, on a daily basis.

To support the 1:1 Chromebook initiative and other technology needs, Monty Tech has successfully completed a number of necessary infrastructure upgrades. With federal e-rate dollars totaling $77,752, the school's external bandwidth speeds were increased to 1.5GB and internal bandwidth was increased by 10GB. In addition to hardware, the school added the following complementary software: Lightspeed web filtering and Aruba ClearPass. Lightspeed web filtering is expected to provide safe, fast access to the Internet and includes flexible policies, social media controls, bandwidth control, malware protection, anonymous proxy detection, mobile filtering, classroom management tools, and comprehensive reporting. Aruba ClearPass will provide strong network access security for monitoring wireless devices, as well as enhanced options for guest access services.

The school also launched a Digital Citizenship course, proving lessons and guidance relating to appropriate online behavior, including cyberbullying, potential risks related to social networking sites and chat rooms. Students at Monty Tech are expected to demonstrate the safe and responsible use of technology and an understanding of security, privacy, and ethics. The district maintains Internet Safety information on the district website in the Parents & Students section.

Marine Corps JROTC

The Monty Tech Marine Corps Junior Reserve Officer Training Corps (MCJROTC) had an extraordinary

school year. All program objectives for the 2016-2017 school year were achieved. Noteworthy was the performance of JROTC's Cyber Security Team, which for the seventh consecutive year captured national recognition by placing third overall in the Air Force Association's National Cyber Security Competition held in Baltimore, MD.

The 2016-2017 Corps of Cadets completed over nine thousand hours of community service throughout the district. The Corps conducted a major food drive with United Way, worked side-by-side with the Marine Corps Reserve in a national Toys for Tots campaign, and spent six weekends working with the local Salvation Army helping to raise over $25,000 for needy families. The cadets conducted their annual 10-mile "March-A- Thon" to support NEADS (National Education of Assistance Dogs Services) from Princeton, MA, raising $25,000 for their Service Dogs for Veterans program.

Sixty-five Monty Tech cadets attended a leadership camp at Prince William Forest, in Quantico VA. The camp provided cadets with individual and team development opportunities, as well as the opportunity to visit our nation's capital and many other historical sites.

During the summer of 2017, our Cadet Cyber Team was again asked to support a Cyber STEM camp for the National Marine Corps JROTC program. The Cyber Team coordinated the 8-day camp that focused on defending cyber networks from attacks. The camp also offered an introduction to robotics programming using the VEX Robotics System and computer programming using the CanaKit Raspberry Pi 3's. The camp was attended by 150 students, representing eighteen states.

Student Athletics

The Monty Tech athletic program continues to expand in scope and skill each year. In 2016-2017, approximately fve hundred students participated in our freshman, junior varsity, and varsity athletic programs. Seventeen teams competed in Fall 2016, fourteen during the winter season, and another eleven teams represented the school in Spring 2017.

The Varsity Football team started off the 2016 season slowly, but caught fire as the season wore on, winning their last three games, including a thrilling 20-12 victory on Thanksgiving eve at Nashoba Valley Facebook Technical High School. They ended the season with a record of 5 – 6. The Varsity Boys Soccer team finished at 8 – 8 – 2, led by leading scorer Charlie Kelley, who has 30 points on the season, and the JV Boys Soccer team finished their season with a record of 14 – 3 – 2. The Varsity Girls Soccer team just missed qualifying for a post-season berth, finishing with a 7 – 9 – 2 record, while the JV Girls Soccer team was 9 – 2 – 5. The Varsity Field Hockey team was 12 – 2 – 5, qualifying for the district tournament where they lost to Bromfield, 1 – 0, in an exciting game. The Boys Cross Country team finished with a record of 5 – 6 and the Girls completed their season at an even 4 – 4. The school's volleyball program is growing in popularity, and all teams represented Monty Tech well. The Varsity Girls Volleyball team finished at 13 – 7, the JV Girls Volleyball ended with a record of 7 – 10, and the Freshmen Girls team completed their season with a record of 9 – 11. Coach Farr reported that the school's Varsity Golf team can be expected to achieve more success in the coming years, as the 2016-2017 team was young but talented, finishing the Fall 2016 season with a record of 6 – 9.

The Boys Varsity Basketball team qualified for the Districts with a 10 – 10 record, but a loss to Assabet in the first round ended their season. The JV Boys basketball team was finished their building year with a record of 3 -13 and the Freshmen ended on a 2 – 12 note. With a record of 10 – 10, the Varsity Girls Basketball team advanced to the District tournament and performed quite well, out scoring Notre Dame in the first round before losing to Douglas in a closely played second-round game. The JV Girls Basketball team finished an impressive season with a 10 – 4 record, while the Freshmen ended with 5 – 9. The Co-op Boys Ice Hockey team finished at 8 – 10 – 2, just missing out on a post season berth. The Indoor Track and Field team competed at the Northbridge Field House and the boys were 4 – 3 and the girls 0 – 7. The Co-op wrestling team continues to improve, finishing

2nd place in the Colonial Athletic League with a record of 9 – 9. Monty Tech students also had a chance to participate on Co-op Swimming and Girls Ice Hockey Teams, as we were unable to field these teams independently. The Girls Ice Hockey team had an impressive start to the program, by qualifying for the District tournament.

The Varsity Baseball team had a very successful season, despite not playing any games at Monty Tech. They finished the season with a 14 – 7 record, winning the Colonial Athletic League small school Championship for the 2nd straight year. The JV Baseball team finished 10 – 4, while the Freshmen team continued to provide build skills and talent for the program's future. The Varsity Softball team had a great regular season as they finished at 17 – 3. The team lost to Blackstone Valley Tech 15 – 14 in the Semi- Finals of the State Vocational Tournament and lost to Quaboag with a score of 4 – 0 in the first round of the District tournament. The JV Softball team, comprised primarily of freshmen also had an excellent season, finishing with a record of 12 – 3. The Boys and Girls Track and Field teams, with almost fifty students participating, both finished their seasons with 6 - 4 records. The Varsity Boys Lacrosse team had their best season ever as they finished with a record of 14 – 6 in the regular season, losing to Blackstone Valley Tech 14 – 12 in the semi-final round of the State Vocational Tournament. The team then outscored Blackstone Valley 12 – 8 in the first round of the MIAA tournament, only to lose to Grafton in the next round. The JV Boys Lacrosse team finished their building year with a record of 6 – 10. The Girls Lacrosse team became was the host team in a Co -Op with Sizer School and continued to improve as they finished 3

– 16, but 3rd place in the Colonial Athletic League. The Varsity Boys Volleyball team was 13 – 7, qualifying for the MIAA tournament, but losing to Worcester Technical High School in the first round.

Congratulations to the Outstanding Male and Female athletes for 2016-2017, Travis Hull and Madison Russo. Dave Reid, Monty Tech's long-time Athletic Director, completed his 44th year as Varsity Softball coach, and was selected as the Section 1 Varsity Softball Coach of the Year. His overall record of 626 – 315 – 1 speaks to his tremendous contributions to the sport and sets him apart from other coaches in Section 1, which is includes all of Maine, New Hampshire, Vermont, Massachusetts, Rhode Island, Connecticut, New Jersey and New York.

Monty Tech School of Continuing Education

The Monty Tech School of Continuing Education continues to update and add courses that emphasize a commitment to excellence by offering affordable, quality, and enjoyable educational experiences. For the Fall of 2016, Monty Tech offered 65 classes with 580 registrations, and during the Spring 2017 semester, there were 79 postgraduate and continuing studies courses, with 857 registrations.

The program is on track to expand the number of workforce readiness classes that provide our students with industry-recognized credentials, increasing our small business partnerships, and the number and quality of personal enrichment classes - sewing, knitting, acrylic painting and sculpting, to name a few. Catalog distribution has almost doubled, from 80,000 to 155,000 copies, and the relatively new online registration feature continues to add value to our students and instructors.

Spring 2018 will see the program's first Cosmetology courses come to fruition. This will provide our community members with a high-quality, affordable entry into a viable career pathway. Upon completion of the 14-month program, students will have the opportunity to sit for the cosmetology licensing exam, and begin their work in the exciting cosmetology industry.

The continued success and sustainability of an adult education program is based on hiring quality instructors and meeting the needs of the community. Our goal in the coming year includes increasing our adult education course offerings, with a concentration on career programs. Stay tuned for Pharmacy Technician, Welding Certification Prep, Auto Damage Appraiser and Apprenticeship opportunities at the

Monty Tech School of Continuing Education.

Practical Nursing Program The Practical Nursing Program is designed to prepare graduates to practice safely, ethically and in a caring manner for patients who are experiencing common variations in health status in diverse health care settings. This mission, which is consistent with the philosophy and goals of the Montachusett Regional Vocational Technical School District, accomplishes the following:

- Identifies a strong relationship between academic and vocational preparation

- Stresses the importance of developing critical thinking skills to function safely, effectively, and productively in an ever-changing technical and diverse society

- Supports the maintenance of a positive and caring learning and practice environment

The above mission and philosophy were met by the Practical Nursing program by several different methods.

On June 29, 2017, a graduating class of 38 students completed the Practical Nursing Program and entered the nursing profession. The class achieved an initial NCLEX pass rate of 76%, with 28 of the 38 graduates achieving 100% pass rate for the NCLEX-PN exam. Seven graduates are waiting to retake their NCLEX-PN exam, and two graduates have already taken the exam again, and passed. 78% of the 2017 graduates are currently employed in the health care profession throughout Massachusetts, and many are working within the eighteen cities and towns of the Monty Tech school district as LPNs in various health care settings, ranging from long term care, sub-acute care to mental health facilities.

The Monty Tech Practical Nursing Program continues to develop the "LPN to BSN Bridge" relationship with Fitchburg State University. Several 2017 graduates are pursuing seats in the LPN to BSN program at FSU and will be continuing their education to the Bachelors in Nursing. 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.

Monty Tech Practical Nursing students are now completing 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 consistent with our curriculum frameworks, and have also utilized the Sim lab setting to instruct students in developing nursing skills that they may not be experiencing in the clinical setting. Instructors have successfully developed a pediatric patient scenario that is consistent with present student learning outcomes and the clinical pediatric setting. Similarly, instructors have implemented a scenario that deals with a mental health addiction client, so that our students are better prepared for the clinical experience at partnering institution AdCare Hospital in Worcester, MA.

The class of 2017 performed a community service project adopting a Monty Tech family in need referred by Student Support Services. The nursing students purchased holiday gifts and food, consistent with the family's needs and requests.

The Practical Nursing Program Faculty spent the summer of 2017 reviewing the revised 2017 NCLEX-PN Detailed Test Plan, and the program's student outcomes, to assure alignment and compliance with our curriculum frameworks and content. The annual review process is an important component of the program, ensuring the Monty Tech Practical Nursing Program presents students with rigorous content, aligned with industry standards, so that our graduates are prepared to succeed not only on the licensing exam, but also in their chosen nursing career pathway.

With an eye toward the program's future, fifty-one applicants were accepted to the Class of 2018, and forty students enrolled and will continue in the tradition of high-quality practical nursing preparation.

Looking Ahead

While the Montachusett Regional Vocational Technical School District educational community is certainly proud of the achievements of our talented students, faculty, and staff, we continue to have an

eye toward the future, always committed to improving our vocational and academic programming, strengthening key partnerships, and maintaining facilities that contribute to student success and achievement. As we look ahead, there are a number of programs and initiatives that we expect will have a positive impact on our school and students for years to come.

Expand science offerings to include new biomedical courses: In 2016-2017 the school received a $99,000 grant from the Massachusetts Life Science Center, which allowed us to purchase new instructional materials and equipment, provide the required, high quality professional development needed to teach new coursework, and renovate an existing science laboratory to replicate biomedical industry standards. Dylan Hager, a longtime science instructor at Monty Tech traveled to University of San Diego July of 2017, and will return July of 2018, to complete training in two Project Lead the Way courses, Principles of Biomedical Science and Human Body Systems. These courses, which will be available to students Fall 2018, are expected to engage students in a variety of hands-on learning opportunities in a newly renovated laboratory environment that replicates industry standards. Students will be trained in the safe and effective use of the same tools that professionals in hospitals and laboratories are currently using and will work together to find solutions to real-world problems by analyzing medical histories, reading and interpreting autopsy reports, and understanding basic biology and human physiology.

Expand vocational-technical programs to include new, Chapter 74-approved, Veterinary Science program: While construction and fundraising efforts for the school's new program have been underway for almost two years, to effectively bring a new program to a Massachusetts vocational-technical school, a comprehensive application and supporting documents must be accepted by the Department of Elementary and Secondary Education. During the 2017 -2018 school year, school officials will complete the application, finalize all requirements outlined in the application, and anticipate being granted approval for the new secondary-level program titled Animal Science. This approval is given pursuant to Massachusetts General Law Chapter 74 and the Vocational Technical Education Regulations 603 CMR 4.00, and will enable all interested Freshman to explore the new program. A Freshman class (class size of twenty-two students) will be accepted into the program January 2018.

Expand post-secondary and continuing education opportunities: As you know, Montachusett Regional Vocational Technical School is home to a very popular evening program that includes a postsecondary Practical Nursing program, Plumbing and Electrical apprenticeship programs, and continuing education courses that range from healthcare to advanced manufacturing to cake decorating. While we are proud of our current evening programs, our goal for the 2017-2018 school year is to expand programs to include an entirely electronic registration and payment process, an updated web presence, increased enrollment, and a minimum of three new workforce development programs that result in an industry recognized credential or certification. Catalogs highlighting each new course will be mailed to more than 180,000 households bi- annually, in August and January.

Redesign the school's website and expand marketing efforts: A Monty Tech high school experience is an educational pathway students must choose, and to ensure that every interested student in our sending district has access to information needed to make sound decisions regarding his/her high school experience, it is imperative that the school's marketing efforts are expanded to include a newly designed website, with descriptions of each vocational shop, academic programs, and admissions criteria. In addition, expanding our marketing efforts to include a social media presence that is current, and engaging is a top priority. During the 2017-2018 school year, school officials anticipate launching a new school website, adding updated content to our Facebook page on a regular basis, and launching a school/district Twitter account.

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 2016-2017 School Committee for their outstanding service.

Barbara Reynolds, Lunenburg Chair
Brian J. Walker, Fitchburg Vice Chair
Diane Swenson, Ashburnham
Peter Capone, Ashby
Toni L. Phillips, Athol
Whitney Marshall, Barre
Claudia Holbert, Fitchburg
Dr. Ronald Tourigny, Fitchburg
Melanie Weeks, Fitchburg
Eric D. Commodore, Gardner
James S. Boone, Gardner
Vacant Seat, Harvard
James Cournoyer, Holden
Kathleen Airoldi, Hubbardston
Edward Simms, Petersham
Eric Olson, Phillipston
John P. Mollica, Princeton
Mary C. Barclay, Royalston
Dr. Kenneth I.H. Williams, Sterling
James M. Gilbert, Templeton
Ross Barber, Westminster
Burton E. Gould, Jr./ Austin Cyganiewicz, Winchendon

Terri Hillman, Gardner
Secretary

Norman J. LeBlanc
District Treasurer

FINANCIAL REPORTS

Board of Assessors

The Board of Assessors respectfully submits their annual report for 2017. The Board held 9 posted meetings.

The primary responsibility of the assessor's office is the valuation of all real estate and personal property in the Town of Westminster. Under Massachusetts General Laws Chapter 59, Section 38, the Board of Assessors must assess all property, real and 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 and excise tax abatements.

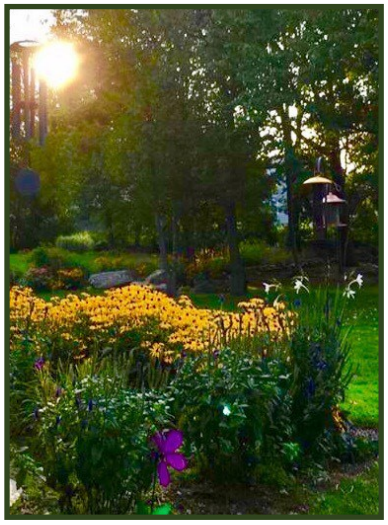
In addition, the Assessing Department must administer the processing of motor vehicle excise tax bills, which are generated from the Massachusetts Registry of Motor Vehicles. We review applications for exemptions, 3ABC, Forms of List and Veterans applications.

The Assessor's Office hours are: Monday-Thursday, 8-4:30 and Fridays, 8-1. Our phone number is 978-874-7401 and our fax is 978-874-7462.

The following is information compiled during the calendar year 2017:

# Of motor vehicle bills processed	*10,537*
$ Amount committed to collector	*1,391,319.77*
# Of motor vehicle abatements granted	*402*
$ Amount of abatements granted	*35,764.13*

During 2017, the Board of Assessors were required to do an Interim Year Adjustment of the whole town and submit an Interim Report to the Department of Revenue; this is done between the required triennial recertification. 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 and Tax Collector, Board of Health, Board of Selectmen, Conservation Commission, Personnel, Accountant, Town Coordinator, Town Planner, Town Clerk, Council on Aging, Highway Department and the Building Department.

THE FOLLOWING WERE CALCULATED ON A FISCAL YEAR 2017 (JULY 1, 2016– JUNE 30, 2017)

Fiscal year 2017 tax rate $18.19 per thousand dollars of valuation

	VALUE	TAX
Real Estate	*778,049,385*	*$14,152,718.31*
Commercial	*59,644,648*	*$1,084,936.18*
Industrial	*44,626,500*	*$811,756.04*
Personal Property	*63,439,671*	*$1,153,967.62*
Totals	**945,760,204**	**$17,203,378.11**

EXEMPTIONS GRANTED	NUMBER	AMOUNT
Widow/widower		
Clause 17D	*20*	*$3,671.60*
Veterans:		
Clause 22	*44*	*$17,600.00*
Clause 22E	*15*	*$15,000.00*
Clause 22D	*2*	*$7,605.24*
Clause 22 Paraplegic	*1*	*$3,523.40*
Blind:		
Clause 37A	*5*	*$2,500.00*
Elderly:		
Clause 41B	*18*	*$9,441.00*

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

Respectfully submitted,

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

TOWN TREASURER'S REPORT
PERIOD ENDED JUNE 30, 2017

GENERAL FUND	
Town Clerk's Cash Drawer	100.00
Treasurer/Collector's Cash Drawer	100.00
DPW's Cash Drawer	50.00
Citizens Bank	1,805,581.38
Eastern Bank	131,497.36
Enterprise Bank	4,790,670.49
Greenfield Cooperative Bank	505,718.42
Massachusetts Municipal Depository Trust	299,640.24
Rollstone Bank	242,956.43
UniBank for Savings	3,083,931.42
Webster Five	1,790,721.89
SPECIAL FUNDS	
Citizens Bank	
1856 Hearse House Building Fund	697.72
250th Anniversary Fund	24,879.10
Aalto/Salo Memorial	2,822.28
Altobelli Memorial	203.21
Board of Health 53G	0.14
Compost Bin Sales	206.46
Conservation Commission/Stein Fund	1,454.86
Cultural Council	7,114.82
Forbush Library Building & Renovation Fund	260.71
Forbush Memorial Library Endowment Fund	16,413.45
Inflow & Infiltration	4,594.94
Law Enforcement Trust	27,824.13
Library Preservation Fund	118.49
Library State Grant	41,734.06
Planning Board Escrow	129.47
Planning Board Escrow/Brookside Woods	8,907.93
Planning Board Escrow/Rte 31 Business Park	29,397.78
Planning Board Escrow/Westminster Woods/53G	3,782.22
Rebanna Road Escrow	4,920.97
ZBA Cell Tower/53G	325.84
Zoning Board/Kingsbury Arms/53G	769.22
Zoning Board/Mountainview Estates/53G	3,126.74
Westminster Business Park Phase II	234,348.41
Westminster Business Park 53G Depot	20,863.88
Nexamp Solar Theodore Drive	63,064.26
Nexamp Solar 235 So Ashburnham Road Bond	62,273.00
Nexamp Solar 235 So Ashburnham Road 53G	4,011.12
Newton Road Planning Board 53G	977.97
Ellis Road Solar	5,055.00
Westminster Estates II	5,460.00

TOWN TREASURER'S REPORT
PERIOD ENDED JUNE 30, 2017

SPECIAL FUNDS	
Massachusetts Municipal Depository Trust	
Planning Board/Escrow of R. Lehtola	58,373.93
Bartholomew & Company	
Stabilization Fund	1,571,623.29
Stabilization Fund/Building Maintenance	1,063,920.13
Stabilization Fund/Capital Equipment	1,807,756.12
Stabilization Fund/Technology	1,123,529.79
Stabilization Fund/OPEB	1,049,067.28
Stabilization Fund/Road Maintenance	1,178,853.91
Stabilization Fund/Sewer	324,079.70
TRUST FUNDS	
Bartholomew & Company	
Charles F. Giles Fund	131,503.31
Conservation Fund	2,147.80
Fred W. Smith Poor Fund	122,512.55
Joseph Forbush Worthy Poor Fund	87,103.14
Westminster Grange Fund	3,596.14
OPEB Trust Fund	110,327.46
CEMETERY FUNDS	
Bartholomew & Company	
Expendable Funds/Non-Expendable Funds	310,478.42
LIBRARY FUNDS	
Bartholomew & Company	
Expendable Funds/Non-Expendable Funds	74,620.28
TOTAL ALL FUNDS	22,246,199.06

TOWN COLLECTOR'S REPORT
PERIOD ENDED JUNE 30, 2017

	FISCAL YEAR	COMMITTED OR FORWARDED	COLLECTED	ABATED OR LIENED	REFUNDED OR ADJUSTED	BALANCE
REAL ESTATE TAX	2014	722.46	862.46	0.00	140.00	0.00
	2015	14,054.22	13,435.81	78,642.50	78,642.50	618.41
	2016	359,413.14	231,001.60	215,985.51	87,573.97	0.00
	2017	15,565,664.65	15,205,360.89	78,819.90	60,135.26	341,619.12
PERSONAL PROPERTY TAX	2015	140.86	0.00	140.86	0.00	0.00
	2016	24,851.50	2,288.07	22,321.73	0.00	241.70
	2017	1,050,403.42	1,043,419.05	12,922.04	7,641.88	1,704.21

	FISCAL YEAR	COMMITTED OR FORWARDED	COLLECTED	ABATED OR LIENED	REFUNDED OR ADJUSTED	BALANCE
ROLL BACK TAXES	all years	1,056.00	0.00	0.00	0.00	1,056.00
MOTOR VEHICLE EXCISE	2011	3,720.11	0.00	3,720.11	0.00	0.00
	2012	3,371.35	0.00	3,371.35	0.00	0.00
	2013	4,062.19	651.25	0.00	0.00	3,410.94
	2014	4,548.05	1,106.46	423.02	423.02	3,441.59
	2015	13,174.95	6,606.94	394.59	526.10	6,699.52
	2016	254,642.28	235,109.50	13,765.60	13,091.11	18,858.29
	2017	1,231,536.32	1,110,936.72	23,062.09	10,198.97	107,736.48
WATER USAGE	2016	71,247.25	22,881.26	48,365.99	0.00	0.00
	2017	903,866.52	836,150.81	4,908.41	3,603.46	66,410.76
WATER LIENS	2015	695.88	0.00	0.00	0.00	695.88
	2016	3,752.77	2,442.84	1,207.09		102.84
	2017	48,365.99	42,064.24	0.00	74.04	6,375.79
WATER SERVICES	2016	569.07	871.60	0.00	302.53	0.00
	2017	8,870.40	8,757.90	0.00	0.00	112.50
HOLMES PARK WATER ASSESSMENT	2017	2,438.16	2,539.75	0.00	101.59	0.00
LEINO PARK WATER ASSESSMENT	2016	750.00	750.00	0.00	0.00	0.00
	2017	22,875.00	22,500.00	0.00	0.00	375.00
SEWER USAGE	2016	65,630.32	21,032.94	44,597.38	0.00	0.00
	2017	1,043,576.69	947,087.96	43,216.67	6,552.97	59,825.03
SEWER LIENS	2014	52.72	52.72	0.00	0.00	0.00
	2015	1,280.52	0.00	0.00	0.00	1,280.52
	2016	3,404.95	3,008.33	207.38	0.00	189.24
	2017	44,597.38	36,763.68	0.00	217.63	8,051.33
SEWER SERVICES	2016	187.50	187.50	0.00	0.00	0.00
	2017	8,865.61	6,226.95	0.00	0.00	2,638.66
APPORTIONED SEWER						
BETTERMENT NOT YET DUE	2005	157,973.73	4,294.25	52,675.07	0.00	101,004.41
APPORTIONED	2016	3,757.39	2,147.08	1,610.31	0.00	0.00
SEWER BETTERMENTS	2017	52,675.07	50,527.99	0.00	536.77	2,683.85
COMMITTED INTEREST	2016	751.45	429.40	322.05	0.00	0.00
	2017	7,732.25	7,490.03	0.00	161.48	403.70

TOWN COLLECTOR'S REPORT						
PERIOD ENDED JUNE 30, 2017						
	FISCAL YEAR	COMMITTED OR FORWARDED	COLLECTED	ABATED OR LIENED	REFUNDED OR ADJUSTED	BALANCE
SEPTIC LOAN PROGRAM						
BETTER-MENTS NOT YET DUE	2016	114,268.00	0.00	5,390.11	0.00	108,877.89
SEPTIC LOAN APPOR-TIONED						
LOAN PRINCI-PAL REPAY-MENTS	2017	5,390.11	4,584.02	0.00	0.00	806.09
SEPTIC LOAN APPOR-TIONED						
LOAN INTER-EST REPAY-MENTS	2017	1,617.20	1,375.39	0.00	0.00	241.81

TOWN TREASURER'S REPORT						
PERIOD ENDED JUNE 30, 2017						
	FISCAL YEAR	COMMITTED OR FORWARDED	SUBSEQUENT TAXES ADDED	COLLECTED	ABATED OR TRANSFERRED	BALANCE
TAX LIENS RECEIVABLE	all years	515,554.29	143,503.91	173,200.37	0.00	485,857.83
TAX POSSESSIONS	all years	47,237.83	0.00	0.00	0.00	47,237.83
DEFERRED TAXES	all years	65,736.33	6,414.91	0.00	0.00	72,151.24

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 2017 the Town Accountant oversaw financial transactions of $26,736,965.57 in revenue and receipts and $25,962,307.31 in expenditures, for a combined total of transactions in the amount of $52,699,272.88.

The following financial statements are included in this report:

1. Balance Sheet-All Funds Types and Account Groups
2. Appropriation and Expenditure Report/Activity Report
3. Report of Fixed Assets
4. Detailed Schedule of Receipts
5. Statement of Debt

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.

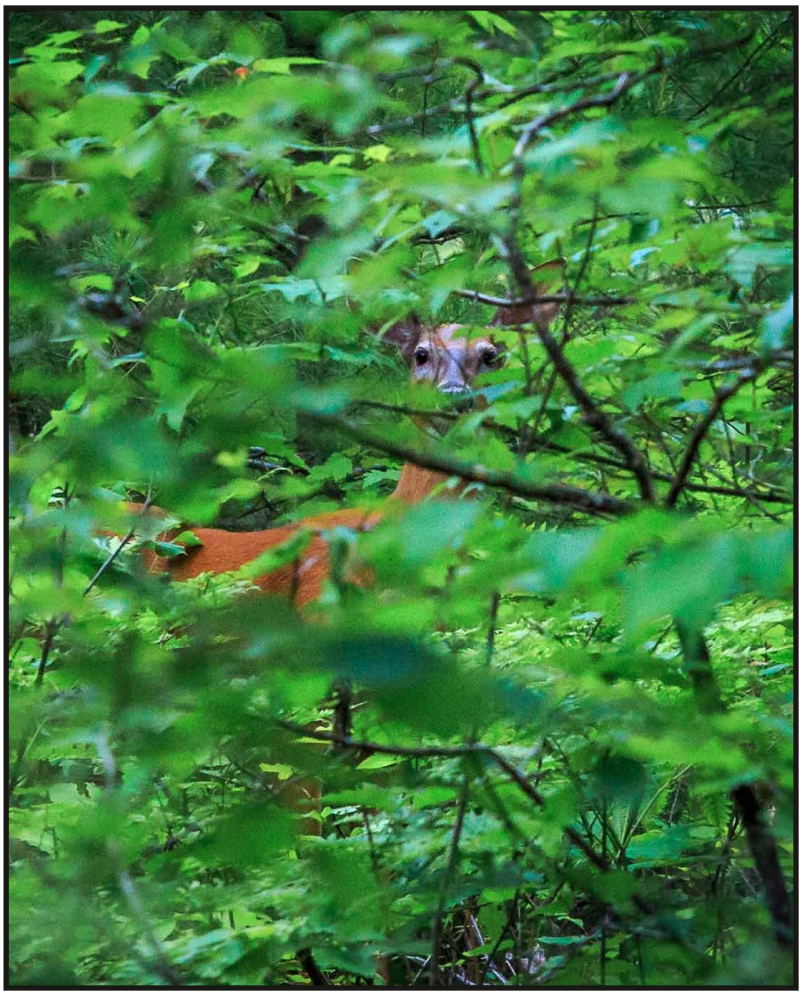
Special Revenue Fund - Account for the proceeds of specific revenue sources, other than those for major capital projects that are restricted legally to expenditure for specified purposes.

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



Description	Account#	Balance 6/30/2017
BS Balance Sheet		
Petty Cash	1020	100.00
Treasurer's Cash Drawer	1021	100.00
Invested Cash	1040-95	7,104,730.11
Real Estate Taxes Receivable, 2017	1220-17	341,619.12
Real Estate Taxes Receivable, 2016	1220-15	618.41
Personal Property Taxes Receivable 2017	1210-17	1,704.21
Personal Property Taxes Receivable 2016	1210-16	241.70
Tax Liens Receivable	1240-00	481,314.08
Deferred Real Estate Taxes Receivable	1253-00	72,151.24
Roll Back Taxes Receivable	1255-00	1,056.00
Motor Vehicle Excise Receivable 2017	1260-17	107,781.48
Motor Vehicle Excise Receivable 2016	1260-16	18,858.29
Motor Vehicle Excise Receivable 2015	1260-15	6,699.52
Motor Vehicle Excise Receivable 2014	1260-14	3,441.59
Motor Vehicle Excise Receivable 2013	1260-13	3,410.94
Tax Foreclosures	1880-00	47,237.83
TOTAL ASSET		**8,191,064.52**
Allow. For Abatements & Exemptions 2017	1230-17	186,783.12
Allow. For Abatements & Exemptions 2016	1230-16	192,235.36
Allow. For Abatements & Exemptions 2015	1230-15	176,528.26
Allow. For Abatements & Exemptions 2014	1230-14	229,994.29
Allow. For Abatements & Exemptions 2013	1230-13	252,191.15
Allow. For Abatements & Exemptions 2012	1230-12	302,880.51
Allow. For Abatements & Exemptions 2011	1230-11	99,809.03
Allow. For Abatements & Exemptions 2010	1230-10	186,445.43
Allow. For Abatements & Exemptions 2009	1230-09	15,900.48
Warrants Payable	2010-00	304,092.06
Tufts Medicare Supplement	2150-00	(274.00)
Insurance Withholdings Payable-HMO Blue Active	2151-00	20,723.64
Insurance Withholdings Payable-Blue Ch Active	2152-00	1,913.11
Insurance WH Payable Medicare	2153-00	38.30
Life Insurance WH Payable Active	2154-00	927.25
Colonial Insurance WH Payable	2155-00	48.00
Insurance Withholdings Payable-Medex	2156-00	18.78
Insurance Withholdings Payable-Delta D Active	2158-00	2,185.26
TASC Flex Spending	2160-00	1,445.89
Insurance Withholdings Payable-HMO Blue Retiree	2161-00	4,859.32
Retiree Life Ins	2164-00	22.56
Retiree Dental Ins	2168-00	45.33
Abandoned Property and Unclaimed Items	2520-00	4,968.32
Deferred Revenue-Real & Pers. Prop. Taxes	2610-00	(1,298,584.19)
Deferred Revenue Tax Liens	2622-00	481,314.08
Deferred Revenue Tax Foreclosures	2623-00	47,237.83
Deferred Revenue Def. Real Estate Taxes	2624-00	72,151.24
Deferred Revenue Roll Back Taxes	2625-00	1,056.00
Deferred Revenue Motor Vehicle	2630-00	140,191.82

TOTAL LIABILITY		**1,427,148.23**
Fund Balance Reserved For Encumbrances	3211-00	17,837.95
Fund Balance Reserved For Expenditures	3240-00	302,000.00
Fund Balance Reserved For Articles	3241-00	583,803.04
Fund Balance Reserved For Petty Cash	3250-00	200.00
Fund Balance Reserved For Future Debt Service	3270-00	9,828.50
Undesignated Fund Balance	3590-00	5,850,246.80
TOTAL FUND BALANCE		**6,763,916.29**
TOTAL LIABILITY AND FUND EQUITY		**8,191,064.52**

MWPAT FUND BALANCE SHEET		**Balance**
Description	**Account#**	6/30/2017
BS Balance Sheet		
Invested Cash	21-1040	25,511.23
Septic Betterment	21-1420	806.09
Septic Committed Interest	21-1430	241.81
Septic Betterment NYD	21-1440	108,877.89
TOTAL ASSET		**135,437.02**
Deferred Revenue Betterment NYD	21-2662	108,877.89
Deferred Revenue Betterment	21-2663	806.09
Deferred Revenue Committed Interest	21-2664	241.81
TOTAL LIABILITY		**109,925.79**
Fund Balance Designated for MWPAT RRA	21-3590	25,511.23
TOTAL LIABILITY AND FUND EQUITY		**135,437.02**

		Balance
Description	**Account#**	6/30/2017
BS Balance Sheet		
Invested Cash	22-1040	28,612.50
TOTAL ASSET		**28,612.50**
BAN Payable	22-2720	176,132.00
TOTAL LIABILITY		**176,132.00**
Fund Balance Designated for MWPAT Loan	22-3590	(147,519.50)
TOTAL FUND BALANCE		**(147,519.50)**
TOTAL LIABILITY AND FUND EQUITY		**28,612.50**

HIGHWAY FUND BALANCE SHEET		Balance
Description	**Account#**	6/30/2017
BS Balance Sheet		
Invested Cash	23-1040	-
TOTAL ASSET		**-**
Fund Balance Designated for State Chapter 90	23-3590	-
TOTAL LIABILITY AND FUND EQUITY		**-**

STATE GRANTS FUND BALANCE SHEET		Balance
Description	**Account#**	6/30/2017
BS Balance Sheet		
Invested Cash	26-1040	133,752.74
TOTAL ASSET		**133,752.74**
Warrants Payable	26-2010	8,233.74
TOTAL LIABILITY		**8,233.74**
Cultural Council	123-601	6,214.82
Green Community Grant	123-625	70,750.00
Extended Polling Hours	164-602	4,813.57
EOHED	172-661	500.00
State 911 PSAP	210-618	(923.50)
911 Support/Incentive	210-630	1,493.41
Fire S.A.F.E.	220-606	6,845.54
Home Compost Bins	433-608	206.46
Library State Aid	610-611	33,993.70
Library Documentary	610-612	1,605.00
Civil War Monument	691-626	20.00
TOTAL FUND BALANCE		**125,519.00**
TOTAL LIABILITY AND FUND EQUITY		**133,752.74**

REVOLVING FUND BALANCE SHEET		Balance
Description	**Account#**	6/30/2017
BS Balance Sheet		
Invested Cash	24-1040	1,094,418.98
Departmental Receivable Fire	24-1341	152,149.08
TOTAL ASSET		**1,246,568.06**
Warrants Payable	24-2010	3,411.75
Deferred Revenue Departmental	24-2654	152,149.08
TOTAL LIABILITY		**155,560.83**

REVOLVING FUND BALANCE SHEET cont.		
250th Anniversary	122-501	24,879.10
Selectman Cable Access	122-502	56,795.32
Agricultural Commission 53E1/2	122-884	7,572.50
Hagar Park Memorial	122-888	45.01
Insurance Recovery	123-503	2,377.88
Conservation Commission/Wetlands	171-505	34,104.85
Town Earth Day Fund	171-506	890.82
Planning Board 53G Consultants	175-507	43,677.49
Zoning Board 53G Consultants	176-508	4,903.70
Clean Energy	192-621	890.84
Simplex Donation	210-532	
EMS Equipment	220-510	
Fire Haz Mat 53E1/2	220-512	375.00
Fire Donation	220-513	22,185.62
Ambulance Revolving	220-514	795,292.57
Emergency Management Donation	220-530	
Simplex Donation	220-531	
Recycling Committee	433-516	14,111.03
Cemetery Hearse House	491-517	697.72
Cemetery Sale of Lots	491-518	30,980.00
Cemetery Urn Garden Gift	491-519	305.00
Cemetery Gift	491-520	1,070.00
Flu Clinics 53E1/2	510-885	14,043.41
BOH 53G Consultants	510-886	0.14
Council On Aging Gift	541-521	7,804.56
Library Building & Renovation	610-522	260.71
Library Preservation	610-523	118.49
Altobelli Memorial	610-524	6,537.80
Aalto/Salo Memorial	610-525	2,822.28
Library Endowment	610-526	10,532.45
Library Gift	610-527	5,267.94
Historical Comm. Gift	691-528	2,465.00
TOTAL FUND BALANCE		**1,091,007.23**
TOTAL LIABILITY AND FUND EQUITY		**1,246,568.06**

SEWER ENTERPRISE FUND		Balance
Description	**Account#**	6/30/2017
BS Balance Sheet		
Invested Cash	27-1040	1,080,992.61
Sewer Tax Liens Receivable	27-1240	2,843.84
Sewer Usage Receivable	27-1310	59,825.03
Sewer Services Receivable	27-1320	2,638.66
Sewer Liens Added to Taxes	27-1330	9,331.85
Committed Interest	27-1430	403.70
Sewer Betterments Apportioned	27-1445	2,683.85
Apportioned Sewer Betterments Not Yet Due	27-1450	101,004.33
Amounts To Be Provided Bond Payments	27-1996	460,000.00
TOTAL ASSET		**1,719,723.87**

SEWER ENTERPRISE cont.		
Warrants Payable	27-2010	143,314.34
Deferred Revenue Tax Liens	27-2622	2,843.84
Deferred Revenue Sewer User Charges	27-2650	59,825.03
Deferred Revenue Other Service	27-2652	2,638.66
Deferred Revenue Sewer Liens	27-2653	9,331.85
Deferred Revenue Apportioned	27-2663	103,688.18
Deferred Revenue Committed Interest	27-2664	403.70
Sewer Construction/Outside Debt	27-2946	460,000.00
TOTAL LIABILITY		**782,045.60**
Retained Earnings-Unreserved	27-3190	695,968.63
Fund Balance Reserved for Expenditures	27-3240	125,000.00
Fund Balance Reserved for Articles	27-3241	12,997.69
Fund Balance Reserved Capital Projects	27-3577	99,117.49
Fund Balance Inflow/Infiltration	27-466	4,594.46
TOTAL FUND BALANCE		**937,678.27**
TOTAL LIABILITY AND FUND BALANCE		**1,719,723.87**

WATER ENTERPRISE FUND		**Balance**
Description	**Account#**	6/30/2017
BS Balance Sheet		
Invested Cash	28-1040	878,696.80
Water Tax Liens Receivable	28-1240	1,324.91
Water Usage Receivable	28-1310	66,410.76
Water Services Receivable	28-1320	112.50
Water Liens Added to Taxes	28-1330	7,071.67
Lien Interest Receivable	28-1430	3,512.32
TOTAL ASSET		**957,128.96**
Warrants Payable	28-2010	32,865.92
Deferred Revenue Tax Liens	28-2622	1,324.91
Deferred Revenue Water User Charges	28-2650	66,410.76
Deferred Revenue Other Service	28-2652	112.50
Deferred Revenue Water Liens	28-2653	7,071.67
Deferred Revenue Lien Interest	28-2664	3,512.32
TOTAL LIABILITY		**111,298.08**
Retained Earnings-Unreserved	28-3190	743,268.59
Fund Balance Reserved for Encumbrances	28-3211	300.00
Fund Balance Reserved for Expenditures	28-3240	100,000.00
Fund Balance Reserved for Articles	28-3241	2,262.29
TOTAL FUND BALANCE		**845,830.88**
TOTAL LIABILITY AND FUND EQUITY		**957,128.96**

CAPITOL PROJECTS FUND		Balance
Description	**Account#**	6/30/2017
BS Balance Sheet		
Invested Cash	3*-1040	1,345,218.60
TOTAL ASSET		**1,345,218.60**
Warrants Payable	3*-2010	580,441.81
Bond Anticipation Notes Payable	3*-2720	2,260,000.00
TOTAL LIABILITY		**2,840,441.81**
Senior Center	31-123	7,524.30
Water Main Replacements	31-450	(157,864.67)
Eng & Design Rte 40	35-422	146,905.23
New Town Hall	36-192	21,464.82
Whitman River Sewer	37-440	(1,293,253.10)
South St. Recon	39-123	0.21
Fire Truck	39-220	(220,000.00)
TOTAL FUND BALANCES		**(1,495,223.21)**
TOTAL LIABILITY AND FUND BALANCES		**1,345,218.60**

TRANSFER STATION FUND		Balance
Description	**Account#**	6/30/2017
BS Balance Sheet		
Petty Cash	40-1020	50.00
Invested Cash	40-1040	1,078,894.00
TOTAL ASSET		**1,078,944.00**
Warrants Payable	40-2010	231.63
TOTAL LIABILITY		**231.63**
Retained Earnings Unreserved	40-3190	1,078,712.37
TOTAL FUND BALANCE		**1,078,712.37**
TOTAL LIABILITY AND FUND EQUITY		**1,078,944.00**

NON-EXPENDABLE TRUST FUNDS		Balance
Description	**Account#**	6/30/2017
BS Balance Sheet		
Invested Cash	81-1040	415,066.82
TOTAL ASSET		**415,066.82**
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	193,221.17
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		**415,066.82**
TOTAL LIABILITY AND FUND EQUITY		**415,066.82**

EXPENDABLE TRUST FUNDS		Balance
Description	**Account#**	6/30/2017
BS Balance Sheet		
Invested Cash	82-1040	8,576,605.77
TOTAL ASSET		**8,576,605.77**
Warrants Payable	82-2010	2,999.51
TOTAL LIABILITY		**2,999.51**
Forbush Worthy Poor Fund	123-801	63,925.48
Fred Smith Poor Fund	123-802	73,769.10
Charles F. Giles Fund	123-803	97,973.90
Westminster Grange Farmer's	123-804	43.98
Upton School Fund	147-812	3,021.43
OPEB Trust	147-814	110,327.46
Stabilization-General	147-815	1,571,623.29
Stabilization-Repair and Maintenance Buildings	147-816	1,063,920.13
Stabilization-Capital Equipment	147-817	1,807,756.12
Stabilization-Info Tech	147-818	1,123,529.79
Stabilization-OPEB	147-819	1,049,067.28
Stabilization-Road Maintenance	147-820	1,178,853.91
Conservation Fund	171-821	2,147.80
Aina E. Stein Conservation Fund	171-822	1,454.86
Police L.E. Trust	210-831	27,824.13
Sewer Stabilization	440-813	324,079.70
Elizabeth Rose Fund	491-841	32,146.51
D.W. Sanders Fund	491-842	1,825.33
Florence B. Rice Fund	491-843	267.50
J.R. Barrell Fund	491-844	2,926.33
Laurie F. Dobb Fund	491-845	836.43
M.A. Creed Fund	491-846	1,280.96
Cemetery Perpetual Care	491-847	7,724.81
Sarah M. Barnes Fund	610-861	35.17
M.A. Farnsworth Fund	610-862	96.36
Graham Fund	610-863	2,442.61
Bigelow Child Books Fund	610-864	159.26
Agnes M. Bigelow Fund	610-865	179.15
Otto & Hild Huusari Fund	610-866	18,144.31
Lucy Childs Fund	610-867	154.81
Preston Ellis Fund	610-868	46.06
Fred S. Whitman Fund	610-869	101.54
Adelaide W. Berry Fund	610-870	18.91
Minnie F. Dexter Fund	610-871	177.52
A.R. Hager Fund	610-872	396.09
C.A. Forbush Fund	610-873	217.22
M.D. Haws Fund	610-874	177.19
Westminster Fund	610-875	550.02
D.W. Sanders Fund	610-876	130.94
Joseph W. Forbush Fund	610-877	110.94
Charles Wyman Fund	610-878	522.98
Universalist Society	610-879	76.51
George A. Miller Fund	610-880	634.68
Henrietta Gates Fund	610-881	357.30
Mossman Memorial Fund	610-882	2,550.46
TOTAL FUND BALANCE		**8,573,606.26**
TOTAL LIABILITY AND FUND EQUITY		**8,576,605.77**

AGENCY FUND		Balance
Description	**Account#**	6/30/2017
BS Balance Sheet		
Invested Cash	83-1040	483,448.90
Lieno Park Lien Receivable	83-1240	375.00
Lieno Park Water Receivable	83-1370	375.00
TOTAL ASSET		**484,198.90**
Warrants Payable	83-2010	2,742.75
Holmes Park Water District	83-2556	101.59
Leino Park Water District	83-2556	2,250.00
Deferred Revenue Lieno Park Lien	83-2622	375.00
Deferred Revenue Lieno Park Water District	83-2657	375.00
Treasurer's Deputy Collector	147-2550	(261.00)
Planning Board Cash Performance Deposits	175-2550	453,556.82
Police Detail	210-2553	23,914.07
Firearms Due Commonwealth	210-2557	3,268.50
Fire Detail	220-2555	(2,123.83)
TOTAL LIABILITY		**484,198.90**
TOTAL LIABILITY AND FUND EQUITY		**484,198.90**

LONG TERM DEBT GROUP		Balance
Description	**Account#**	6/30/2017
BS Balance Sheet		
Amounts to be Provided for Payment of Bond	116-1996	2,445,000.00
TOTAL ASSET		**2,445,000.00**
Senior Center	90-2962	2,445,000.00
TOTAL LIABILITY		**2,445,000.00**
TOTAL LIABILITY AND FUND EQUITY		**2,445,000.00**

	Appropriations/ Transfers	Expenditures	Unexpended Balances	
Appropriation Accounts General Fund				
Board of Selectmen				
Personal Services	$ 4,000.00	$ -	$ 4,000.00	*
Expenses	$ 26,500.00	$ 25,890.61	$ 609.39	*
Consultant 3 Bacon St	$ 4,000.00	$ -	$ 4,000.00	
Giles Fund Emergency	$ 2,788.83	$ 1,696.97	$ 1,091.86	
Subtotal - Selectmen	$ 37,288.83	$ 27,587.58	$ 9,701.25	
Town Administration				
Personal Services	$ 132,280.00	$ 132,228.47	$ 51.53	*
Expenses	$ 10,225.00	$ 3,952.36	$ 6,272.64	*
Subtotal - Coordinator	$ 142,505.00	$ 136,180.83	$ 6,324.17	
Advisory Board				
Expenses	$ 650.00	$ -	$ 650.00	
Subtotal - Advisory Board	$ 650.00	$ -	$ 650.00	*
Reserve Fund				
Transfers (Memo)	$ 52,950.00	$ -	$ 52,950.00	*
Town Accountant				
Personal Services	$ 86,786.00	$ 84,580.52	$ 2,205.48	*
Expenses	$ 36,900.00	$ 20,344.03	$ 16,555.97	*
Encumbrance	$ 1,000.00	$ 1,000.00	$ -	
Financial Software	$ 25,000.00	$ -	$ 25,000.00	
Subtotal - Accountant	$ 149,686.00	$ 105,924.55	$ 43,761.45	
Board of Assessors				
Personal Services	$ 53,390.00	$ 52,991.01	$ 398.99	
Expenses	$ 17,790.00	$ 14,365.61	$ 3,424.39	
Subtotal - Assessors	$ 71,180.00	$ 67,356.62	$ 3,823.38	*
Revaluation				
Revaluation Consultant - FY17	$ 50,000.00	$ -	$ 50,000.00	
Revaluation Consultant - FY16	$ 50,000.00	$ -	$ 50,000.00	
Revaluation Consultant - FY15	$ 32,938.16	$ 6,788.00	$ 26,150.16	
Subtotal - Revaluation	$ 132,938.16	$ 6,788.00	$ 126,150.16	
Town Treasurer/Collector				
Personal Services	$ 138,357.00	$ 133,741.67	$ 4,615.33	
Expenses	$ 9,526.00	$ 8,647.07	$ 878.93	
Subtotal - Treasurer/Collector	$ 147,883.00	$ 142,388.74	$ 5,494.26	*
Legal				
Expenses	$ 70,000.00	$ 70,000.00	$ -	
Subtotal - Legal	$ 70,000.00	$ 70,000.00	$ -	*

Appropriation/Expenditure Report
Fiscal Year 2017

	Appropriations/ Transfers	Expenditures	Unexpended Balances	
Personnel Administration				
Personal Services	$ 44,414.00	$ 44,414.00	$ -	
Expenses	$ 13,900.00	$ 7,430.00	$ 6,470.00	*
Personnel Consultant	$ 1,750.00	$ -	$ 1,750.00	*
Subtotal - Personnel	$ 60,064.00	$ 51,844.00	$ 8,220.00	
Data Processing				
Personal Services	$ 25,000.00	$ 20,800.00	$ 4,200.00	*
Expenses	$ 80,550.00	$ 74,109.95	$ 6,440.05	*
Encumbrance			$ -	
Data Backup Systems	$ 8,700.00	$ 8,700.00	$ -	
Computer System Upgrades	$ 8,029.93	$ 7,746.44	$ 283.49	
Computer System Upgrades	$ 32,000.00	$ 10,522.97	$ 21,477.03	
Communication Network	$ 75,000.00	$ 309.73	$ 74,690.27	
Computer System Upgrades	$ 13,206.65	$ 12,949.14	$ 257.51	*
Radio System Comp	$ 8.91	$ -	$ 8.91	
Virtualization	$ 45,000.00	$ 45,000.00	$ -	
Public Safety Radio	$ 50,000.00	$ -	$ 50,000.00	
Subtotal - Data Processing	$ 337,495.49	$ 180,138.23	$ 157,357.26	
Tax Title Foreclosure				
Tax Title Foreclosures - FY15	$ 413.33	$ 413.33	$ -	
Tax Title Foreclosures - FY17	$ 25,000.00	$ 14,682.58	$ 10,317.42	
Subtotal - Tax Title Foreclosure	$ 25,413.33	$ 15,095.91	$ 10,317.42	
Town Clerk				
Personal Services	$ 75,789.00	$ 71,812.74	$ 3,976.26	*
Expenses	$ 8,680.00	$ 7,633.02	$ 1,046.98	*
Encumbrance	$ 285.00	$ 285.00	$ -	
Two Voting Tabulators	$ 1,200.00	$ -	$ 1,200.00	
Subtotal - Town Clerk	$ 85,954.00	$ 79,730.76	$ 6,223.24	
Elections & Registration				
Personal Services	$ 9,882.00	$ 9,482.16	$ 399.84	
Expenses	$ 11,180.00	$ 9,621.55	$ 1,558.45	
Encumbrance	$ 1,200.00	$ 1,193.37	$ 6.63	
Subtotal - Election & Registration	$ 22,262.00	$ 20,297.08	$ 1,964.92	*
Conservation Commission				
Personal Services	$ 22,371.00	$ 18,819.47	$ 3,551.53	
Expenses	$ 1,050.00	$ 504.14	$ 545.86	
Subtotal - Conservation Commission	$ 23,421.00	$ 19,323.61	$ 4,097.39	*
Town Planner				
Personal Services	$ 71,180.00	$ 71,180.00	$ -	
Expenses	$ 2,750.00	$ 2,543.22	$ 206.78	*
5 Bacon St Consultant	$ 1,500.00	$ 1,500.00	$ -	
Senior Housing Consultant	$ 9,500.00	$ -	$ 9,500.00	
Subtotal - Town Planner	$ 84,930.00	$ 75,223.22	$ 9,706.78	
Planning Board				
Expenses	$ 1,200.00	$ 802.80	$ 397.20	
Subtotal - Planning Board	$ 1,200.00	$ 802.80	$ 397.20	*
Zoning Board of Appeals				
Personal Services	$ 1,600.00	$ 1,508.02	$ 91.98	
Expenses	$ 500.00	$ 70.00	$ 430.00	
Subtotal - Zoning Board	$ 2,100.00	$ 1,578.02	$ 521.98	*

	Appropriations/ Transfers	Expenditures	Unexpended Balances	
Economic Development				
Expenses	$ 1,050.00	$ 762.44	$ 287.56	
Subtotal - Economic Development	$ 1,050.00	$ 762.44	$ 287.56	*
Public Buildings & Properties Maintenance				
Personal Services	$ 100,562.00	$ 93,451.32	$ 7,110.68	*
Expenses	$ 246,800.00	$ 222,503.23	$ 24,296.77	*
Encumbrances	$ 485.00	$ 485.00	$ -	
Portico Senior/Community Center	$ 82,500.00	$ 82,500.00	$ -	
Secure/Demo Tax Possessions	$ 30,000.00	$ 8,375.00	$ 21,625.00	
Town Hall Air Conditioner	$ 12,000.00	$ -	$ 12,000.00	
Subtotal - Public Buildings & Prop. Maint.	$ 472,347.00	$ 407,314.55	$ 65,032.45	
Printing of Town Reports				
Expenses	$ 2,000.00	$ 1,660.85	$ 339.15	
Subtotal - Printing of Town Reports	$ 2,000.00	$ 1,660.85	$ 339.15	*
Crocker Pond				
Personal Services	$ 18,180.00	$ 16,153.23	$ 2,026.77	*
Expenses	$ 6,655.00	$ 4,327.13	$ 2,327.87	*
Prior Year Bill	$ 352.77	$ -	$ 352.77	
Handicap Walkway	$ 14,500.00	$ 14,000.00	$ 500.00	
Subtotal Crocker Pond	$ 39,687.77	$ 34,480.36	$ 5,207.41	
Police/Dispatch Department				
Personal Services	$ 1,723,821.00	$ 1,571,861.10	$ 151,959.90	*
Expenses	$ 220,800.00	$ 220,065.14	$ 734.86	*
Air Conditioner	$ 10,500.00	$ -	$ 10,500.00	
Police Cruiser - Art. #31	$ 43,000.00	$ 42,605.45	$ 394.55	
Juvenile Specialist	$ 3,255.42	$ 3,255.42	$ -	
Police Cruiser - Art. #30	$ 1,234.32	$ 1,234.32	$ -	
Generator	$ 14,000.00	$ 11,397.13	$ 2,602.87	
Bullet Proof Vests - Art. #31	$ 4,821.23	$ 1,767.00	$ 3,054.23	
Police Cruiser - Art. #28	$ 35,000.00	$ 33,109.70	$ 1,890.30	
Video Recorders	$ 65,000.00	$ 50,694.15	$ 14,305.85	
Portable Defibrilators	$ 25,000.00	$ -	$ 25,000.00	
Subtotal - Police/Dispatch Dept.	$ 2,146,431.97	$ 1,935,989.41	$ 210,442.56	
Fire Department				
Personal Services	$ 817,900.00	$ 747,713.78	$ 70,186.22	*
Expenses	$ 124,306.00	$ 117,503.23	$ 6,802.77	*
Encumbrance	$ 6,400.00	$ 5,698.60	$ 701.40	
Fire Exhaust - #5	$ 980.00	$ -	$ 980.00	
ATV with Equipment	$ 30,000.00	$ 30,000.00	$ -	
New Vehicle & Equip	$ 305.44	$ -	$ 305.44	
Call Firefighters - FY15	$ 664.38	$ 664.38	$ -	
Subtotal - Fire Dept.	$ 980,555.82	$ 901,579.99	$ 78,975.83	
Ambulance Service				
Personal Services	$ 114,218.00	$ 79,459.30	$ 34,758.70	**
Expenses	$ 90,560.00	$ 78,009.58	$ 12,550.42	**
New Ambulance & Equip	$ 250,000.00	$ 218,832.72	$ 31,167.28	
Subtotal - Ambulance Service	$ 454,778.00	$ 376,301.60	$ 78,476.40	

Building Department							
Personal Services	$	200,445.00	$	166,811.44	$	33,633.56	
Expenses	$	22,000.00	$	20,284.03	$	1,715.97	
Encumbrance	$	257.07	$	257.07	$	-	
Subtotal - Building Dept.	$	222,702.07	$	187,352.54	$	35,349.53	*
Animal Control							
Expenses	$	39,800.00	$	34,245.82	$	5,554.18	
Subtotal - Animal Control	$	39,800.00	$	34,245.82	$	5,554.18	*
Tree Warden							
Expenses	$	19,600.00	$	15,385.00	$	4,215.00	
Subtotal - Tree Warden	$	19,600.00	$	15,385.00	$	4,215.00	*
Emergency Planning							
Personal Services	$	1,000.00	$	-	$	1,000.00	
Expenses	$	11,985.00	$	9,362.14	$	2,622.86	
Subtotal - Emergency Planning	$	12,985.00	$	9,362.14	$	3,622.86	*
Regional School District							
K-12 Assessment	$	8,993,642.00	$	8,993,642.00	$	-	
Vocational School Assessment	$	798,751.00	$	792,925.00	$	5,826.00	*
Security Equipment - Art. #2	$	40,469.00	$	38,784.95	$	1,684.05	
Cafetorium WES	$	9,000.00	$	5,815.10	$	3,184.90	
Interactive Proj WES	$	8,000.00	$	6,707.00	$	1,293.00	
Carpeting Meetinghouse	$	9,200.00	$	9,089.98	$	110.02	
Tiling in Bathrooms	$	9,500.00	$	9,000.00	$	500.00	
Roof Repairs at WES	$	33,471.68	$	26,217.89	$	7,253.79	
Freesestats Meetinghouse - #32	$	10,000.00	$	-	$	10,000.00	
Roof Repair Meetinghouse - #32	$	1,557.40	$	-	$	1,557.40	
Subtotal - Regional School District	$	9,913,591.08	$	9,882,181.92	$	31,409.16	
Highway Administration							
Personal Services	$	275,341.00	$	275,341.00	$	-	
Subtotal - Highway Administration	$	275,341.00	$	275,341.00	$	-	
Highway Department							
Personal Services	$	514,062.00	$	485,985.33	$	28,076.67	*
Expenses	$	248,550.00	$	248,550.00	$	-	
Encumbrance	$	305.52	$	305.52	$	-	
Drainage Land/Ease	$	20,000.00	$	150.00	$	19,850.00	
Oil and Seal Roads - Art. #25	$	225,000.00	$	225,000.00	$	-	
Oil and Seal Roads - Art. #28	$	78.98	$	78.98	$	-	
Oil and Seal Roads - Art. #25	$	95.72	$	95.72	$	-	
Pickup with Plow - #29	$	144.80	$	-	$	144.80	
Public Works Director Vehicle	$	11,667.00	$	11,281.42	$	385.58	
Motor Grader with Plow	$	350,000.00	$	267,000.00	$	83,000.00	
Subtotal - Highway Dept.	$	1,369,904.02	$	1,238,446.97	$	131,457.05	
Snow & Ice Removal							
Personal Services	$	116,094.35	$	116,094.35	$	-	
Expenses	$	403,196.65	$	403,196.55	$	0.10	
Subtotal - Snow & Ice Removal	$	519,291.00	$	519,290.90	$	0.10	*
Street Lighting							
Expenses	$	22,000.00	$	22,000.00	$	-	
Subtotal - Street Lighting	$	22,000.00	$	22,000.00	$	-	

Sewer							
Eng Consult USDA - #4	$	2,342.27	$	-	$	2,342.27	
Cemetery Department							
Personal Services	$	100,406.00	$	96,770.02	$	3,635.98	
Expenses	$	12,515.00	$	6,705.15	$	5,809.85	
Subtotal - Cemetery Dept.	$	112,921.00	$	103,475.17	$	9,445.83	*
Health Department							
Personal Services	$	122,061.00	$	121,620.76	$	440.24	
Expenses	$	7,080.00	$	5,676.84	$	1,403.16	
Subtotal - Health Dept.	$	129,141.00	$	127,297.60	$	1,843.40	*
Personal Services	$	48,666.00	$	44,044.71	$	4,621.29	
Expenses	$	12,050.00	$	6,099.23	$	5,950.77	
Subtotal - Council on Aging	$	60,716.00	$	50,143.94	$	10,572.06	*
MART (Other Special Programs)							
Personal Services	$	75,910.00	$	69,942.11	$	5,967.89	
Expenses	$	12,250.00	$	6,641.06	$	5,608.94	
Subtotal - MART	$	88,160.00	$	76,583.17	$	11,576.83	*
Veterans Services							
Personal Services	$	7,560.00	$	7,508.00	$	52.00	
Expenses	$	745.00	$	255.00	$	490.00	
Subtotal - Veterans Services	$	8,305.00	$	7,763.00	$	542.00	*
Veterans Assistance							
Expenses	$	70,000.00	$	34,950.44	$	35,049.56	
Subtotal - Veterans Assistance	$	70,000.00	$	34,950.44	$	35,049.56	*
Library							
Personal Services	$	249,658.00	$	245,546.20	$	4,111.80	*
Expenses	$	119,000.00	$	118,992.07	$	7.93	*
Library Bldg & Grounds	$	670.00	$	-	$	670.00	
Subtotal - Library	$	369,328.00	$	364,538.27	$	4,789.73	
Parks & Recreation							
Personal Services	$	16,920.00	$	16,810.00	$	110.00	*
Expenses	$	14,475.00	$	8,771.10	$	5,703.90	*
Lacrosse Field Bench - Art.#19	$	169.80	$	-	$	169.80	
Subtotal - Parks & Recreation	$	31,564.80	$	25,581.10	$	5,983.70	
Care Of Town Clock							
Expenses	$	250.00	$	250.00	$	-	
Subtotal - Care of Town Clock	$	250.00	$	250.00	$	-	
Historical Commission							
Expenses	$	1,280.00	$	1,278.58	$	1.42	*
Encumbrance	$	450.00	$	360.00	$	90.00	*
Architectural Preservation	$	2,000.00	$	-	$	2,000.00	
Historic Property	$	1,000.00	$	-	$	1,000.00	
Civil War Monument - #23	$	80.00	$	-	$	80.00	
Subtotal - Historical Commission	$	4,810.00	$	1,638.58	$	3,171.42	
Memorial Day Celebration							
Expenses	$	1,300.00	$	764.85	$	535.15	
Encumbrance	$	425.00	$	425.00	$	-	
Subtotal - Memorial Day	$	1,725.00	$	1,189.85	$	535.15	*
Band Concerts							
Expenses	$	3,000.00	$	3,000.00	$	-	
Subtotal - Band Concerts	$	3,000.00	$	3,000.00	$	-	

Retirement of Debt:							
Principal:							
New Town Hall	$	370,000.00	$	370,000.00	$	-	
Fire Truck	$	110,000.00	$	110,000.00	$	-	
Senior Center Construction	$	190,000.00	$	190,000.00	$	-	
Subtotal - Principal	$	670,000.00	$	670,000.00	$	-	
Interest:							
Town Hall B.A.N.	$	14,800.00	$	14,800.00	$	-	
Short Term Interest	$	5,000.00	$	-	$	5,000.00	
Fire Truck	$	1,740.00	$	1,739.28	$	0.72	
Wastewater Management Plan					$	-	
Septic Management Program	$	3,000.00	$	-	$	3,000.00	
Senior Center Construction	$	64,800.00	$	64,800.00	$	-	
Sewer In-line Storage	$	50,000.00	$	12,960.00	$	37,040.00	
Subtotal - Interest	$	139,340.00	$	94,299.28	$	45,040.72	*
Hager Park Commission							
Expenses	$	250.00	$	-	$	250.00	*
Forest Mgmt Plan	$	3,000.00	$	-	$	3,000.00	
Rambler Area Improvement	$	14,500.00	$	-	$	14,500.00	
Forest Mgmt Plan - #24	$	7.50	$	-	$	7.50	
Subtotal - Hager Park Commission	$	17,757.50	$	-	$	17,757.50	
Montachusett Regional Planning Commission Assessment							
Regional Planning Council Assessment	$	2,400.00	$	2,366.72	$	33.28	
Subtotal - Planning Commission	$	2,400.00	$	2,366.72	$	33.28	*
State Assessments							
Air Pollution Control	$	2,168.00	$	2,168.00	$	-	
MBTA (Extended Area)	$	24,978.00	$	24,978.00	$	-	
Regional Transit Authority	$	23,855.00	$	23,855.00	$	-	
RMV Non-Renewal Surcharge	$	6,600.00	$	5,940.00	$	660.00	
Subtotal - State Assessments	$	57,601.00	$	56,941.00	$	660.00	*
County Retirement Assessment							
County Retirement Assessment	$	720,330.00	$	706,734.00	$	13,596.00	
Subtotal - County Retirement	$	720,330.00	$	706,734.00	$	13,596.00	*
Group Health Insurance							
Group Health Insurance - Active	$	776,000.00	$	704,417.10	$	71,582.90	
Group Health Insurance - Retirees	$	97,000.00	$	92,088.11	$	4,911.89	
Flexible Spending	$	2,100.00	$	1,369.84	$	1,369.84	
Medicare	$	65,815.00	$	63,938.57	$	1,876.43	
Other Employee Benefits	$	1,250.00	$	-	$	1,250.00	
Encumbrance	$	3,894.86	$	2,678.27	$	1,216.59	
Subtotal - Group Health Insurance	$	946,059.86	$	864,491.89	$	81,567.97	*
Group Life Insurance							
Expenses	$	4,000.00	$	2,840.43	$	1,159.57	
Subtotal - Group Life Insurance	$	4,000.00	$	2,840.43	$	1,159.57	*
All Other Insurance							
Expenses	$	318,000.00	$	314,550.53	$	3,449.47	
Subtotal - Other Insurance	$	318,000.00	$	314,550.53	$	3,449.47	*
Interfund Transfers	$	3,300,665.00	$	3,300,665.00	$	-	
General Fund Totals	**$**	**24,998,401.97**	**$**	**23,651,255.41**	**$**	**1,347,146.56**	

*Balance closed to Undesignated Fund Balance
**Balance closed to Ambulance Receipts Reserved
All other balance carried forward to fiscal 2018
Reserve Fund Memo: Appropriations $60,000, transfers $7,050, Balance $52,950 as noted above.

Sewer Enterprise Fund

	Appropriations/ Transfers	Expenditures	Unexpended Balances	
Sewer Department				
Personal Services	$ 103,231.00	$ 66,106.26	$ 37,124.74	*
Expenses	$ 767,100.00	$ 673,271.60	$ 93,828.40	*
Debt Service	$ 263,260.00	$ 263,260.00	$ -	
Pickup Truck & Equip	$ 933.58	$ -	$ 933.58	
Sewer District Bylaw	$ 25,000.00	$ 13,321.48	$ 11,678.52	
Public Works Director Vehicle	$ 11,667.00	$ 11,281.41	$ 385.59	
Interfund Transfers	$ 145,884.00	$ 145,884.00	$ -	
Sewer Enterprise Fund Totals	**$ 1,317,075.58**	**$ 1,173,124.75**	**$ 143,950.83**	

*Balances closed out to Retained Earnings,
all other balances carried forward to fiscal 2018

Water Enterprise Fund

	Appropriations/ Transfers	Expenditures	Unexpended Balances	
Water Department				
Personal Services	$ 122,831.00	$ 84,951.88	$ 37,879.12	*
Expenses	$ 325,500.00	$ 304,302.25	$ 21,197.75	*
Debt Service	$ 224,600.00	$ 223,293.60	$ 1,306.40	*
Capital Outlay	$ 110,173.00	$ 100,172.85	$ 10,000.15	*
Consultant USDA Ellis	$ 25,500.00	$ 24,555.86	$ 944.14	
Public Works Director Vehicle	$ 11,666.00	$ 11,281.42	$ 384.58	
Pickup Truck & Equip	$ 933.57	$ -	$ 933.57	
Interfund Transfers	$ 177,649.00	$ 177,649.00	$ -	
Water Enterprise Fund Totals	**$ 998,852.57**	**$ 926,206.86**	**$ 72,645.71**	

*Balances closed out to Retained Earnings,
all other balances carried forward to fiscal 2018

Transfer Station Enterprise Fund

	Appropriations/ Transfers	Expenditures	Unexpended Balances	
Solid Waste Department				
Expenses	$ 273,300.00	$ 188,706.29	$ 84,593.71	*
Interfund Transfers	$ 23,014.00	$ 23,014.00	$ -	
Transfer Station Enterprise Fund Totals	**$ 296,314.00**	**$ 211,720.29**	**$ 84,593.71**	

*Balances closed out to Retained Earnings,
all other balances carried forward to fiscal 2018

Activity Report
Fiscal Year 2016
Non-Appropriation Accounts
MWPAT Receipts Reserved for Appropriation

	Account#	Receipts	Expenditures
MWPAT	21-510	$ -	$ -
MWPAT RRA Fund Totals		**$ -**	**$ -**

MWPAT Loan Program

	Account#	Receipts	Expenditures
MWPAT	22-510	$ -	$ 48,022.50
MWPAT Loan Program Fund Totals		**$ -**	**$ 48,022.50**

Highway Improvements Fund

	Account#	Receipts	Expenditures
State Highway Reimbursement	23-422	$ 836,655.74	$ 601,292.93
Highway Improvements Fund Totals		**$ 836,655.74**	**$ 601,292.93**

Other Special Revenue Fund

	Account#	Receipts	Expenditures
250th Anniversary	122-501	$ 2.47	$ -
Selectmen (Cable Access)	122-502	$ 7,373.46	$ 5,431.80
Agricultural Commission	122-884	$ 4,145.00	$ 4,277.14
Hagar Park Memorial	122-888	$ -	$ -
Insurance Recovery	123-503	$ 5,767.87	$ 5,767.87
Wetlands Protection Act	171-505	$ 7,435.50	$ 3,000.00
Town Earth Day Fund	171-506	$ -	$ -
Noise Study	172-533	$ -	$ -
Planning Board- 53G Consultants	175-507	$ 3,793.55	$ -
Zoning Board - 53G Consultants	176-508	$ 0.51	$ -
Clean Energy	192-621	$ -	$ -
Simplex Donation	210-532	$ -	$ -
EMS Equipment	220-510	$ -	$ -
Fire Hazmat Revolving	220-512	$ 25.00	$ -
Fire Donation Account	220-513	$ 2,723.00	$ 2,089.20
Fire Ambulance Rec. Res.	220-514	$ 381,130.84	$ 453,010.00
Emergency Management Donation	220-530	$ -	$ -
Simplex Donation	220-531	$ -	$ -
Recycling Committee Gift	433-516	$ -	$ -
Cemetery Hearse House Gift	491-517	$ 0.12	$ -
Cemetery Sale of Lots	491-518	$ 2,225.00	$ -
Cemetery Urn Garden Gift	491-519	$ -	$ -
Cemetery Donation Account	491-520	$ -	$ -
Flu Clinics	510-885	$ 4,969.51	$ 3,115.25
Board of Health - 53G Consultants	510-886	$ -	$ -
Council on Aging Gift	541-521	$ 4,182.04	$ 229.96
Library Building & Renovation Account	610-522	$ 0.04	$ -
Library Preservation Fund	610-523	$ 0.02	$ -
Altobelli Memorial	610-524	$ 650.69	$ 494.02
Aalto/Salo Memorial	610-525	$ 0.24	$ -
Library Endowment Fund	610-526	$ 2.97	$ 13,489.14
Library Gift	610-527	$ 1,878.55	$ 1,388.25
Historical Commission Gift	691-528	$ -	$ -
Other Special Revenue Fund Totals		**$ 426,306.38**	**$ 492,292.63**

Federal and State Grants Fund

	Account#	Receipts	Expenditures
Cultural Council	123-601	$ 6,600.58	$ 7,311.60
MIIA	123-622	$ 24.00	$ -
Green Community	123-625	$ 70,750.00	$ 1,697.90
MSPHB Old Town Hall	123-691	$ -	$ -
Extended Polling Hours	164-602	$ 549.00	$ 1,714.92
PD State 911 PSAP	210-618	$ 2,500.00	$ 5,218.63
Traffic Enforcement	210-620	$ 885.00	$ 27.86
911 Support/Incentive	210-630	$ 42,248.06	$ 25,414.44
Fire S.A.F.E.	220-606	$ 8,453.00	$ 5,828.69
FEMA	422-000	$ 31,862.06	$ 31,862.06
Recycling Comm. Sale of Compost Bins	433-608	$ 0.03	$ -
BOH PHER	510-659	$ 1,559.64	$ 1,559.64
Elder Affairs	541-610	$ 12,330.00	$ 12,330.00
Library State Aid	610-611	$ 11,343.13	$ 12,855.56
Library Documentary	610-612	$ -	$ -
Civil War Monument	610-626	$ -	$ -
Federal and State Grants Fund Totals		**$ 189,104.50**	**$ 105,821.30**

Capital Projects Fund

	Account#	Receipts	Expenditures
South St. Main	30-450	$ -	$ -
Bacon St.	30-450	$ 100,000.00	$ -
Senior Center	31-123	$ 100.00	$ 19,220.71
Water Main Replacements	31-450	$ 120,000.00	$ -
Eng & Design Rte 40	35-422	$ 205,000.00	$ -
New Town Hall	36-192	$ -	$ -
Whitman Sewer	37-440	$ -	$ 104,528.19
South St. Recon	39-123	$ 87,500.00	$ 157,693.00
Fire Truck	39-220	$ 110,000.00	$ -
Capital Projects Fund Totals		**$ 622,600.00**	**$ 281,441.90**

Expendable Trust Fund

	Account#	Receipts	Expenditures
Forbush Worthy Poor Fund	123-801	$ 2,756.57	$ -
Fred Smith Poor Fund	123-802	$ 3,877.21	$ -
Chartes F. Giles Fund	123-803	$ 4,185.50	$ 3,200.00
Westminster Grange Fund	123-804	$ 113.79	$ -
Upton School Fund	147-812	$ 308.64	$ -
OPEB Trust Fund	147-814	$ 103,325.62	$ -
Stabilization Fund	147-815	$ 136,184.08	$ -
Stabilization Fund - Repair of Buildings	147-816	$ 217,619.63	$ 40,000.00
Stabilization Fund - Capital Equip.& Improve.	147-817	$ 237,673.53	$ 200,000.00
Stabilization Fund - Info Tech / Telecomm Sys	147-818	$ 275,805.58	$ 75,000.00
Stabilization Fund - OPEB	147-819	$ 279,737.58	$ -
Stabilization Fund - Road Maint.	147-820	$ 220,159.89	$ 47,307.00
Conservation Fund	171-821	$ 1,092.79	$ -
Aina E. Stein Conservation Fund	171-822	$ 0.12	$ -
Police Law Enforcement Fund	210-831	$ 2.82	$ -
Sewer Stabilization Fund	440-813	$ 398,024.00	$ -
Elizabeth Rose Cemetery Fund	491-841	$ 3,045.31	$ -
D.W. Sanders Cemetery Fund	491-842	$ 121.04	$ -
Florence B. Rice Cemetery Fund	491-843	$ 17.97	$ -
J.R. Barrell Cemetery Fund	491-844	$ 97.35	$ -
Laurie F. Dobb Cemetery Fund	491-845	$ 58.11	$ -
M.A. Creed Cemetery Fund	491-846	$ 72.18	$ -
Cemetery Perpetual Care Fund	491-847	$ 6,512.59	$ 2,925.21
Sarah M. Barnes Library Fund	610-861	$ 7.44	$ -
M.A. Farnsworth Library Fund	610-862	$ 20.00	$ -
Graham Library Fund	610-863	$ 201.43	$ -
Bigelow (Children's Books) Library Fund	610-864	$ 68.62	$ -
Agnes M. Bigelow Library Fund	610-865	$ 37.67	$ -
Otto & Hilda Huusari Library Fund	610-866	$ 892.03	$ -
Lucy Childs Library Fund	610-867	$ 9.66	$ -
Preston P. Ellis Library Fund	610-868	$ 17.59	$ -
Fred S. Whitman Library Fund	610-869	$ 12.68	$ -
Adelaide W. Berry Library Fund	610-870	$ 3.75	$ -
Minnie F. Dexter Library Fund	610-871	$ 37.29	$ -
A.R. Hager Library Fund	610-872	$ 31.54	$ -
C.A. Forbush Library Fund	610-873	$ 22.70	$ -
M.D. Haws Library Fund	610-874	$ 37.27	$ -
Westminster Library Fund	610-875	$ 75.13	$ 100.00
D.W. Sanders Library Fund	610-876	$ 71.46	$ 539.90
Joseph W. Forbush Library Fund	610-877	$ 51.92	$ -
Charles Wyman Library Fund	610-878	$ 206.45	$ -
Universalist Society Library Fund	610-879	$ 8.76	$ -
George A. Miller Library Fund	610-880	$ 80.26	$ -
Henrietta Gates Library Fund	610-881	$ 45.09	$ -
Mossman Memorial	610-882	$ 397.20	$ -
Expendable Trust Fund Totals		**$ 1,893,127.84**	**$ 369,072.11**
Total All Funds		**$ 3,967,794.46**	**$ 27,860,250.68**

Receipts—General Fund

Taxes:		
Personal Property Taxes	$ 1,026,535.47	
Real Estate Taxes	$ 15,123,903.03	
Tax Liens.	$ 167,130.20	
Rollback Taxes	$ 10,154.62	
Motor Vehicle Excise	$ 1,331,452.10	
		$ 17,659,175.42
Penalties & Interest:		
Property Taxes	$ 57,873.37	
Motor Vehicle	$ 42,574.69	
Tax Lien Redemptions	$ 57,256.93	
In Lieu of Taxes	$ 58,422.59	
		$ 216,127.58
Charges for Services:		
Contracted Landfill Fees	$ 3,443,140.27	
Council on Aging MART Fares	$ 2,974.76	
		$ 3,446,115.03
Other Departmental Revenue:		
Police Department	$ 24,737.59	
Fire Department	$ 30.00	
Library	$ 1,025.10	
Town Clerk	$ 3,932.35	
Assessors	$ 92.00	
Treasurer/Collector	$ 9,150.00	
Cemetery Department	$ 14,405.00	
Miscellaneous	$ 6,788.13	
		$ 60,160.17
Licenses & Permits:		
Alcoholic Beverages Licenses	$ 9,210.00	
Town Clerk	$ 14,871.00	
Police Department	$ 5,537.50	
Fire Department	$ 9,805.50	
Building Department	$ 362,508.54	
Board of Health	$ 28,183.50	
Other Licenses & Permits	$ 1,773.00	
		$ 431,889.04
Revenue From The State:		
State Owned Land	$ 125,861.00	
Abatements to Elderly	$ 47,319.00	
Lottery, Beano and Charity	$ 629,429.00	
Room Tax	$ 14,564.19	
Veterans' Benefits	$ 41,792.19	
		$ 858,965.38
Fees:		
Cable TV Fees	$ 1,036.05	
Treasurer/Collector Misc.	$ 2,756.69	
Town Clerk	$ 7,792.75	
Planning Bd Hearings	$ 16,230.00	
Appeals Bd Hearings	$ 4,200.00	
Police Dept.	$ 18,002.64	
Fire Dept.	$ 980.00	
Highway	$ -	
Health Dept.	$ 24,810.00	
		$ 75,808.13

	Receipts		
Fines & Forfeitures:			
Parking Violations	$ 1,742.22		
Civil Motor Vehicle Infractions	$ 39,440.00		
PD Restitution/Court Fines	$ 5,005.00		
Dog Fines	$ 3,490.00		
Library Fines	$ 5,103.50		
		$ 54,780.72	
Miscellaneous Revenues:			
Reimbursement for MART Van Use	$ 48,147.42		
Earnings on Investments	$ 31,421.91		
Premium on Sale of Bonds			
Other Miscellaneous Revenue			
		$ 79,569.33	
Interfund Transfers:		**$ 1,100,748.29**	
Total General Fund Receipts		**$ 23,983,339.09**	
	Sewer Enterprise Fund		
Enterprise Receipts:			
Sewer Usage Charges	$ 961,641.23		
Sewer Inspection & Connection Fees	$ 11,875.00		
Miscellaneous Sewer Charges	$ 8,994.65		
Sewer Liens	$ 39,790.04		
Committed Interest Added To Taxes	$ 7,757.95		
Sewer Services	$ 6,376.95		
Earnings on Investments	$ 1,442.32		
		$ 1,037,878.14	
Sewer Betterment Assessments:			
Betterments Interest/Pay Offs	$ 56,432.55		
		$ 56,432.55	
Inflow/Infiltration Repair:			
Earnings on Investments	$ 0.48		
		$ 0.48	
Interfund Transfers:			
Transfer From General Fund	$ 131,630.00		
Transfer from Trust Funds	$ 80,000.00		
		$ 211,630.00	
Total Sewer Enterprise Fund Receipts		**$ 1,305,941.17**	
	Water Enterprise Fund		
Enterprise Receipts:			
Water Usage Charges	$ 855,490.40		
Water Service Connection Fees	$ 44,275.00		
Water Receipts Reserve Charges	$ 7,750.00		
Miscellaneous Water Charges	$ 4,739.18		
Water Liens	$ 44,620.30		
Lien Interest	$ 14,771.82		
Water Services	$ 9,364.47		
Earnings on Investments	$ 1,031.62		
		$ 982,042.79	
Interfund Transfers:			
Transfer From General Fund	$ 20,035.00		
Transfer From Capital Project	$ 0.22		
		$ 20,035.22	
Total Water Enterprise Fund Receipts		**$ 1,002,078.01**	
	Transfer Station Enterprise Fund		
Trash Hauler Fees	$ 10,954.00		
Contracted Landfill Fees	$ 433,329.00		
Earnings on Investments	$ 1,324.30		
Total Landfill Enterprise Fund Receipts		**$ 445,607.30**	
Total Receipts ---- All Funds		**$ 26,736,965.57**	

Advisory Board

From left: Dan Stango, Burt Gendron, Lisa Rochelau, Pete Normandin, Joe Serio, Erin Casali

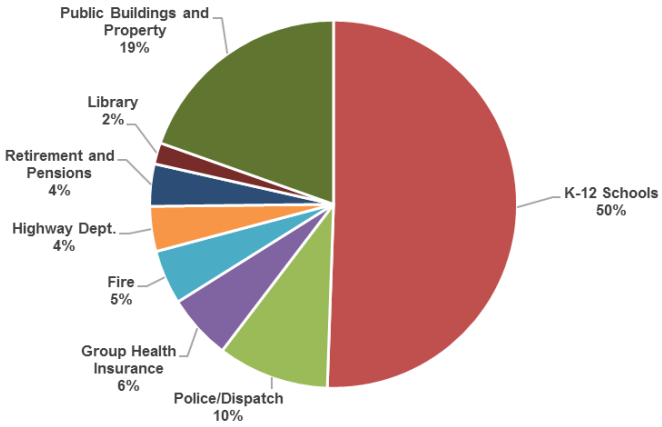
Introduction

The following is the recommended budget proposal for the Town of Westminster from the Advisory Board for FY2018. The operating budget for the Town is presented in one article on the Annual Town Meeting Warrant (article 6). The remaining FY2018 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 2 ½ plus growth guidelines.

The recommended operating budget (article 6) for FY2018 is $20,481,301. This is an increase of $836,162 (4.3%) over the FY2017 operating budget. The increase is due to a number of factors which include:
- An increase of $712,050 in "Schools" due the need to reinstate certain services which have been cut over prior years. This represents a 7% increase over last year.



- An increase of $216,385 in "Group Health Insurance" which is up 23% over last year and an increase of $12,000 in "Other Insurance" which is a 4% increase over last year; both increases are due to continuing increases in the cost to insure town employees.

- An increase of $25,300 in "Ambulance" (salaries), an increase of 12%, due to the addition of a new full time firefighter.
- These increases are partially offset by a decrease of $332,717 of debt obligations related to the Town Hall.

The chart above shows the breakdown of the operating budget by department for FY2018.

Below is a summary of the key monetary related articles to be voted on at Town Meeting:

Article 5 is for establishing one additional Fire Fighter position. The money for this position has been included in the operating budget.

Article 6 is for the annual operating budget and includes all operating departments, including the schools. The Advisory Board is unanimously in favor of the operating budget as a whole, including in favor of a level services funding for the schools which results in an increase to the prior year budget of $764,398. Level services indicates that it would cover all services as they existed in the prior year updated for current year costs.

Article 7 is for additional funds for the operating budget of the Ashburnham Westminster Regional School District. The Advisory Board is majority contingently in favor of the schools' Prioritized budget if Ashburnham approves it (an increase of $591,479 over what is included in Article 6). Firstly, a separate article is needed since Ashburnham's portion requires funding that at the time of this printing was not known and is required by the Regional agreement. Secondly, the Prioritized budget includes services above those provided in the prior year.

The FY2018 budget is also comprised of enterprise funds (Sewer, Water and Transfer Station – articles 8, 9 and 10) which total $2,194,458 and are funded primarily by user fees. There is a small amount funded from the tax levy for bonds ($144,561).

Articles 11, 12 and 14 are customary money articles. These are articles that are on the warrant every year.

Article 14 is the now customary article to be used to appropriate funds to the OPEB stabilization fund which was established in prior years to fund future other post-employment benefits for town employees. At the time of this printing, the amount of this article is unknown.

Article 13 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 FY2016. The Town had been reducing the dependency on free cash from land fill receipts to balance the budget by $75,000 per year. Since the date for the landfill closure is now estimated to be 2026 instead of 2017, the amount will remain unchanged for the time being.

Articles 15 and 16 are non-capital money articles that total $47,000. These articles are requests submitted by various departments/committees but are not part of the Capital Plan.

Articles 17 through 26 are for the proposed Capital Improvement Plan for FY2018. The funding for the FY2018 Capital Plan is broken down as follows - $373,000 will be funded from Raise & Appropriate, $50,000 from free cash, $30,000 from ambulance receipts and the remaining amount will be funded from stabilization funds. For details please see the "Annual Report of the Capital Planning Committee" further in this booklet.

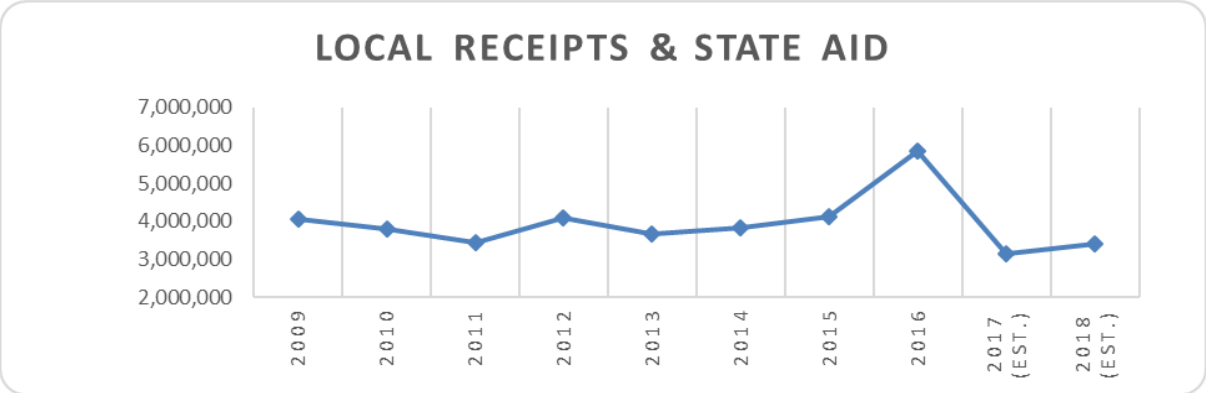
Articles 27 through 39 are non-monetary in nature and relate mainly to updates to the Town's zoning laws. Article 40 relates to the Town's plans to enter into further solar agreements and Article 41 relates to the donation of certain lands to the town.

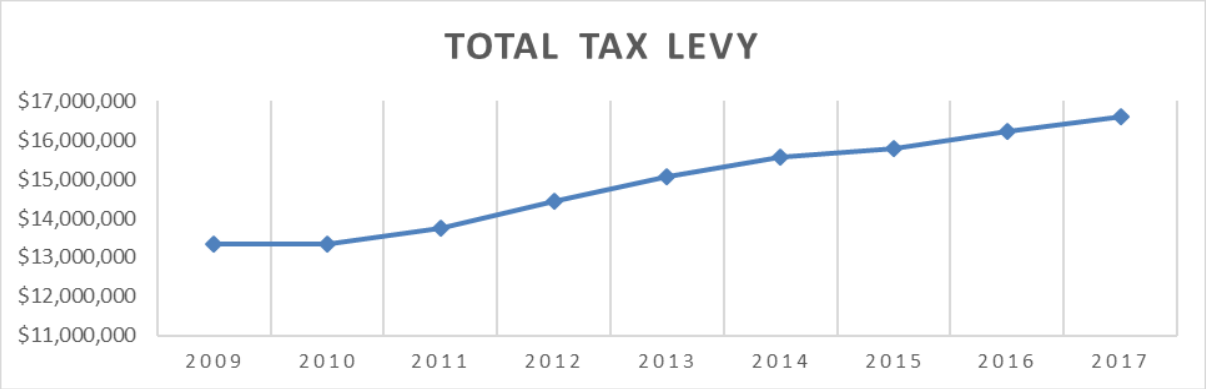
Revenue

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 ($3,139,322). The State Aid estimate has increased by $8,647 for FY2017 to a total of $772,322. This is the second year that State Aid has increased, however, far below the amount received in FY2008 which was $966,213. The estimate for Local Receipts has also increased by $45,000. The FY2017 estimated increase in revenues has helped offset some of the budget increase mentioned above.

Revenue – Property Tax Data

The current tax rate is $18.19 per $1,000 of valuation. The valuation of all property in Town for FY2017 is $913,243,214. Any increase of $100,000 in spending will increase the tax rate by approximately $0.11 per $1,000 of assessed value.

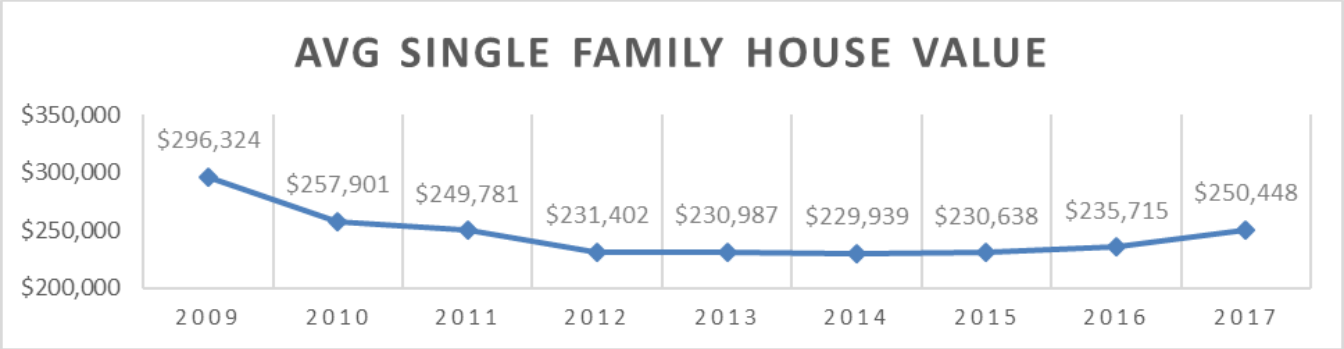


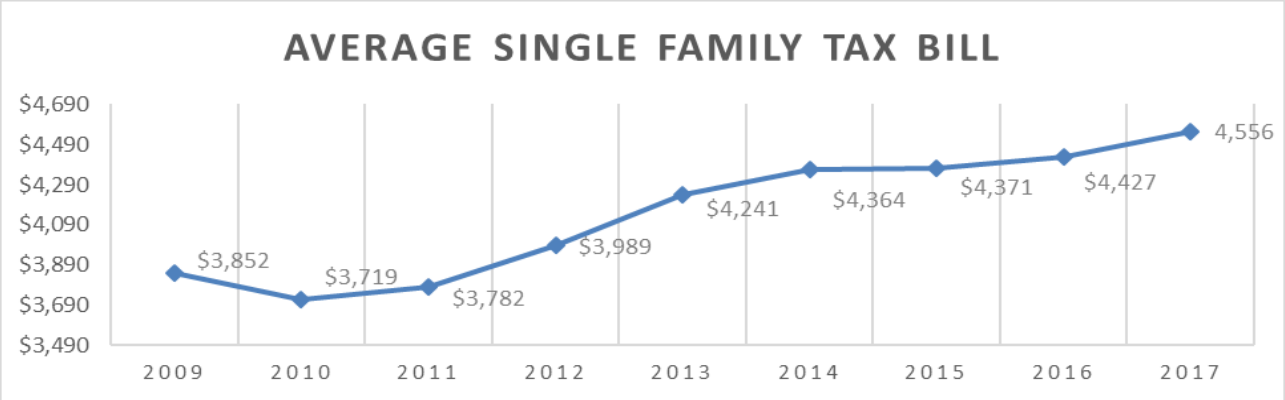


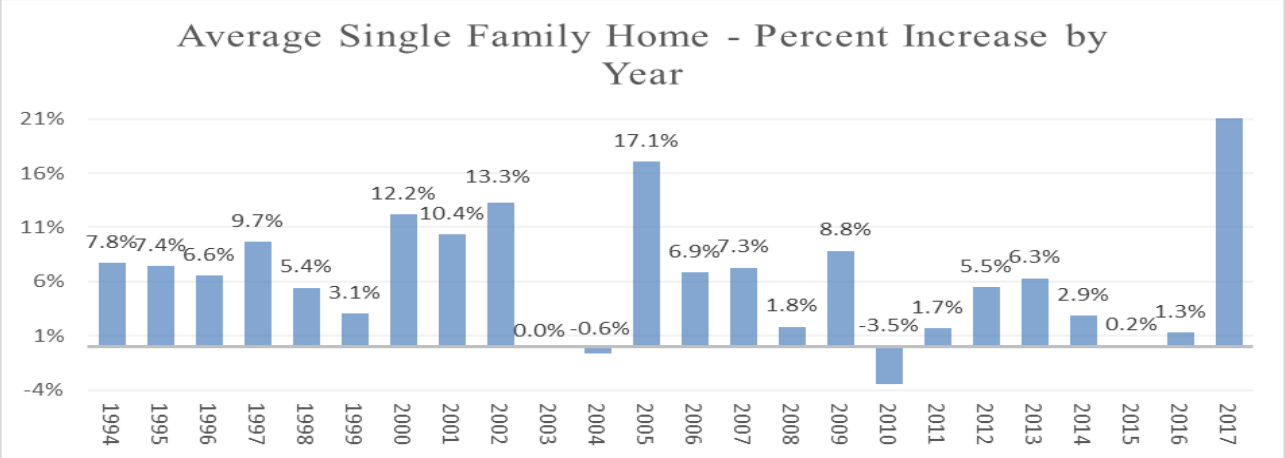
Below are the average "Single-Family Home" tax bills, and the percentage of home value these tax bills represent. This is for FY2017 for some of our neighboring communities, and for some nearby communities of similar population.

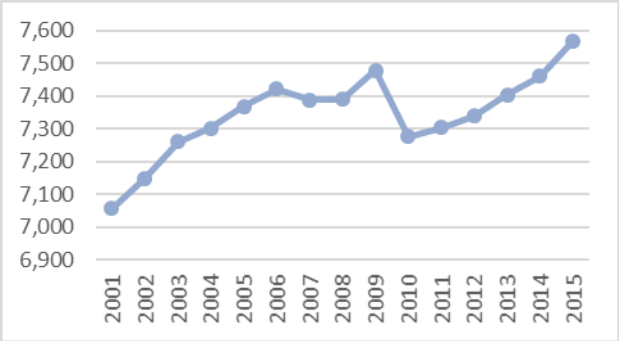
Municipality *(neighboring towns)*	**Pop(2015)**	**Avg Home Value**	**Tax Rate**	**Avg Tax bill**
PRINCETON	3,470	$310,432	$17.78	$ 5,519 or 1.78%
LUNENBURG	11,241	$267,155	$19.98	$ 5,338 or 2.00%
WESTMINSTER	**7,570**	**$250,448**	**$18.19**	**$ 4,556 or 1.82%**
HUBBARDSTON	4,596	$246,291	$15.23	$ 3,751 or 1.52%
LEOMINSTER	41,569	$231,360	$19.73	$ 4,565 or 1.97%
ASHBURNHAM	6,209	$204,110	$22.97	$ 4,688 or 2.30%
GARDNER	20,333	$173,468	$20.48	$ 3,553 or 2.05%
FITCHBURG*	40,545	$164,498	$21.49	$ 3,535 or 2.15%
Municipality *(similar populations)*	**Pop(2015)**	**Avg Home Value**	**Tax Rate**	**Average Tax Bill**
LANCASTER	8,166	$305,340	$19.79	$ 6,043 or 1.98%
STERLING	7,992	$301,793	$18.03	$ 5,441 or 1.80%
AYER*	8,001	$297,582	$14.39	$ 4,282 or 1.44%
SHIRLEY	7,400	$282,201	$16.52	$ 4,662 or 1.65%
WEST BOYLSTON	7,894	$272,484	$18.80	$ 5,123 or 1.88%
RUTLAND	8,527	$261,738	$18.32	$ 4,795 or 1.83%
WESTMINSTER	**7,570**	**$250,448**	**$18.19**	**$ 4,556 or 1.82%**

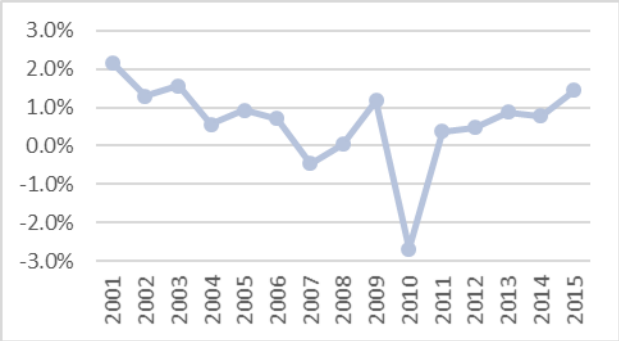
The following chart illustrates the average home value in the Town of Westminster over the past nine years. Home values declined from FY2009 until FY2014 with the sharpest decline from FY2009 to FY2010. FY2012 through FY2016 remained relatively stable, however, there was a 6% increase in values from FY2016 to FY2017.











The following chart illustrates the average single-family tax bill for the Town of Westminster over the past nine years. The average single-family tax bill is $1,016 more than it was in FY2009 or approximately 26% higher. This is an average increase of 2.9% per year.

The following chart illustrates the percent increase of the average single-family tax bill by year for the Town of Westminster since 1993.

*1994, 1997, 2000, 2001 & 2005 proposition 2.5 overrides were passed

**2012 switch to the State "aggregate wealth model" formula for school funding took place

The "Population Chart" below illustrates the population growth from 2001 to 2015. The population in 2001 was 7,057 compared to 7,570 in 2015 (an increase of 663). The "Population Increase/Decrease per Year" chart shows the population increase/decrease year over year. The largest increase was in 2001, increase of 150, however, on average, the population has increased by 44 each year since. On average the population growth since 2001 is 0.6% per year. **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

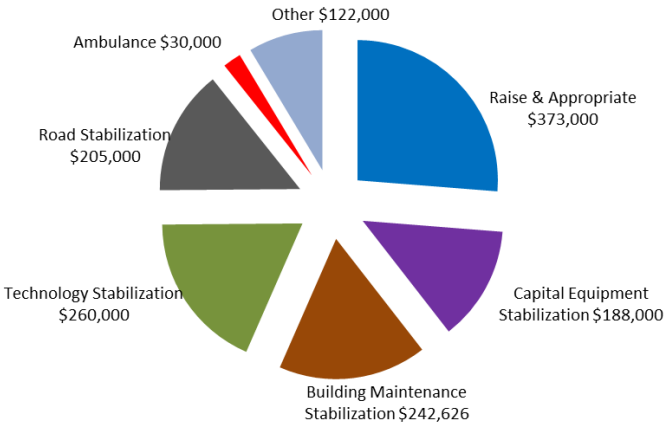
From left: Keith Harding, John Fairbanks, Lisa Rocheleau, Steve Rocheleau, Melody Smith, Jim DeLisle, Karen Murphy

Report from the 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 Board of Selectmen 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.

FY2018 Capital Plan



The proposed CIP for FY2018 totals $1,420,626. The FY2018 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 FY2018 Capital Plan.

For additional details regarding the FY2018 - FY2022 Capital Plan please see the published "Capital Improvement Plan" on the Capital Planning Committee's web page on the Town Website at http://www.westminster-ma.gov/.

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 Board of Selectmen 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.

The following table (next page) is the FY2018 Recommendation from the Capital Planning Committee.

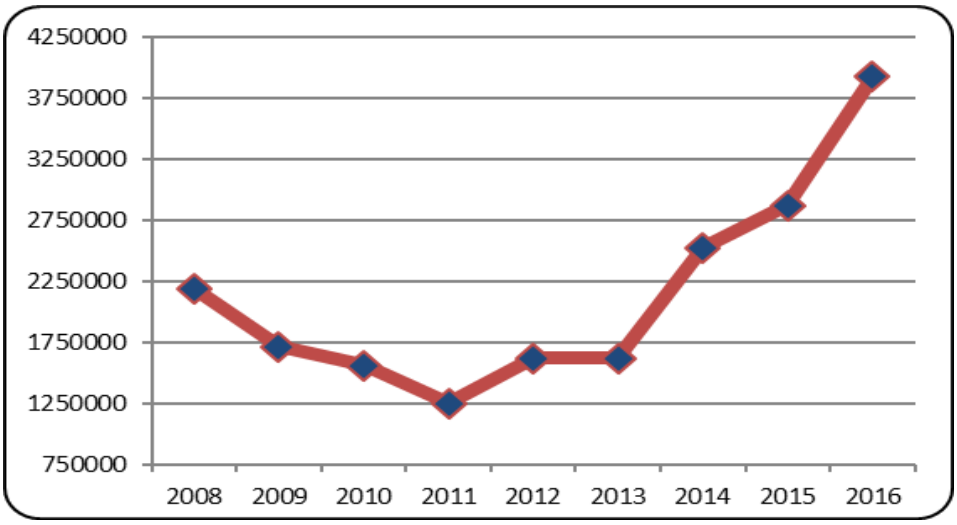
Capital Planning continued

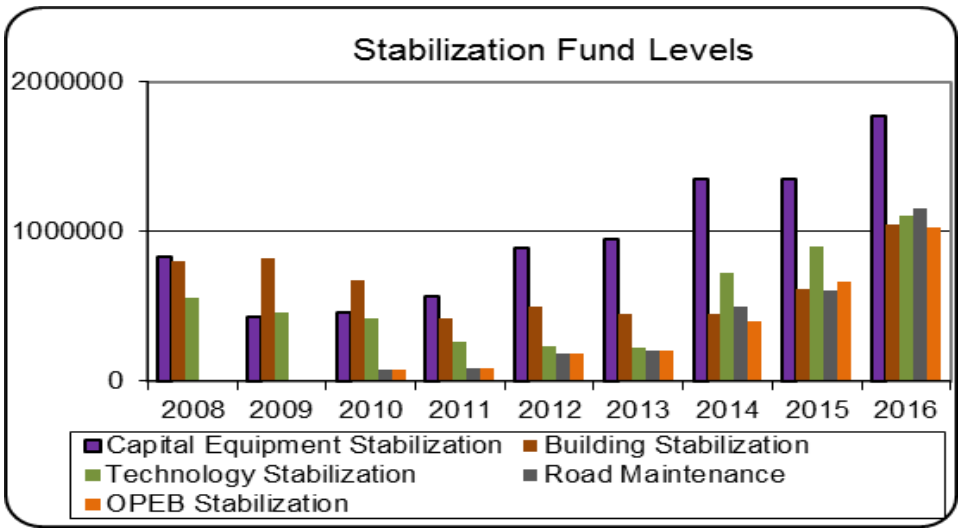
Department	Project	Raise & Appropriate	Capital Equipment Stabilization	Building Maintenance Stabilization	Technology Stabilization	Road Maintenance Stabilization	Water & Sewer Enterprise	Ambulance	Ch 90	Other
Dept of Public Works	Road Maintenance	$250,000								
Dept of Public Works	Eng Design Rte. 140					$205,000	* Previously approved in May 2 2015 Annual Town Meeting - spread over 3 years			
Dept of Public Works	Wacker Roller	$25,000								
Dept of Public Works	Storm Water Permit									$50,000
Police Department	2013 Ford Interceptor		$45,000							
Police Department	2007 Radar 9000 Trailer		$20,000							
Police Department	2009 Message Board		$18,000							
Police Department	2008 Chevy Outlander		$35,000							
Police Department	Portable Radios		$70,000							
Fire Department	2001 KME Fire Engine	$65,000								
Fire Department	Portable Radios				$75,000					
Fire Department	Cardiac Monitors							$30,000		
Public Safety	Feasibility Study									$25,000
Technology	Accounting Software									$25,000
Technology	Computer Replacement	$33,000								
Technology	Public Safety Radio Equipment				$150,000					
Town Hall	Upgrade Telephone System				$35,000					
Town Hall	Town Government Study									$22,000
Town Hall	AC Condenser			$78,000						
Schools (MHS &WES)	See Detail sheets			$55,800						
Schools (Dist/ Oak/OL)	See Detail sheets			$108,826						
Totals		$373,000	$188,000	$242,626	$260,000	$205,000	$0	$30,000	$0	$122,000

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. 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 2016 (amount includes the Capital Equipment, Building Maintenance and Technology Stabilization Funds). Chart 3 lists the stabilization fund amounts after the Fall Town Meeting on 11/29/2016.

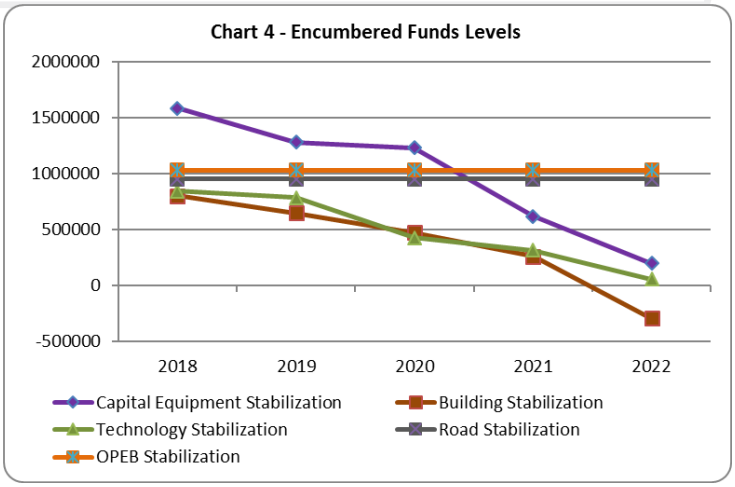




The stabilization fund levels have improved over the past few years with the biggest increase in the past two years. The certified free cash for FY2016 was approximately 3.7 million dollars. This is higher than the typical average. The main contributing factor to this higher than average free cash amount was due to local receipts from the landfill. The landfill receipts came in at approximately 2 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.

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. The following Table reflects the amounts encumbered in each of the Stabilization Funds over the next five years based on the current CIP. Taking into account the future Stabilization Fund encumbrances the chart on the right shows the impact to the fund levels.



Stabilization Funds	2018	2019	2020	2021	2022	5 Year Total
Capital Equipment Stabilization	$188,000	$307,000	$47,000	$615,000	$420,000	$1,577,000
Building Maintenance Stabilization	$242,626	$154,461	$175,708	$210,192	$557,318	$1,340,305
Technology Stabilization	$260,000	$57,500	$358,000	$115,000	$255,000	$1,045,500
Road Maintenance Stabilization	$205,000					$205,000
OPEB Stabilization						

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 FY2022 fall below the minimum (some drop below $0) 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 annual revenues.

The following Table below shows the current five year debt projections: (updated on 3/18/17). The information is broken out to show the date of vote, debt excluded vs non-debt excluded, amount and mature date of the projects.

Description	Date of Vote	Debt Excluded	Amount Voted	Debt Matured	FY2018	FY2019	FY2020	FY2021	FY2022
*Sewer Extension Bond	4/15/2004	Yes	$3,515,000	FY2019	$230,000	$230,000			
*Sewer Extension Bond - Interest					$18,860	$9,545			
***Rte 140 Design	5/2/2015	No	$410,000						
***Rte 140 Design - Interest									
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					$61,000	$57,200	$53,400	$49,600	$45,800
**South Street Water Main	5/1/2010	No	$500,000	FY2017	11/19/2013 transferred balance to Water Main Replacement				
**South Street Water Main - Interest									
**Water Main Replacement	2/6/2013	No	$600,000	FY2019	$240,000				
**Water Main Replacement - Interest					$2,752				
***Septic Management Plan	5/4/2013	No	$300,000						
***Septic Management Plan - Interest									
South Street Redesign	3/1/2011	No	$350,000	FY2016					
South Street Redesign - Interest									
2014 KME Fire Engine	7/10/2013	No	$550,000	FY2019	$110,000	$110,000			
2014 KME Fire Engine - Interest					$2,200	$1,100			
Town Hall Bond	5/1/2007	No	$3,700,000	FY2017					
Town Hall Bond - Interest									
****Sewer In-line Storage Project	4/11/2016	Yes	$2,500,000		0	50,725	50,725	50,725	50,725
****Sewer In-line Storage Project - Interest					18,000	55,798			

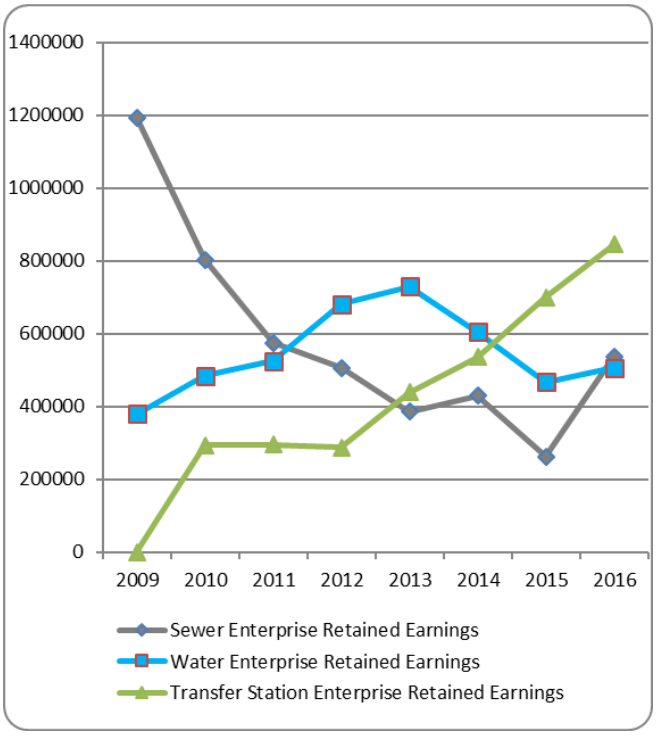
* 50% paid through betterment
** Water Receipts Reserve
***Authorized and Unissued Debt
****85% taxation and 15% from sewer enterprise

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 pickup 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 on the right shows the Sewer, Water and Transfer Station Enterprise levels from 2009 to 2016.

The Water Enterprise Fund level has increased from $380,726 in 2009 to $730,200 in 2013 but has slightly declined to $506,859 in 2016. The Sewer Enterprise Fund level has declined since 2009. 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 did increase in 2016 to $538,551. Approximately 47% of the Sewer Enterprise expenditures are for collection charges paid to the City of Fitchburg. Another 26% is used to pay the debt for the sewer extension bond. The sewer expansion bond debt matures in FY2019 which will benefit the Sewer Enterprise fund by eliminating the debt payment.

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 Town debt levels are expected to decrease in FY2018 once the bond for the Town Hall is retired. The Enterprise Fund levels are being monitored and the long range plan is to grow these levels in order to support future capital projects.



Special Town Meeting, November 28, 2017
Capital Planning Committee Recommendations
Fiscal Year 2018

Amount	Stabilization Fund
$300,000	General Stabilization
$200,000	Capital Equipment
$550,000	Building Maintenance
$100,000	Technology Stabilization
$1,700,000	Road Maintenance Stabilization
$500,000	OPEB Stabilization

The Capital Planning Committee supported borrowing $600,000 for the purchase of a new fire engine and related equipment (Article 2).

The Capital Planning Committee supported transferring $30,000 from ambulance receipts for appropriation to provide paramedic training for Fire/EMS personnel (Article 3).

The Capital Planning Committee supported transferring $250,000 from free cash to purchase a new street sweeper and related equipment (Article 4).

The committee recommended the following transfers from certified free cash to the stabilization funds

Annual/Special Town Meetings & Elections

April 25, 2017 Annual Town Election

VOTE TAKEN AT ANNUAL TOWN ELECTION APRIL 25, 2017

A total of 409 voters (Precinct 1-166 and Precinct 2-243) cast ballots at the Annual Town Election. This represents a .071 percent voter turnout (5,725 total voters). The following are the results:

Moderator-3 years

	Precinct 1	Precinct 2	Total
John A. Bowen	146	201	347
Blanks	20	42	62
Write-In	0	0	0
TOTAL	166	243	409

Board of Selectman-3 years

	Precinct 1	Precinct 2	Total
Wayne R. Walker	133	195	328
Blanks	31	48	79
Write-In	2	0	2
TOTAL	166	243	409

Board of Health-3 years

	Precinct 1	Precinct 2	Total
H. Christopher Redkey	134	178	312
Blanks	31	63	94
Write-In	1	2	3
TOTAL	166	243	409

Town Clerk-3 years

	Precinct 1	Precinct 2	Total
Ellen M. Sheehan	150	209	359
Blanks	16	34	50
Write-In	0	0	0
TOTAL	166	243	409

Assessor-3 years

	Precinct 1	Precinct 2	Total
Robert J. Sampson	140	190	330
Blanks	26	53	79
Write-In	0	0	0
TOTAL	166	243	409

Library Trustee (two positions)-3 years

	Precinct 1	Precinct 2	Total
Hee Shee Eagle	131	177	308
Kimberly A. Samson	146	198	344
Blanks	55	110	165
Write-In	0	1	1
TOTAL	332	486	818

Hager Park Commission-3 years

	Precinct 1	Precinct 2	Total
Timo W. Ojanpera	144	193	337
Blanks	22	50	72
Write-In	0	0	0
TOTAL	166	243	409

Planning Board (two positions)-3 years

	Precinct 1	Precinct 2	Total
Marie N. Auger	132	189	321
Michael J. Fortin	129	164	293
Blanks	69	132	201
Write-In	2	1	3
TOTAL	332	486	818

Housing Authority-2 years

	Precinct 1	Precinct 2	Total
Walter C. Taylor	141	204	345
Blanks	25	39	64
Write-In	0	0	0
TOTAL	166	243	409

Constable-3 years

	Precinct 1	Precinct 2	Total
Steven L. Couture	139	194	333
Blanks	27	49	76
Write-In	0	0	0
TOTAL	166	243	409

Cemetery Commission-3 years

	Precinct 1	Precinct 2	Total
Shawn O'Leary	142	200	342
Blanks	24	43	67
Write-In	0	0	0
TOTAL	166	243	409

Regional School Committee-Westminster (two positions) - 3 years

	Precinct 1	Precinct 2	Total
Joshua R. Schonborg	66	88	154
Justin M. Sparks	123	177	300
Bridget H. Tucker	113	165	278
Blanks	30	56	86
Write-In	0	0	0
TOTAL	332	486	818

Regional School Committee-Ashburnham (two positions) -3 years

	Precinct 1	Precinct 2	Total
B. Ellen Holmes	125	176	301
Christine Eddy	120	172	292
Blanks	85	138	223
Write-In	2	0	2
TOTAL	332	486	818

Regional School Committee-Ashburnham (one position) -1 year

	Precinct 1	Precinct 2	Total
David M. Christian-son	134	183	317
Blanks	30	59	90
Write-In	2	1	2
TOTAL	166	243	409

Respectfully submitted,

Ellen M. Sheehan

Town Clerk

May 6, 2017 Special & Annual Town Meeting Minutes

VOTE TAKEN AT THE SPECIAL TOWN MEETING, MAY 6, 2017

The meeting was called to order at the Westminster Elementary School at 1:02 p.m. by Moderator John Bowen. The Constable's Return of the Warrant was read by Town Clerk Ellen Sheehan. John Fairbanks and Stephanie Lahtinen were sworn in as tellers. A total of 206 voters were in attendance.

A vote was taken to give the following non-residents permission to address the Town Meeting: Karen Murphy, Town Administrator; Joshua Hall, DPW Director; Stephen Wallace, Planner; Wibby Swedberg, Board of Health Agent; Dr. Gary Mazzola, AWRSD School Superintendent; and Brian Riley, Town Counsel.

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 transfer $169,191 from free cash to supplement the amount voted under Article 6 of the May 7, 2016 Annual Town Meeting for the FY2017 Snow & Ice Removal accounts (Department 423).

ARTICLE 2. Voted to transfer $25,000 from free cash to upgrade the Town's financial software program.

The Special Town Meeting adjourned at 1:05 p.m.

VOTE TAKEN AT THE ANNUAL TOWN MEETING, MAY 6, 2017

The meeting was called to order at the Westminster Elementary School at 1:06 p.m. by Moderator John Bowen. The Constable's Return of the Warrant was read by Town Clerk Ellen Sheehan. John Fairbanks and Stephanie Lahtinen were sworn in as tellers. A total of 206 voters were in attendance. Both Leonard Beaton and Joshua Schonborg were recognized for their years of service on the School Committee.

A vote was taken to give the following non-residents permission to address the Town Meeting: Karen Murphy, Town Administrator; Joshua Hall, DPW Director; Stephen Wallace, Planner; Wibby Swedberg, Board of Health Agent; Dr. Gary Mazzola, AWRSD School Superintendent; and Brian Riley, Town Counsel.

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 Annual Town Meeting.

The votes taken are as follows:

CUSTOMARY ARTICLES

ARTICLE 1. Voted to authorize the 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 any committees appointed to act on Town affairs or in its behalf.
-Advisory Board financial report (Joe Flanagan/Erin Casali)
-School Budget presentation (Supt. Mazzola)
-Energy Advisory Committee (Doug Hurley)

ARTICLE 4. Voted to 1) establish Revolving Funds and amend the Code of the Town of Westminster by inserting a new Section 28-9 entitled "Revolving Funds".

§28-9. Revolving Funds.

A. Pursuant to G.L. c. 44, §53E ½, as amended, there are hereby established the following Revolving Funds

for the departments listed below which shall be credited with the receipts collected in connection with the stated programs and activities and which shall be expended by the authorized Town board, department or officer for the purposes of such programs and activities listed below:

	Revolving Fund	Authority to Spend	Revenue Source	Use of Fund
1	Hazardous Materials Recovery	Fire Chief	Charges paid by responsible parties for disposal of hazardous materials	Pay expenses incurred for recovery and disposal of hazardous materials
2	Agricultural Commission Programs	Agricultural Commission	Receipts received as payment for participation in programs and activities	Pay expenses reasonably related to programs and activities
3	Public Health Clinic and Emergency Response	Board of Health	Payments received for the purchase and administering of flu and other vaccines and medications	Pay expenses reasonably related to the administering of such programs

B. Expenditures from each revolving fund set forth herein shall be subject to the limitation established annually by Town Meeting or any increase therein as may be authorized in accordance with G.L. c.44, §53E½.

2). And further, voted to set the following spending limits for each authorized Revolving Fund for FY2018:
A. Hazardous Materials Recovery - $12,000
B. Agricultural Commission Programs - $10,000
C. Public Health Clinic and Emergency Response - $25,000

OPERATING BUDGETS

ARTICLE 5. Voted to establish one additional full-time Firefighter/EMT position.

ARTICLE 6. 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
Temporary Labor 4,000
Expenses 4,750
Lease Copiers 12,000
Johnny Appleseed 10,000
Town Administration
Salaries 135,887
Expenses 6,675
Advisory Board
Expenses 650
Reserve Fund
Expenses 60,000
Accountant
Salaries 89,752
Expenses 36,900
Assessors
Salaries 56,432
Expenses 17,480
Treasurer/Collector
Stipend 1,000
Salaries 140,893
Expenses 9,486
Legal
Expenses 70,000
Personnel Admin
Salaries 45,730
Expenses 13,600
Data Processing
Salaries 25,000
Expenses 82,800
Town Clerk
Stipend 1,175
Salaries 76,634
Expenses 9,905
Elections
Stipend 600
Salaries 5,956
Expenses 10,380
Conservation
Salary 22,840
Expenses 1,050

Town Planner
Salary 72,959
Expenses 3,450
Planning Board
Salary 2,000
Expenses 1,100
Board of Appeals
Salary 2,000
Expenses 300
Economic Developmt
Expenses 2,300
Public Bldgs & Prop
Salaries 102,508
Expenses 252,000
Town Report
Expenses 2,000
Crocker Pond
Salaries 18,180
Expenses 6,655
Police/Dispatch
Salaries 1,758,144
Expenses 220,800
Fire
Salaries 836,775
Expenses 126,506
Ambulance
Salaries 139,548
Expenses 90,560
Emergency Mgm
Stipend 1,000
Expenses 11,985
Building Dept
Salaries 205,230
Expenses 20,000
Animal Control
Expenses 35,205
Tree Warden
Salary 2,000
Expenses 33,200
K-12 Schools
Contribution to Fndn Budget 6,754,291
Additional Funds 1,904,984
Transportation 524,366
Comm Serv. 4,196
WES Bond 284,553
Oakmont Bond 285,650
Monty Tech
Foundation State Minimum 690,092
Transportation 35,310
Capital 8,938
Bonds 12,063
Highway Admin
Salaries 279,828
Highway Dept
Salaries 548,609
Expenses 248,550
Snow & Ice Control
Salaries 52,000
Expenses 298,100
Street Lighting
Expenses 22,500
Cemetery Dept
Salaries 102,879
Expenses 12,515
Health Department
Salaries 125,501
Expenses 8,930
Council on Aging
Salaries 49,099
Expenses 12,050
Veteran's Services
Salaries 7,560
Expenses 745
Veteran's Assistance
Expenses 70,000
MART
Salaries 76,893
Expenses 12,250
Library
Salaries 256,794
Expenses 122,370
Recreation Dept
Salaries 16,920
Expenses 14,475
Concerts
Expenses 3,000
Hager Park Comm
Expenses 250

Historical Commission
Expenses 1,280
Memorial Day
Expenses 1,300
Care of Town Clock
Expenses 250
Town Debt Retirement
Total Expenses 300,000
Town Debt Interest
Total Expenses 70,100
Regional Plan Council
Expenses 2,426
Other Emp Benefits
Salaries 15,000
Retirement & Pensions
Expenses 748,881
Group Health Ins
Expenses 1,157,300
Group Life Ins
Expenses 4,000
Other Insurance
Expenses 330,000

And further voted to appropriate the total sum of $20,374,778 and to meet that appropriation as follows:
- Raise and appropriate $20,141,670
- Transfer $230,108 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.

ARTICLE 7. Voted to raise and appropriate $591,479 for the Town's proportional share of the operating budget of the Ashburnham-Westminster Regional School District, in addition to the sum voted under Article 6 for said operating budget, provided that approval of this supplemental appropriation shall be contingent upon the Town of Ashburnham also appropriating its proportional share of the Fiscal Year 2018 District operating budget; and further provided that such appropriation shall be expressly contingent upon passage of a Proposition 2½ (so-called) override ballot question, permitting the Town to raise such additional amount outside the limits imposed by said Proposition 2½, all in accordance with Chapter 59, Section 21C(g) of the Massachusetts General Laws.

ARTICLE 8. Voted the following sums be approved for the operation of the Sewer Enterprise for fiscal year 2018: **(2/3 vote required) UNANIMOUS**

Salaries	102,538
Expenses	761,600
Debt Principal	230,000
(Sewer Ext.)	
Debt Interest	18,860
(Sewer Ext.)	
Debt Principal	50,725
(USDA RD Loan)	
Debt Interest	55,798
(USDA RD Loan)	
Reserve Fund	10,000
SUBTOTAL	**1,229,521**
Shared Costs	161,694
TOTAL	**1,391,215**

Further, that of said sums, an appropriation of $1,229,521 be raised as follows:
$125,000 ..... Retained Earnings
$83,000 .....Betterment Stabilization Account
$214,975 ..... General Fund Subsidy (Tax Levy)
$806,546 .....
From available departmental receipts, investment earnings, and other revenues of the Sewer Enterprise Fund.
(Note: Shared costs have been appropriated in the general fund)

ARTICLE 9. Voted the following sums be approved for the operation of the Water Enterprise for fiscal year 2018:

Salaries	119,204
Expenses	325,500
Debt Principal	240,000
(water main replacement)	
Debt Interest	2,800
(water main replacement)	
Capital Outlay	100,656
Reserve Fund	10,000
SUBTOTAL	**798,160**
Shared Costs	191,352
TOTAL	**989,512**

Further, that of said sums, an appropriation of $798,160 be raised as follows:
$100,000 Retained Earnings
$ 20,131 General Fund Subsidy (Tax Levy)
$678,029 From available departmental receipts, investment earnings, and other revenues of the Water Enterprise Fund.

(Note: Shared costs have been appropriated in the general fund.)

ARTICLE 10. Voted the following sums be approved for the operation of the Solid Waste Transfer Facility Enterprise for fiscal year 2018:

Salaries	
Expenses	263,300
Reserve Fund	10,000
SUBTOTAL	**273,300**
Shared Costs	30,499
TOTAL	**303,799**

Further, that of said sums, an appropriation of $273,300 be raised as follows:

$273,300 from available departmental receipts, investment earnings, and other revenues of the Solid Waste Transfer Facility Enterprise.

(Note: Shared costs have been appropriated in the general fund.)

CUSTOMARY MONEY ARTICLES

ARTICLE 11. Voted to raise the sum of $4,000, said sum to be appropriated as follows:

$3,000 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 12. Voted to raise and appropriate $50,000 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 13. Voted to transfer $230,000 from Free Cash to reduce the Fiscal Year 2018 tax rate.

ARTICLE 14. Voted to raise and appropriate $300,000 for the OPEB Stabilization Account.

NON-CAPITAL MONEY ARTICLES

ARTICLE 15. Voted to raise and appropriate $25,000 to pay for legal fees, filing fees, court costs, advertising and other related costs of tax titles through foreclosure, including but not limited to the process of foreclosure through the land of low value method.

ARTICLE 16 Voted to transfer $22,000 from free cash to hire a consultant to assist the Town Government Study Committee in evaluating the need for and, if deemed appropriate, drafting a Home Rule Charter.

CAPITAL EXPENDITURE ARTICLES

ARTICLE 17. Voted to raise and appropriate $250,000 for oiling, sealing, resurfacing, installing drainage and guardrail, removing trees/brush, or other such activities related to the reconstruction of town roads.

ARTICLE 18. Voted to raise and appropriate $25,000 to be spent under the direction of the Public Works Director for the purchase of a vibratory asphalt roller.

ARTICLE 19. Voted to transfer $50,000 from free cash to be spent under the direction of the Public Works Director for consultant services to assist with Year 1 Compliance with the new Massachusetts Municipal Separate Storm Sewer System (MS4) General Five-Year Permit (effective July 1, 2017).

ARTICLE 20. Voted to transfer $188,000 from the Capital Stabilization Fund to be spent under the direction of the Police Chief for the following capital equipment and related incidental costs.

(2/3 vote required) UNANIMOUS

ITEM	AMOUNT
Police vehicle and related equipment (including trade-in)	$45,000
Police vehicle and related equipment (including trade-in)	$35,000
Portable message board	$18,000
Radar trailer	$20,000
Portable radios	$70,000

ARTICLE 21. Voted to appropriate $170,000 to be spent under the direction of the Fire Chief for the following capital projects and equipment, including related incidental costs.

(2/3 vote required for Stabilization) UNANIMOUS

ITEM/PROJECT	AMOUNT	FUNDING SOURCE
Refurbish Engine 2 (2001 KME fire engine)	$65,000	Raise and appropriate
Portable radios	$75,000	Technology Stabilization
Two cardiac monitors	$30,000	Ambulance Receipts Reserved

ARTICLE 22. Voted to transfer $150,000 from the Technology Stabilization Fund to be spent under the direction of the Town Administrator for improvements to the public safety communications system, including the South Ashburnham Road communications tower.
(2/3 vote required) UNANIMOUS

ARTICLE 23. Voted to transfer $25,000 from the General Stabilization Fund to be spent under the direction of the Police Chief to hire a consultant to conduct a feasibility study relative to the building and space needs of the public safety facility.
(2/3 vote required) UNANIMOUS

ARTICLE 24. Voted to appropriate $146,000 for the following purposes and amounts, to be spent under the direction of the Town Administrator.

(2/3 vote required for Stabilization) UNANIMOUS

ITEM/PROJECT	AMOUNT	FUNDING SOURCE
Scheduled computer system updates and technology-related items for various town departments	$33,000	Raise and appropriate
Replace AC condenser units at Town Hall	$78,000	Building Repair and Maintenance Stabilization
Upgrade telephone system at Town Hall	$35,000	Technology Stabilization

ARTICLE 25. Voted to transfer $108,826 from the Building Maintenance & Repairs Stabilization Fund to be spent under the direction of the Ashburnham-Westminster Regional School District for the following capital projects, subject to the Town of Ashburnham also voting to fund its share of the cost of this article.
(2/3 vote required) UNANIMOUS

14,686 Phone system replacement (Administration)
19,859 Fire safety panel (Oakmont)
4,256 Auditorium lights (Oakmont)
4,569 Walk-behind floor scrubber (Oakmont)
11,192 Exterior board replacement (Oakmont)
31,008 Network cabling (Overlook)
18,088 Wireless upgrade (Overlook)
5,168 Floor replacement (Overlook)

ARTICLE 26. Voted to transfer $55,800 from the Building Maintenance & Repairs Stabilization Fund to be spent under the direction of the Ashburnham-Westminster Regional School District for the following capital projects:

(2/3 vote required) UNANIMOUS
13,800 Replace windows (Meetinghouse)
12,000 Re-pave playground (Meetinghouse)
30,000 Wireless upgrade (Westminster Elementary)

MISCELLANEOUS ARTICLES
ARTICLE 27. Voted to accept the provisions ofMGL Chapter 40, §13E, to authorize the Ashburnham-Westminster Regional School District to establish a reserve fund for unanticipated or unbudgeted costs of special education, out-of-district tuition or transportation.

ARTICLE 28. Voted to amend the Westminster General Bylaws at Chapter 131, "Licenses and Permits," by amending Article I, "Delinquent Taxpayers," Section 131-2, "List of delinquent taxpayers," as follows. (Newly proposed language signified in *italics and underlined*; text to be deleted signified by ~~strikethrough~~.)

§131-2. List of delinquent taxpayers.

The Town Collector or other municipal official responsible for records of all municipal taxes, assessments, betterments and other municipal charges, hereinafter referred to as "the Town Collector," shall annually, *and may periodically*, furnish to each department, board, commission or division, hereinafter referred to as "the licensing authority," that issues licenses or permits, including renewals and transfers, a list of any person, corporation or business enterprise, hereinafter referred to as "the party," that has neglected or refused to pay any local taxes, fees, assessments, betterments or other municipal charges ~~for not less than a twelve-month period~~ and that such party has not filed, in good faith, a pending application for an abatement of such tax or a pending petition before the Appellate Tax Board.

ARTICLE 29. Voted to accept MGL Chapter 200A, §9A, "Disposition of unclaimed property," §9A, "Disposition of abandoned funds by city or town; notice of period during which funds may be claimed;

city treasurer authorized to hear claims; appeal; disbursement."

ARTICLE 30. Voted to pass over this article.

(Establish PEG Access Fund)

ARTICLE 31. Voted to amend the Westminster Zoning Bylaw (Chapter 205 of the Code of the Town of Westminster, Massachusetts) by amending Article II (Definitions) Section 205.4 – Terms Defined, as follows. (New language appears in *italics* and deleted language appears as ~~strikethrough.~~)

ACCESSORY
A. *ACCESSORY DWELLING UNIT - An accessory dwelling unit shall mean a self-contained, separate housekeeping unit, complete with its own sleeping, cooking and sanitary facilities and a separate means of egress that is substantially contained within a single-family structure and is clearly subordinate to the primary single-family dwelling unit.*

APARTMENT
A. UNIT – Any room or suite of rooms forming a habitable unit for one family with its own cooking and food storage equipment and its own bathing and toilet facilities and its own living, sleeping and eating areas wholly within such room or suite of rooms.
B. APARTMENT BUILDING – A building containing four or more apartment units, with no portion of the building below the first story or above the second story used for dwelling purposes.
C. TOWNHOUSE APARTMENT - *An attached dwelling occupied by not more than one family in each unit between sidewalls, provided that no row of such units shall consist of less than three (3) and no more than eight (8) such units. Townhouse apartments are subject to the dimensional requirements set forth in Section 205-37 (Apartments and Attached Dwellings).*
(2/3 vote required) UNANIMOUS

ARTICLE 32. Voted to amend the Westminster Zoning Bylaw (Chapter 205 of the Code of the Town of Westminster, Massachusetts), to amend Article IX (Special Provisions), to add a new section governing the conversion of single family structures to multi-family structures:

§ 205-37.4 Conversion of Single Family Structures to Multi-Family Structures

Conversion of a dwelling existing at the time of adoption of this chapter to accommodate not more than 2 families is allowed by right in all zoning districts provided that there is no external structural evidence of occupancy by more than 1 family other than a second exit for fire purposes for each unit, and further provided that each dwelling unit resulting from such conversion shall have not less than 450 square feet of habitable floor space.

Conversion of a dwelling existing at the time of adoption of this chapter to accommodate more than 2 families is allowed by Special Permit from the Zoning Board.

ARTICLE 33. Voted to amend the Westminster Zoning Bylaw (Chapter 205 of the Code of the Town of Westminster, Massachusetts), to amend Article IX (Special Provisions), to add a new section governing temporary residential structures:

§ 205-37.5 Temporary Residential Structures

Residential use of a camper or trailer properly connected to an approved on-site water and sewerage system for a period of not more than 24 months is allowed by right in all zoning districts if the user is in the continuing process of building a home after the issuance of a temporary Building Permit from the Building Inspector. Nothing in this subsection shall be interpreted to allow the residential use of a lot where forbidden by other sections of this bylaw.

Mobile homes, camping trailers, utility trailers, horse trailers, trailers, boats or pickup campers not connected to permanent sewage and water installation may be occupied for occasional short-term use not to exceed 28 days in a calendar year, excluding designated camping grounds.
(2/3 vote required) UNANIMOUS

ARTICLE 34. Voted to amend the Westminster Zoning Bylaw (Chapter 205 of the Code of the Town of Westminster, Massachusetts), to amend Article VII (Land Space Requirements), Section 205.25 – Distance Between Buildings, to add a new section governing dimensional standards for accessory structures:

§ 205-25.1 Accessory Structures - Dimensional Requirements for Residential Lots

Small accessory structures (120 square feet in size or less) can be located no closer than five (5) feet from a side or rear lot line in all zoning districts that allow residential development.

Accessory structures that are larger than 120 square feet but smaller than the principal structure (building used as a dwelling or domicile) can be located no closer than fifteen (15) feet from a side or rear lot line in all zoning districts that allow residential development.

In no cases shall an accessory structure of any size be located within the minimum required front yard setback.

Accessory structures that are used to house livestock shall not be located closer than 50 feet from any lot line.
(2/3 vote required) UNANIMOUS

ARTICLE 35. Voted to amend the Westminster Zoning Bylaw (Chapter 205 of the Code of the Town of Westminster, Massachusetts) by amending Article IV (Application of Regulations, Modifications and Exceptions), Section 205.13 – Minimum building requirements; subdivision, as follows. (New language appears in *italics* and deleted language appears as strikethrough.)

§ 205-13. Minimum Building Requirements; ~~Subdivision.~~

A. No building shall be erected, except on a lot fronting on a street, and there shall be not more than one principal building on any lot, except as allowed under this chapter. [Amended ATM 5-3-2005 by Art. 40]

B. *Flag Lots:* In addition, any parcel larger than five acres may be further divided without process through the Subdivision Control Law, provided that each created lot either conforms with the appropriate land space requirements for that zoning district or the following:

(1) Each parcel shall have a minimum of 54 feet of frontage for an access to a Town road, this width to be maintained to the circumference of the radius described in Subsection ~~B(4)~~ *C-1* below;

(2) Each parcel shall contain a minimum of two and one-half (2 1/2) times the land area it would normally require in each zoning district; *and*

(3) There shall be no more than two such accesses adjacent to each other.

C. Design Standards for Newly Created Lots: Whether created through the subdivision process or Approval Not Required (ANR) process, all lots created after March 13, 2017 shall be designed as follows:

(1) There shall be a point on each lot from which a circle having a radius of ~~100~~ *50* feet can be drawn without touching any of the opposing lot lines.

(2) At no point shall the width of a lot from side lot line to side lot line be less than fifty four (54) feet.

(2/3 vote required) UNANIMOUS

ARTICLE 36. Voted to amend the Westminster Zoning Bylaw (Chapter 205 of the Code of the Town of Westminster, Massachusetts) by revising the Land Space Requirements (Section 205, Attachment 2) as follows. (New language appears in *italics* and deleted language appears in ~~strikethrough.~~)

205 Attachment 2

Town of Westminster
Land Space Requirements
Chapter 205, Zoning
(table on next page)

Zoning District	Minimum Lot Size (square feet)	Minimum Lot Frontage[1] (feet)	Minimum Yard Depth[2] Front [1,4,,5] (feet)	Rear [1,4] (feet)	Side[1,4] (feet)	Maximum Building Stories	Feet	Maximum Percentage of Lot Coverage [10]
Residence Districts								
R-I	50,000[10]	150 [4-10]	25	20	15	2½	35	20%[4]
R-II	60,000[12]	175 [4, 12]	30	20	15	2½	35	20%[4]
R-III	86,000	200	30	20	15	2½	35	20%
Commercial Districts								
C-I	40,000	150	40	40	20[6]	2	30	--
C-II	10,000	100	25	20	20[6]	2	30	--
VC[7]	--	--	15	20	10[6]	2	30	80%
Industrial Districts								
I-I	40,000	150	25	50	25 [8]	4	50	65%
I-II [11]	40,000	100	20	30	25 [8]	4	50	65%
Floodplain and/or Wetland Protection Districts[9]								

NOTES:

[1] Not ~~less than the lot frontage requirements shall be maintained throughout the front yard depth.~~ *Lots that are zoned for industry shall maintain a twenty-foot non-disturbed vegetated buffer along any lot line that abuts a property used for residential purposes.*

(2/3 vote required) UNANIMOUS

ARTICLE 37. Voted to pass over this article. (Revise Zoning Bylaw Table of Use Regulations)

MOTION TO AMEND ARTICLE 38: Moved to amend B(4) Home Personal Services by removing the words barbershop and beauty shops. Voted NO to the amendment. Amendment does not carry.

ARTICLE 38. Voted to amend the Westminster Zoning Bylaw (Chapter 205 of the Code of the Town of Westminster, Massachusetts), to amend Article IX (Special Provisions), to add a new section governing home occupations.

§ 205-39.5 Home Occupations

A. Purpose and Intent:

Conducting limited business activity from home has become more feasible and more widespread with modern technology and telecommunications. Residents of Westminster should have the ability to conduct reasonable business activities from home that are ancillary to the residential use and that will not be visible to the neighborhood or result in a negative impact.

The purpose of this bylaw is to set forth reasonable performance standards for home occupations that will ensure that such uses are compatible with surrounding permitted uses, do not adversely affect property values, and do not create any significant adverse impact on the quiet enjoyment of a residential neighborhood by others residing in the vicinity.

B. Home Occupations - Types:

(1) Contractors - Home-Based: The use of a portion of a dwelling or accessory building thereto by a resident builder, carpenter, painter, plumber, mason, electrician or other artisan or by a resident tree surgeon or landscape gardener for incidental work and storage in connection with their off-premises occupation, provided that there is no external change which alters the residential appearance of the buildings, and further provided there is no exterior storage of goods or materials.

(2) Home Office: The use of a portion of a dwelling or accessory building as an office for a resident physician, dentist, attorney-at-law, architect, engineer or member of other recognized profession similar to the aforementioned, provided that there is no external change which alters the residential appearance of the buildings, and further provided there is no exterior storage.

(3) Home Sales: The use of a portion of a dwelling or accessory building thereto by the residents of the dwelling for an office or for the sale of antiques or like merchandise, provided that there is no exterior storage, that all work or sale of goods is carried on inside a building and further provided there is no external change which alters the residen-

tial appearance of the buildings.

(4) Home Personal Services: The use of a portion of a dwelling or accessory building thereto by a resident service provider for personal services such as barbershops, beauty shops and like services provided there are no external changes which alter the residential appearance of the buildings.

C. Performance Standards:

All home occupations must register with the Building Commissioner who will verify that the occupation is in compliance with the following performance standards:

(1) The home occupation shall be conducted within a detached single-family dwelling or in an accessory building on the same property. If within the single-family dwelling, the total area devoted to the home occupation shall not exceed one third (33%) of the dwelling's gross floor areas.

(2) The home occupation must be operated by the resident occupant of the dwelling and may not employ more than three (3) full-time equivalent persons on site who are not residents therein.

(3) There shall be no evidence of the occupation through persistent or excessive sound, or through vibration, smell, or sight discernable at the boundaries of the premises.

(4) Not more than one (1) commercial vehicle shall be regularly parked outdoors on the premises. Such vehicles shall not weigh more than 15,000 pounds or have more than two (2) axles.

(5) Traffic and parking generated by the home occupation shall not be more disruptive to the neighborhood than traffic normally resulting from residential development considering volume, type, hours and other traffic characteristics.

(6) The portion of any structure utilized for the home occupation shall conform to all applicable fire, building, electrical, plumbing and health codes.

(2/3 vote required) UNANIMOUS

ARTICLE 39. Voted to amend the Westminster Zoning Bylaw (Chapter 205 of the Code of the Town of Westminster, Massachusetts), to amend Article IX (Special Provisions), to revise Section 205.37.1 – Accessory dwelling unit, as follows. (New language appears in *italics* and deleted language appears as strikethrough.)

§ 205-37.1. Accessory Dwelling Unit.

Accessory dwelling units *are allowed by right* ~~in the Residential III Zoning District may be allowed by special permit~~ in accordance with this section.

A. Purpose: The purposes of the accessory dwelling unit section are to:

(1) Provide an opportunity for older homeowners who can no longer physically or financially maintain their single-family home to remain in the homes they might otherwise be forced to leave;

(2) Make housing units available to moderate income households who might otherwise have difficulty finding homes within the Town;

(3) Provide a variety of types of housing to meet the needs of its residents; and

(4) Protect stability, property values, and the single-family character of a neighborhood.

B. *Performance Standards: The Building Commissioner shall issue a Building Permit and Certificate of Occupancy for an accessory dwelling unit upon verification* ~~Special permit procedures and conditions. The Zoning Board of Appeals shall be the special permit granting authority for the issuance of accessory dwelling unit permits. The Zoning Board of Appeals may authorize an accessory dwelling unit by special permit in any residential district, provided~~ that the following standards and criteria are met:

(1) The accessory dwelling unit will be a complete, separate housekeeping unit that functions as a separate unit from the principal single-family unit.

(2) The owners of the principal structure shall occupy, as their primary residence, either the principal dwelling unit or the accessory dwelling unit.

(3) Only one accessory dwelling unit shall be created within a single-family structure.

(4) The lot in which the single-family unit is created must have a determination from the Board of Health that there is adequate septic capacity or that the system may be expanded to provide adequate capacity. *No such verification is required if the lot is served by municipal sewer.*

(5) The accessory dwelling unit shall be designed so that the appearance of the

building remains that of a one-family residence as much as feasibly possible~~. In general, any new entrances should be located on the side or rear of the building.~~

(6) The accessory dwelling unit shall be clearly a subordinate part of the single-family dwelling. It shall be no greater than 700 square feet nor have more than two bedrooms.

(7) At least three off-street parking spaces ~~are~~ *must be* available for use by the owner occupants and tenants.

(8) The construction of the accessory dwelling unit shall be in conformity with the State Building Code.

~~C. Application Procedures~~

~~(1) An application for an accessory dwelling unit special permit shall be filed with the Zoning Board of Appeals accompanied by three copies of the plan accompanied by a notarized letter from the owner(s) stating that he/they will occupy one of the dwelling units on the premises.~~

~~(2) Upon receiving a special permit, the owner must file a declaration of covenants on the subject property at the Worcester County Registry of Deeds. The declaration shall state that the right to rent a temporary accessory dwelling unit ceases upon transfer of title. A time-stamped copy of the recorded declaration shall be provided to the Zoning Board of Appeals and the Inspector of Buildings.~~

~~D. Transfer of ownership of a dwelling with an accessory dwelling unit.~~

~~(1) The special permit for an accessory dwelling unit in a single-family dwelling shall terminate upon the sale or transfer of title of the dwelling.~~

~~(2) The new owner must apply for reapproval of a special permit for an accessory dwelling unit and shall submit a written request to the Zoning Board of Appeals, stating that conditions at the time of the original application remain unchanged. Minor changes may be approved without a hearing by the Zoning Board of Appeals. The Zoning Board of Appeals, in its sole discretion, at the reapplication of the new owner, may require compliance with all the procedures set forth herein.~~

~~(3) Upon receiving a special permit, the new owner must file a declaration of covenants on the subject property at the Worcester County Registry of Deeds. The declaration shall state that the right to rent a temporary accessory dwelling unit ceases upon transfer of title. A time-stamped copy of the recorded declaration shall be provided to the Zoning Board of Appeals and the Inspector of Buildings.~~

(4) ~~A filing fee as determined by the most recent Zoning Board of Appeals Fee Schedule shall be included with the application. The applicant shall also be responsible for the cost of legal notices and mailings.~~ **(2/3 vote required) UNANIMOUS**

ARTICLE 40. Voted to authorize the Board of Selectmen to negotiate and execute a Tax Agreement with Nexamp, Inc. pursuant to M.G.L. Chapter 59, Section 38H(b), and Chapter 164, Section 1, and/or any other enabling authority and related regulations, for personal property taxes associated with the following proposed solar facility project, to be located on privately owned land, upon such terms and conditions as the Board of Selectmen deems to be in the best interest of the Town, and to take all actions necessary to implement and administer such agreements:

Entity	Location	Size	Term	Rate
~~Ellis Road Development, LLC~~	~~Off Ellis Road~~	~~7.5 MW~~	~~20 yrs.~~	~~tbd~~
Nexamp, Inc.	Livermore Hill Road	1.3 MW	20 yrs.	$10,600/MW 2% escalator

MOTION TO AMEND ARTICLE 41. Voted to delete the words "Hager Park" and insert the word "Conservation" in its place. Voted YES to the amendment. The Amendment carries.

ARTICLE 41. Voted to accept for passive recreation, conservation and/or forestry purposes and by

gift, a parcel of land located off Worcester Road, containing 17 acres, more or less, and being a portion of the parcel of land shown on Assessors' Map 149, Parcel 3, which is shown more particularly as the "Raymond Property" on a plan of land dated March 20, 2017, prepared by Trowbridge Engineering, LLC, a copy of which is on file with the Town Clerk, with the Conservation Commission to have care, custody and control of said property.

(2/3 vote required) UNANIMOUS

The Annual Town Meeting adjourned at 4:07 p.m.

Respectfully submitted,

Ellen M. Sheehan

Town Clerk

June 6, 2017 Special Meeting Minutes

VOTE TAKEN AT THE SPECIAL TOWN MEETING, JUNE 6, 2017

The meeting was called to order at the Westminster Elementary School at 7:50 p.m. by Moderator John Bowen. The Constable's Return of the Warrant was read by Town Clerk Ellen Sheehan. A total of 208 voters were in attendance. This Special Town Meeting was called due to a Citizens' Petition that was presented to the Board of Selectmen with over 200 signatures.

A vote was taken to give the following non-residents permission to address the Town Meeting: Karen Murphy, Town Administrator; Joshua Hall, DPW Director; Stephen Wallace, Town Planner; and Brian Riley, Town Counsel.

The vote taken is as follows:

ARTICLE 1: Voted to discontinue the remaining portion of Road No. 3 (Sunderland Road) off West Princeton Road and more particularly described in a layout contained in Town records as "Road No. 3, December 2, 1803". Road No. 3 from Davis Road has already been discontinued. This would complete the discontinuance of Road No. 3 from Davis Road all the way to West Princeton Road.

Meeting was adjourned at 8:10 p.m.

Respectfully submitted,

Ellen M. Sheehan
Westminster Town Clerk

June 20, 2017 School Override Vote

VOTE TAKEN AT SPECIAL TOWN ELECTION HELD JUNE 20, 2017

A total of 1,424 voters cast ballots (Precinct 1-688 and Precinct 2-736) out of a possible 5,732 voters. This represents a 25 percent turnout. The results are as follows:

Question 1: "Shall the Town of Westminster be allowed to assess an additional **$591,479** in real estate and personal property taxes for the operating budget of the Ashburnham-Westminster Regional School District for the fiscal year beginning July first, two thousand seventeen?"

Yes _____ No _____

	Precinct 1	Precinct 2	Total
YES	434	461	895
NO	253	275	528
BLANKS	1	0	1
TOTAL	688	736	1424

Respectfully submitted,

Ellen M. Sheehan

Town Clerk

Special State Primary November 7, 2017

A total of 584 voters cast ballots out of a possible 5,683 voters. This represents a ten (10) percent turnout. The results are as follows:

TOTAL VOTES CAST

	Precinct 1	Precinct 2	Total
Democrat	212	219	431
Republi-can	66	87	153
TOTAL	278	306	584

DEMOCRAT

Senator in Gen. Court

	Precinct 1	Precinct 2	Total
Susan A. Chalifoux-Zephir	114	117	231
Michael P. Kushmerek	48	50	98
Michael A. Mahan	50	49	99
Write-In	0	1	1
Blanks	0	2	2
TOTAL	212	219	431

REPUBLICAN

Senator in Gen. Court

	Precinct 1	Precinct 2	Total
Dean A. Tran	65	86	151
Write-In	0	1	1
Blanks	1	0	1
TOTAL	66	87	153

LIBERTARIAN

Senator in Gen. Court

	Precinct 1	Precinct 2	Total
	0	0	0
Write-In	0	0	0
Blanks	0	0	0
TOTAL	0	0	0

Respectfully submitted,

Ellen M. Sheehan

Westminster Town Clerk

November 28, 2017 Special Town Meeting Minutes

VOTE TAKEN AT THE SPECIAL TOWN MEETING

NOVEMBER 28, 2017

The meeting was called to order at the Westminster Elementary School at 7:31 p.m. by Moderator John Bowen. The Constable's Return of the Warrant was read by Town Clerk Ellen Sheehan. Tim Sheehan and Stephanie Lahtinen were sworn in as tellers. A total of 74 voters were in attendance.

A vote was taken to give the following non-residents permission to address the Town Meeting: Karen Murphy, Town Administrator; Joshua Hall, DPW Director; Stephen Wallace, Planner; Wibby Swedberg, Board of Health Agent; Brian Riley, Town Counsel; and personnel attending from Waste Management.

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 amend the vote on Article 6 of the May 6, 2017 Annual Town Meeting (department operating budgets) for the fiscal year beginning July 1, 2017 as follows:

Raise and appropriate $2,623 to increase Department 421-Highway Administration Personnel Services.

ARTICLE 2. Voted to appropriate the sum of $600,000 for the purchase of a new fire engine and related equipment, said appropriation to include the trade-in or sale of a Fire Department vehicle, and that to meet this appropriation, the Treasurer, with the approval of the Selectmen, is authorized to borrow said amount under and pursuant to Chapter 44, Section 7(9) of the General Laws, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor.

(2/3 vote required and recognized)

ARTICLE 3. Voted to transfer $30,000 from Ambulance Receipts Reserved for Appropriation to provide paramedic training for Fire/EMS personnel.

ARTICLE 4. Voted to transfer $250,000 from free cash for the purchase of a new street sweeper and related equipment for the Highway Department, and said appropriation to include the trade-in or sale of a 2010 street sweeper.

ARTICLE 5. Voted to authorize the Board of Selectmen to enter into a lease or contract for a period of five years to install, operate and maintain communication equipment on that certain telecommunication tower owned currently or formerly by Crown Castle and located on property leased currently or formerly to Crown Castle by the City of Fitchburg, being a portion of the property described on a deed recorded with the Worcester Northern District Registry of Deeds at Book 904, Page 206, for the purpose of supporting the Town of Westminster's Police and Fire Department's Emergency Communication Systems, or for such other purpose as is deemed necessary by the Board of Selectmen, upon such terms as the Board of Selectmen deems in the best interest of the Town, and further to raise and appropriate $3,000 to fund the first year of this lease or contract, and further to authorize the Board of Selectmen to execute any documents or agreements necessary to effectuate the purposes of this article.

(2/3 vote required and recognized)

MOTION TO AMEND ARTICLE 6: Voted to change the name from **Sipila Road** to **Community Way**.

(2/3 vote required and recognized)

ARTICLE 6. Voted to accept Community Way as a public way, as heretofore laid out by the Public Works Commission, which roadway is located on Town-owned land and shown as "Proposed Road" on a plan of land entitled "Proposed Road Layout Plan in Westminster, Mass. Prepared for Westminster Council on Aging", dated November 3, 2017, prepared by Whitman & Bingham Associates, LLC, on file with the Town Clerk.

(2/3 vote required and recognized)

ARTICLE 7. Voted to authorize the Board of Selectmen to acquire from the Commonwealth, by gift and for the purpose of conveyance, certain parcels of land within or near the Leominster State Forest, and to authorize the Board of Selectmen to convey said parcels to Resource Control Inc. and/or any affiliate thereof for the purpose of continuing the operation of the current landfill located off Fitchburg Road in Westminster and extending the permitted capacity of said landfill, on such terms and conditions and for such consideration, which may be nominal consideration, as the Board of Selectmen deems

appropriate, and, further, to authorize the Board of Selectmen to petition the General Court for special legislation to authorize the Commonwealth to convey said Leominster State Forest parcels to the Town and to authorize the Town to convey said Leominster State Forest parcels to Resource Control Inc. and/or any affiliate notwithstanding the provisions of G.L. c. 30B, provided, however, that the General Court may make clerical or editorial changes of form only to the bill, unless the Board of Selectmen approves amendments to the bill before enactment by the General Court that are within the scope of the general public objectives of the petition, and to authorize the Board of Selectmen to approve such amendments and take any and all steps, and to execute any and all instruments, to effectuate the foregoing transactions.

ARTICLE 8. Voted to transfer the care, custody and control of the parcel of land located at Fitchburg Road, identified by the Assessors on Map 115 as Parcel 2, containing 14.3 acres, more or less, and acquired by the Town by instrument recorded with the Worcester North Registry of Deeds in Book 2080, Page 145, from the tax custodian for tax title purposes to the Board of Selectmen for the purpose of conveyance, and further to authorize the Board of Selectmen to convey said parcel to the Commonwealth, as partial consideration for the Leominster State Forest parcels to be conveyed to the Town by the Commonwealth, on such terms and conditions and for such consideration, which may be nominal consideration, as the Board of Selectmen deems appropriate.

(2/3 vote required and recognized)

ARTICLE 9. Voted to authorize the Board of Selectmen to acquire, by gift and for the purpose of conveyance, the following parcels of land and/or interests therein as donated to the Town by Resource Control Inc. and/or any affiliate thereof, and to authorize the Board of Selectmen to convey said parcels of land and/or interests therein to the Commonwealth on such terms and conditions and for such consideration, which may be nominal consideration, as the Board of Selectmen deems appropriate; said parcels being in the approximate area shown as "Proposed Land Area" on a plan entitled "Plan of Continuation Parcel," filed with the Town Clerk.

ARTICLE 10. Voted to amend the Zoning Map of the Town of Westminster to establish a new zoning district entitled "Solid Waste Management District," in the location depicted on the plan entitled "Westminster, MA: Fitchburg/Westminster Landfill Proposed Facilities" prepared by the Montachusett Regional Planning Commission, a copy of which has been placed on file with the Town Clerk, the bounds of said district being more particularly described as follows:

The Solid Waste Management District is located within the Town of Westminster, County of Worcester, State of Massachusetts and consists of the following Town of Westminster Assessor's Parcels (as of 2017) in their entirety: assessor's map 142 lot 1; assessor's map 141 lot 3; assessor's map 141 lot 4; assessor's map 118 lot 2; the southerly portion of assessor's map 115 lot 2; and the easterly portion of assessor's map 144 lot 1. The portioned areas being included in the Solid Waste Management District are described as follows:

The first portion of land, the southerly portion of assessor's map 115 lot 2, being described as follows:

Beginning at the southwesterly corner of assessor's map 115 lot 2, said corner being also the northwesterly corner of assessor's map 118 lot 1 and on the easterly right of way line of Fitchburg Road, thence;

Northerly along Fitchburg Road a distance of one hundred thirty-five feet (135') to a point; thence,

Turning easterly and running parallel to the southerly lot line of assessor's map 115 lot 2 five hundred feet (500') to a point; thence,

Turning and running southerly in a direction perpendicular to the previously described line one hundred twenty-five feet (125') more or less to a point on the aforementioned southerly lot line of assessor's map 115 lot 2; thence,

Turning and running westerly along the southerly lot line of assessor's map 115 lot 2 five hundred fifty feet (550') more or less to the point of beginning.

The second portion of land, the easterly portion of assessor's map 144 lot 1, being described as follows:

Beginning at the southeasterly corner of assessor's map 144 lot 1, said corner also being the north-easterly corner of assessor's map 166 lot 1 and on the Town Line between Westminster and Leominster; thence,

Westerly along the southerly line of assessor's map 144 lot 1 two thousand seven hundred twenty feet (2720') to a point along the southern boundary of assessor's map 144 lot 1; thence,

Northerly in a straight line to the southeasterly corner of assessor's map 141 lot 4 one thousand nine hundred eighty feet (1980') more or less to the southeast corner of assessor's map 141 lot 4; thence,

North, north-easterly along assessor's map 141 lot 4 and assessor's map 141 lot 3 to a point where the border of assessor's map 141 lot 3 turns easterly; thence,

Easterly along the southern line of assessor's map 141 lot 3 to the intersection with assessor's map 144 lot 1; thence,

Southerly along the border between assessor's map 144 lot 1 and assessor's map 142 lot 1; thence

Easterly along the border between assessor's map 144 lot 1 and assessor's map 142 lot 1 to the southeast corner of assessor's map 142 lot 1 and a point on the Town Line between Westminster and Leominster; thence,

Southerly along the Town Line between Westminster and Leominster to the point of beginning. Said areas described to be included with the Solid Waste Management District Zone.

and further to amend Section 205-5 of the Westminster Zoning Bylaw to add the district to the list of zoning districts in the Town, as follows:

Solid Waste Management District

SWMD

(2/3 vote required and recognized)

ARTICLE 11. Voted to amend the Westminster Zoning Bylaw to add a new Section 205-8 establishing requirements for the use of land within the Solid Waste Management District (SWMD), as set forth below.
§205-8: Solid Waste Management District (SWMD)

A. Purpose. The purpose of the SWMD is to provide a suitable location for Solid Waste Management and Recycling Facility uses within the Town of Westminster that will protect the health and safety of the residents of the Town while allowing the Town to meet its Solid Waste Management and Recycling Facility needs.
B. Permitted Uses. The following uses shall be allowed as of right within the SWMD:
Solid Waste Management; Recycling Facility; Federal, state and municipal park, playground or recreational facility; and All uses or structures accessory to permitted uses listed above.

C. Prohibited Uses. Solid Waste Management and Recycling Facility uses which are subject to Board of Health site assignment, and which are not in compliance with the terms and conditions of said site assignment.
Solid Waste Management and Recycling Facility uses which are subject to permitting by the Massachusetts Department of Environmental Protection, and which are not in compliance with the terms and conditions of said permits.
All uses not expressly permitted in Section B, above.

D. Dimensional Standards.
Lots within the SWMD shall be at least five acres in size.
No waste disposal shall take place within 1,000 feet of a dwelling.
No waste disposal shall take place within 50 feet of a front, rear or side lot line.
The dimensional standards set forth above are the only such standards applicable within the Solid Waste Management District. The Parking and Loading requirements set forth in Article VIII of the Zoning Bylaws are inapplicable within the Solid Waste Management District.

(2/3 vote required and recognized)

ARTICLE 12. Voted to amend Article II (Definitions), Section 205-4 – Terms Defined, of the Westminster Zoning Bylaw to add a new definition for Solid Waste Management, as follows:

SOLID WASTE MANAGEMENT – any activity, together with associated buildings, structures and facilities, concerning the handling, movement, transfer, composting, re-use, sorting, storage, gas-to- energy conversion, and disposal of solid waste as regulated or permitted by the Massachusetts Department of Environmental Protection pursuant to 310 Code of Massachusetts Regulations Part 19.000, including any such activities and associated facilities as they may be regulated or permitted by amendments of such regulations or by successor state agencies.

(2/3 vote required and recognized)

ARTICLE 13. Voted to amend the Town's Zoning Bylaw by adding a new Section 205-42, TEMPORARY MORATORIUM ON THE SALE AND DISTRIBUTION OF RECREATIONAL MARIJUANA, and further, to amend the Table of Contents to add Section 205-42, "Temporary Moratorium on the Sale and Distribution of Recreational Marijuana," as follows.

Section 205-42 Temporary Moratorium on the Sale and Distribution of Recreational Marijuana

42.1 Purpose: By vote at the State election on November 8, 2016, the voters of the Commonwealth approved a law regulating the cultivation, distribution, possession and use of marijuana for recreational purposes. The law took effect on December 15, 2016 and (as amended by Chapter 351 of the Acts of 2016) requires the Cannabis Control Commission to issue regulations regarding the licensing of commercial activities by March 15, 2018 and begin accepting applications for licenses on April 1, 2018.

Currently under the Zoning Bylaw, non-medical Marijuana Establishments (hereinafter "Recreational Marijuana Establishments") as defined in G.L. c.94G, §1 are not a permitted use in the Town of Westminster. Any regulations promulgated by the State Cannabis Control Commission are expected to provide guidance to the Massachusetts municipalities in regulating Recreational Marijuana Establishments. Further, the Act establishes a provision that involves ballot action by the Town whereby the Town may, by ballot, determine whether it will prohibit Recreational Marijuana Establishments within the Town.

The regulation of Recreational Marijuana Establishments raises novel and complex issues in terms of legality, planning, and public safety, and the Town needs time to study how best to address these issues. Further, the Town needs time to assess the potential impact of the State regulations on local zoning and to undertake a planning process that will consider amending the Zoning Bylaw regarding regulation of Recreational Marijuana Establishments and other uses related to the regulation of recreational marijuana.

The Town intends to adopt a temporary moratorium on the use of land and structures in Westminster for Recreational Marijuana Establishments so as to allow the Town sufficient time to engage in a planning process to address the effects of such structures and uses and to adopt zoning provisions in a manner consistent with State law, sound land use planning goals and objectives.

42.2 Definitions.

"Manufacture": to compound, blend, extract, infuse or otherwise make or prepare a marijuana product.

"Marijuana accessories": equipment, products, devices or materials of any kind that are intended or designed for use in planting, propagating, cultivating, growing, harvesting, manufacturing, compounding, converting, producing, processing, preparing, testing, analyzing, packaging, repackaging, storing, containing, ingesting, inhaling or otherwise introducing marijuana into the human body.

"Marijuana cultivator": an entity licensed to cultivate process and package marijuana, to deliver marijuana to marijuana establishments and to transfer marijuana to other marijuana establishments, but not to consumers.

"Marijuana establishment": a marijuana cultivator, marijuana testing facility, marijuana product manufacturer, marijuana retailer or any other type of licensed marijuana-related business.

"Marijuana product manufacturer": an entity licensed to obtain, manufacture, process and package marijuana and marijuana products, to deliver marijuana and marijuana products to marijuana establishments and to transfer marijuana and marijuana products to other marijuana establishments, but not to consumers.

"Marijuana products": products that have been manufactured and contain marijuana or an extract from marijuana, including concentrated forms of marijuana and products composed of marijuana and other ingredients that are intended for use or consumption, including edible products, beverages, topical products, ointments, oils and tinctures.

"Marijuana testing facility": an entity licensed to test marijuana and marijuana products, including certification for potency and the presence of contaminants.

"Marijuana retailer": an entity licensed to purchase and deliver marijuana and marijuana products from marijuana establishments and to deliver, sell or otherwise transfer marijuana and marijuana products to marijuana establishments and to consumers.

42.3 Temporary Moratorium.

For the reasons set forth above and notwithstanding any other provision of the Zoning Bylaw to the contrary, the Town hereby adopts a temporary moratorium on the use of land or structures for

Recreational Marijuana Establishments. The moratorium shall be in effect through December 31, 2018. During the moratorium period, the Town shall undertake a planning process to address the potential impacts of recreational marijuana in the Town, consider the Cannabis Control Commission regulations regarding Recreational Marijuana Establishments and related uses, determine whether the town shall, by ballot measure, restrict any, or all, Recreational Marijuana Establishments, and shall consider adopting new provisions of the Zoning Bylaw to address the impact and operation of Recreational Marijuana Establishments and related uses.

42.4. Severability.

The provisions of this by-law are severable. If any provision, paragraph, sentence, or clause of this Bylaw or the application thereof to any person, establishment, or circumstances shall be held invalid, such invalidity shall not affect the other provisions or application of this bylaw.

(2/3 vote required and recognized)

ARTICLE 14. Voted to delete Article XI of the Town's Zoning Bylaw (Floodplain and/or Wetland Protection Districts) as the subject of floodplain protection is already covered under Article III (Zoning Districts), Section 205-9 (Floodplain District).

Delete the following language:

§ 205-46 - Use regulations.

Any land falling in a Floodplain District shall be subject to the following:

A. No building or structure shall be erected in a Floodplain District. No land shall be used for any purpose, except as permitted in the Table of Use Regulations, Subsection G, of this chapter.

B. Any land included in a Floodplain and/or Wetland Protection District which is proven to the satisfaction of the Board of Appeals, after consultation with the Conservation Commission, as being in fact not subject to flooding or not unsuitable because of drainage conditions for any use which would otherwise be permitted if such land were not, by operation of this section in the Floodplain and/or Wetland District, and that the use of such land for any such use will not interfere with the general purposes for which Floodplain and/or Wetland Districts have been established, and will not be detrimental to the public health, safety or welfare, the Board of Appeals may, after a public hearing with due notice and after the question has been referred to and reported on by the Board of Health, issue a special permit for any permitted use which meets the requirements and restrictions applicable to such land.

C. No land fill or dumping shall be permitted in any part of the Floodplain District, except such as may be expressly included as part of any special permit issued under the provisions above.

(2/3 vote required and recognized)

Continued on next page

ARTICLE *15.* Voted to revise Attachment 1 - Table of Use Regulations of the Town's Zoning Bylaws, Section 205, Attachment 1, as

Use	**Residential**			**Commercial**			**Industrial**	
	R-I	**R-II**	**R-III**	**C-I**	**C-II**	**VC**	**I-I**	**I-II**
A. Residential Uses								
(1) Detached dwelling on a separate lot occupied by not more than 1 family	Y	Y	Y	N	N	Y	N	N
(2) 1 2-family or 1 duplex dwelling on a separate lot	Y	Y	N	N	N	Y	N	N
(3) *Townhouse Apartments* ~~Attached dwelling occupied by not more than 1 family in each unit between side walls, provided that no row of such units shall consist of fewer than 3 or more than 8 such units (See Article IX.)~~ *(For dimensional requirements, see Section 205-33 "Apartments and Attached Dwellings").*	SP	N	N	N	N	SP	N	N
(4) Apartments *(For dimensional requirements, see Section 205-33 "Apartments and Attached Dwellings").* ~~Article IX.)~~	SP	N	N	N	N	SP	N	N
(5) Motels and hotels (See *Section 205-32 "Motels".* ~~Article IX.~~)	N	N	N	Y	Y	Y	SP	SP
(6) Bed-and-Breakfast	SP	SP	SP	Y	Y	Y	N	N
(7) Renting rooms in a dwelling existing at the time of adoption of this chapter to not more than 4 persons, provided that there are no separate cooking facilities	Y	Y	Y	Y	Y	Y	Y	Y
(8) Renting of rooms in an existing dwelling to more than 4 persons	N	N	N	N	SP	SP	N	N
(9) Conversion of a dwelling existing at the time of adoption of this chapter to accommodate not more than 2 families, ~~provided that there is no external structural evidence of occupancy by more than 1 family other than a second exit for fire purposes for each unit, and further provided that each dwelling unit resulting from such conversion shall have not less than 450 square feet of habitable floor space.~~	Y	Y	Y	Y	Y	Y	~~N~~ *Y*	~~N~~ *Y*
(10) Conversion of a dwelling existing at the time of adoption of this chapter to accommodate more than 2 families. For *dimensional requirements,* ~~*space standards*~~ *, see Section 205-33 ("Apartments and Attached Dwellings").*	SP	SP	SP	SP	SP	SP	~~N~~ *SP*	~~N~~ *SP*
(11) Trailer or Mobile Home	N	N	N	N	N	N	N	N
(12) *Temporary* Residential use of a Camper or Trailer ~~properly connected to an approved on-site water and sewerage system for a period of not more than 24 months if the user is in the continuing process of building a home after the issuance of a temporary building permit from the Building Inspector. Nothing in this subsection shall be interpreted to allow the residential use of a lot where forbidden by other sections of this chapter.~~	Y	Y	Y	Y	Y	Y	Y	Y
(13) *Temporary* Mobile homes, camping trailers, utility trailers, horse trailers, trailers, boats or pickup campers ~~not connected to permanent sewage and water installation may be occupied for occasional short-term use, not to exceed 28 days in a calendar year , excluding designated camping grounds~~	Y	Y	Y	Y	Y	Y	Y	Y
(14) Trailer park or mobile home park	N	N	N	N	N	N	N	N
~~(15) Dish antenna conforming to the building setbacks (front, side, rear) required in the zoning district in which it is located.~~	~~Y~~	~~Y~~	~~Y~~	~~Y~~	~~Y~~	~~Y~~	~~Y~~	~~Y~~

I. Accessory uses and off-street parking	R-I	R-II	R-III	C-I	C-II	VC	I-I	I-II
(1) Private garage for residents of a dwelling on the same premises	Y	Y	Y	Y	Y	Y	Y	Y
(2) Private greenhouse, toolsheds, tennis courts, swimming pools or	Y	Y	Y	Y	Y	Y	Y	Y
(3) The raising or keeping of animals, livestock or poultry as pets or for use by residents of the premises, provided that no sty, paddock, building or similar enclosure for any animal may be less than 50 feet from any lot line	Y	Y	Y	Y	Y	Y	Y	Y
(4) Customary home occupation - *office* ~~of the office of a resident physician, dentist, attorney-at-law, architect, engineer or member of other recognized profession similar to the aforementioned, provided not more than 3 persons shall practice or be employed on the premises at any one time, and further provided that there is no external change which alters the residential appearance of the buildings, and further provided there is no exterior storage~~	Y	Y	Y	Y	Y	Y	Y	Y
(5) *Customary home occupation - contractor* ~~The use of a portion of a dwelling or accessory building thereto by a resident builder, carpenter, painter, plumber, mason, electrician or other artisan or by a resident tree surgeon or landscape gardener for incidental work and storage in connection with their off-premises occupation, provided that there is no external change which alters the residential appearance of the buildings, and further provided there is no exterior storage of~~	Y	Y	Y	Y	Y	Y	Y	Y
(6) Restaurants inside a building for the use of the primary occupants of the building, provided that there is no exterior evidence of the	N	N	N	Y	Y	Y	Y	Y
(7) Restaurants primarily for the use of residents of an apartment building or group of apartment buildings, provided that there is no	SP	N	N	Y	Y	Y	N	N
(8) Beauty shop, barbershop or newsstand for the resident under the	SP	N	N	Y	Y	Y	N	N
(9) *Customary home occupation - sales* ~~The use of a portion of a dwelling or accessory building thereto by the residents of the dwelling for an office or for the sale of antiques or like merchandise, provided that there is no exterior storage, that all work or sale of goods is carried on inside a building and that not more than 1 person shall be employed on the premises at any 1 time exclusive of the residents, and further provided there is no external change which alters the residential appearance of the buildings~~	Y	Y	Y	Y	Y	Y	Y	Y
(10) *Customary home occupation - personal services* ~~Personal services such as barbershops, beauty shops and like services, provided that there are no nonresidential employees, and further provided there are no external change which alter the residential appearance of the buildings~~	Y	Y	Y	Y	Y	Y	Y	Y
(11) Uses accessory to activities permitted as a matter of right, which activities are necessary in connection with scientific research or scientific development or related production, provided that the proposed accessory use does not substantially derogate from the public good	SP	SP	SP	SP	SP	SP	SP	SP
(12) Family day-care service with no more than 6 children under 16	Y	Y	Y	Y	Y	Y	Y	Y
(13) Retail use accessory to the principal manufacturing use	N	N	N	N	N	N	SP	SP
(14) Personal kennel	Y	Y	Y	Y	Y	Y	Y	Y
(15) Dish antenna conforming to the building setbacks for primary structures (front, side, rear) required in the zoning district in which it is located.	*Y*	*Y*	*Y*	*Y*	*Y*	*Y*	*Y*	*Y*
(16) Accessory dwelling unit	*Y*	*Y*	*Y*	*Y*	*Y*	*Y*	*Y*	*Y*

(2/3 vote required and recognized)

ARTICLE 16. Voted to transfer $300,000 from free cash to the General Stabilization Fund.

ARTICLE 17. Voted to transfer $100,000 from free cash to the Information Technology and Telecommunications Stabilization Fund.

ARTICLE 18. Voted to transfer $200,000 from free cash to the Capital Equipment and Improvements Stabilization Fund.

ARTICLE 19. Voted to transfer $550,000 from free cash to the Building Maintenance and Repairs Stabilization Fund.

ARTICLE 20. Voted to transfer $500,000 from free cash to the Other Post-Employment Benefits (OPEB) Stabilization Fund.

ARTICLE 21. Voted to transfer $1,700,000 from free cash to the Road Maintenance Stabilization Fund.

The Special Town Meeting adjourned at 8:40 p.m.

Respectfully submitted,

Ellen M. Sheehan

Westminster Town Clerk

December 5, 2017 Special State Election

VOTE TAKEN AT SPECIAL STATE ELECTION HELD DECEMBER 5, 2017

A total of 824 voters cast ballots (Precinct 1-383 and Precinct 2-441) out of a possible 5,682 voters. This represents a fifteen percent (15%) turnout. The results are as follows:

Senator in General Court

	Precinct 1	Precinct 2	Total
Susan A. Chalifoux-Zephir	**168**	**166**	**334**
Dean A. Tran	**186**	**255**	**441**
Charlene R. Dicalogero	**7**	**5**	**12**
Claire M. Freda	**22**	**15**	**37**
Write In	**0**	**0**	**0**
Blanks	**0**	**0**	**0**
TOTAL	**383**	**441**	**824**

Respectfully submitted,

Ellen M. Sheehan

Town Clerk

Appendices

Police Dispatch Report

209A VIOLATION	8
258E VIOLATION (HARASSMENT)	1
911 UNINTENTIONAL	28
911 ABANDONDED	48
ATTEMPTED B&E	1
ADVICE	178
ABANDONDED MOTOR VEHICLE	1
ANIMAL COMPLAINT	146
ANIMAL PROBLEM	164
AREA CHECK	1738
ALARM SYSTEM LOG	43
ASSIST THE POLICE	11
ASSAULT	5
ASSIST OTHER AGENCY	136
BURGLAR ALARM	223
LOCKOUT, BUILDING	2
BOLO NOTIFICATION	103
B & E, PAST	39
BUILDING CHECK	2620
CARBON MONOXIDE ALARM	6
COMPLAINT	94
CHILD PASS. SAFETY SEAT	29
DETAIL CANCELLATION	19
DRUG DROP OFF	1
DEBRIS IN ROADWAY	15
DIRECTED PATROL	506
DISTURBANCE	89
DRUG LAW VIOLATION	9
DISABLED MV	398
DOMESTIC	32
DETAIL REQUEST	236
ELECTRICAL PROBLEM	3
ESCORT/TRANSPORT	9
FIRE ALARM	42
BRUSH FIRE	8
FIREWORKS	6
BUILDING FIRE	11
FOLLOW UP	145
FRAUD	84
GENERAL INFO	5
GUN SHOTS	19
WATER PROBLEM	9
HARRASSMENT	20
HAZARDOUS CONDITION	216
HIT AND RUN	23
IDENTITY THEFT	7
ILLEGAL DUMPING	11
INVESTIGATION	47
JUVENILE OFFENSES	2
K9 DEPLOYMENT	23
KEEP THE PEACE	13
LARCENY /FORGERY/ FRAUD	69
LIFT ASSIST	8
LOG ENTRY	356
LOITERING	1
MEDICAL	408
MISSING PERSON	13
MUTUAL AID	13
MVA NO INJ. OR HAZMAT	201
MVA WITH INJURIES	66
MOTOR VEHICLE COMPLAINT	181
MOTOR VEHICLE FIRE	12
LOCKOUT, MOTOR VEHICLE	9
MOTOR VEHICLE STOP(GRANT)	9
MOTOR VEHICLE STOP	1279
NOISE COMPLAINT	29
PARKING COMPLAINT	40
PANIC ALARM/HOLD UP ALARM	6
ANNOYING PHONE CALLS	3
PROTECTIVE CUSTODY	2
PROPERTY DAMAGE	12
FOUND/LOST PROPERTY	90

PARKING TICKET	14
PROPERTY TRANSFER	32
RAPE	2
REPOSSESSION	13
ROAD RAGE	8
RECOVER STOLEN PROPERTY	2
RUNAWAY	1
Section 12 (No EMS)	5
SERVE PAPERS	152
SEX OFFENSES	2
SHOPLIFTING	7
STALKING	1
ODOR OF SMOKE IN THE AREA	2
MOTOR VEHICLE THEFT	2
SOLICITING	6
SPEEDING COMPLAINT	13
SPEED TRAILER	13
SERVICE CALL	60
TROUBLE ALARM	22
SUICIDE AND/OR ATTEMPT	12
SUSPICIOUS PERSON	92
SUSPICIOUS ACTIVITY	288
THREATS	15
TRANSPORT	20
TRAFFIC CONTROL	25
TRESPASSING	18
TASK FORCE ACTIVITY	8
UNATTENDED DEATH	2
UNWANTED GUEST	7
VANDALISM	19
WARRANT	24
WELFARE CHECK	139
WATER / SEWER ALARM	82
Grand Total:	**11547**

Motor Vehicle Citations:

Total Citations = 696

Arrest	21
Civil	93
Complaint	64
Warning	506
Verbal	1
Void	5
Municipal	6
Average speed (charged)	56 MPH
Average speed limit	37 MPH
Average MPH over speed limit	18 MPH

Police Dispatch Report

Offences:

KIDNAPPING, FIREARM-ARMED 1
RAPE 1
INDECENT A&B ON PERSON 14 OR O 2
B&E DAYTIME FOR FELONY, PERSON 1
A&B 4
A&B AGGRAVATED 1
A&B ON +60/DISABLED WITH INJUR 2
A&B ON FAMILY / HOUSEHOLD MEMB 2
A&B ON FAMILY / HOUSEHOLD MEMB 1
A&B WITH DANGEROUS WEAPON 7
ASSAULT W/DANGEROUS WEAPON 1
ASSAULT W/DANGEROUS WEAPON +60 1
STRANGULATION OR SUFFOCATION c 1
ASSAULT 1
A&B 2
A&B ON POLICE OFFICER 1
ASSAULT ON FAMILY / HOUSEHOLD 1
A&B ON FAMILY / HOUSEHOLD MEMB 2
RESIST ARREST 1
WITNESS, INTIMIDATE 4
THREAT TO COMMIT CRIME 4
B&E BUILDING NIGHTTIME FOR FEL 3
BREAK INTO DEPOSITORY 2
B&E FOR MISDEMEANOR 3
B&E BUILDING DAYTIME FOR FELON 1
SHOPLIFTING $100+ BY CONCEALIN 1
SHOPLIFTING BY ASPORTATION 1
SHOPLIFTING BY ASPORTATION, 3R 1
SHOPLIFTING BY CONCEALING MDSE 3
LARCENY FROM BUILDING 9
LARCENY OVER $250 11
LARCENY UNDER $250 8
B&E VEHICLE/BOAT NIGHTTIME FOR 12
B&E IN TO BOAT/VEHICLE FOR MIS 1
LARCENY OVER $250 18
LARCENY UNDER $250 10
MOTOR VEH, LARCENY OF 3
USE MV WITHOUT AUTHORITY 1
FORGERY OF CHECK 8
COUNTERFEIT NOTE, POSSESS 1
UTTER FALSE CHECK 8
LARCENY UNDER $250 1
LARCENY OVER $250 FROM +60/DIS 8
LARCENY OVER $250 BY FALSE PRE 1
CREDIT CARD FRAUD UNDER $250 1
CREDIT CARD FRAUD UNDER $250 B 1
CREDIT CARD, LARCENY OF 2
FRAUD/CHEAT, GROSS 2
CREDIT CARD FRAUD OVER $250 10
IDENTITY FRAUD 9
BROKER, EMBEZZLEMENT BY 1
HUNTING WEAPON, PROPERTY DAMAG 1
GLASS IN BUILDING, BREAK 1
VANDALIZE PROPERTY - DEFACEMEN 7
TAGGING PROPERTY 1
DESTRUCTION OF PROPERTY +$250, ... 6
DESTRUCTION OF PROPERTY +$250, ... 1
DESTRUCTION OF PROPERTY -$250, ... 5
MOTOR VEH, MALICIOUS DAMAGE TO 1
DRUG, DISTRIBUTE CLASS D, SUBS 1
DRUG, POSSESS CLASS A 1
DRUG, POSSESS CLASS B 1
DRUG, POSSESS CLASS E 1
Statutory Rape 1
RAPE OF CHILD, STATUTORY 1
OBSCENE MATTER TO MINOR 1
FIREARM WITHIN 500 FT OF DWELL 1
ELECTRIC STUN GUN, SELL/POSSES 1
FIREARM, STORE IMPROP 2
DANGEROUS WEAPON, CARRY 3
FIREARM WITHOUT FID CARD, POSS 1
DISORDERLY CONDUCT 2

Police Dispatch Report

INDECENT EXPOSURE 1
OUI LIQUOR 8
OUI LIQUOR, 4TH OFFENSE 1
PROTECTIVE CUSTODY 5
LIQUOR, PERSON UNDER 21 POSSES 1
Transporting alcohol by minor. 1
ALCOHOL IN MV, POSSESS OPEN CO 3
TRESPASS 4
All Other Offenses 1
Sudden Death 1
FIREWORKS, POSSESS UNLAWFUL 1
ABUSE PREVENTION ORDER, VIOLAT 8
ELDER/DISABLED, PERMIT INJURY 1
RECKLESS ENDANGERMENT OF CHILD 2
A&B ON FAMILY / HOUSEHOLD MEMB 2
HARASSMENT, CRIMINAL 1
TRASH, LITTER 4
CONSPIRACY 2
FUGITIVE FROM JUSTICE ON COURT 2
MARKED LANES VIOLATION 1
NEGLIGENT OPERATION OF MOTOR V 1
In-state straight or default w 6
PASSING VIOLATION 2
KEEP RIGHT ON HILL/OBSTRUCTED 1
MARKED LANES VIOLATION 1
BREAKDOWN LANE VIOLATION 1
RIGHT LANE, FAIL DRIVE IN 5
STOP/YIELD, FAIL TO 2
LICENSE CLASS, OPERATE MV IN V 1
LICENSE RESTRICTION, OPERATE MV 1
UNLICENSED OPERATION OF MV 7
LICENSE NOT IN POSSESSION 1
UNSAFE OPERATION OF MV 1
SPEEDING 10
SPEEDING IN VIOL SPECIAL REGUL 4
INSPECTION/STICKER, NO 10
LICENSE SUSPENDED FOR OUI, OPE 1
LICENSE SUSPENDED, OP MV WITH 26
LICENSE SUSPENDED, OP MV WITH 5
NUMBER PLATE VIOLATION TO CONC 4
REGISTRATION SUSPENDED, OP MV 8
LEAVE SCENE OF PERSONAL INJURY 1
LEAVE SCENE OF PROPERTY DAMAGE 7
NEGLIGENT OPERATION OF MOTOR V 14
RECKLESS OPERATION OF MOTOR VE 2
STOP FOR POLICE, FAIL 1
UNINSURED MOTOR VEHICLE 23
LIGHTS VIOLATION, MV 2
UNREGISTERED MOTOR VEHICLE 17
POSSESSION OF ONE OUNCE OR LES 2

Aggregate Employee Remuneration

DEPT	LAST NAME	FIRST NAME	POSITION	Reg Earnings	OT Earnings	DT Earnings
ADMIN	LAHTINEN	STEPHANIE	EXECUTIVE ASSISTANT	41774.82		
ADMIN	MURPHY	KAREN	TOWN ADMINISTRATOR	93219.95		
ACCOUNTING	REDDY	ASHLEY	ASST TOWN ACCOUNTANT	34775.96		
ASSESSORS	HOLM	ROBIN	ADMIN ASSESOR	41329.05		
ASSESSORS	ROY	RENEE	ASSESSORS CLERK	13696.14		
TREAS/COLL	KEENA	JEANNE	TRS/COLL PRINCIPAL	16314.62		
TREAS/COLL	LEBLANC	JOYCE	ADMIN ASST	36595.75		
TREAS/COLL	PAGE	ANN MARIE	TREAS/COLL CLERK	9593.24		
TREAS/COLL	SMITH	MELODY	TREASURER/COLLECTOR	72564.35		
PERSONNEL	BELLIVEAU	JULIE	PERSONNEL ADMIN	44959.15		
IT	MAXWELL	JONATHAN	CIS SPECIALIST	21857.90		
TOWN CLERK	HALEY-CORMIER	MARYBETH	ASST TOWN CLERK	16485.97		
TOWN CLERK	HASTINGS-BRUTVAN	CYNTHIA	DEPT ASST I	9999.47		
TOWN CLERK	SHEEHAN	ELLEN	TOWN CLERK	46781.80		
ELECT/REG	ANDERSON	SUSAN	POLL WORKER	621.50		
ELECT/REG	BRIGHENTI	KAREN	POLL WORKER	462.00		
ELECT/REG	BURGESS	CELIA	POLL WORKER	320.98		
ELECT/REG	CASEY	CLAUDETTE	POLL WORKER	462.00		
ELECT/REG	GRENIER	THERESA	POLL WORKER	462.00		
ELECT/REG	HEBERT	GAIL	POLL WORKER	66.00		
ELECT/REG	HUGHES	ALBERT	POLL WORKER	462.00		
ELECT/REG	HUGHES	GLORIA	POLL WORKER	462.00		
ELECT/REG	KOTOSKI	CONSTANCE	POLL WORKER	616.00		
ELECT/REG	LONGCOPE	JOAN	POLL WORKER	154.00		
ELECT/REG	MICHAUD	LAILA	POLL WORKER	616.00		
ELECT/REG	MILLER	SUSAN	POLL WORKER	66.00		
ELECT/REG	PARSONS	BARBARA	POLL WORKER	137.50		
ELECT/REG	PELULLO	KATHERINE	POLL WORKER	616.00		
ELECT/REG	SIDES	NANCY	POLL WORKER	154.00		
ELECT/REG	THIBODEAU	SANDRA	POLL WORKER	154.00		
CONSERVATION	KALAGHER	SUSAN	CONSERVATION CLERK	5194.71		
CONSERVATION	MAKI	ROBERT	CONSERVATION AGENT	13929.44		
PLANNING	MASTROTOTORO	ANDREA	RECORDING SECRETARY	486.92		
PLANNING	WALLACE	STEPHEN	TOWN PLANNER	72163.85		
ZBA	BENAVIDEZ	JOSEPH	RECORDING SECRETARY	325.71		
ZBA	IRVINE	ELIZABETH	ZBA CLERK	745.72		
MAINTENANCE	CHAPMAN	SUSAN	MAINTENANCE SUPER	44325.60	817.47	
MAINTENANCE	CRAMM	ROBERT	MAINTENANCE WORKER	40946.00	523.80	
CROCKER POND	CLOUTIER	ADAM	CROCKER POND SUPER	9337.99		
CROCKER POND	CURTIS	LUCAS	CROCKER POND ATTEND	4191.94		
CROCKER POND	KILLION	BRENDAN	CROCKER POND ATTEND	2287.80		
POLICE	ALBERT JR	SALVATORE	POLICE CHIEF	131992.42		
POLICE	AUFFREY	NICHOLAS	DETECTIVE	67014.10	27179.08	
POLICE	AVENI	NICHOLAS	DISPATCHER/PT POLICE OF-FICER	42934.20	9072.09	
POLICE	BANAHAN	COLIN	DISPATCHER	33099.44	13076.18	

Aggregate Employee Remuneration

DEPT	LAST NAME	FIRST NAME	POSITION	Reg Earnings	OT Earnings	DT Earnings
POLICE	BENSON	KENT	PATROLMAN	65859.48	6755.23	
POLICE	BONK	KIMBERLY	DISPATCHER	37511.35	7799.37	
POLICE	CHEVARIE	MADISON	DISPATCHER	4876.50		
POLICE	DIPIETRO	ANDREW	DISPATCHER	13314.23	2142.42	
POLICE	GAGNE	MICHELLE	MATRON	77.48		
POLICE	HAWKINS	NATHAN	PATROLMAN	63202.40	43928.06	
POLICE	HAWKINS JR	LEROY	POLICE OFFICER	540.00		
POLICE	ILINITCH	SHAWN	ADMIN AIDE	18266.42		
POLICE	LEBLANC	DAVID	DISPATCHER	43076.40	16689.28	
POLICE	LEBLANC	RALPH	POLICE SEARGANT	95980.95	49090.32	
POLICE	LOESCHER	ANDREW	POLICE OFFICER	61221.98	4038.50	
POLICE	MCCARTHY	KEVIN	DISPATCHER	3960.49		
POLICE	MCDONALD	MICHAEL	POLICE LIEUTENANT	109251.59		
POLICE	MICHEL	RICHARD	PATROLMAN	68093.78	7518.26	
POLICE	NELSON	AMY	PATROLMAN	75523.27	18547.26	
POLICE	PARE	TIMOTHY	DISPATCHER	5348.56		
POLICE	PIERCE	NANETTE	EXECUTIVE ASST POLIC	45733.90	301.80	
POLICE	RAMEAU	MAX	DISPATCHER/PT POLICE OFFICER	25926.91	2753.13	
POLICE	ROBBINS	EDWARD	POLICE SEARGANT	89776.26	31057.04	
POLICE	SHAMPINE	JEFFREY	PATROLMAN	70378.80	1748.63	
POLICE	SMITH	MELISSA	DISPATCHER	1280.37		
POLICE	TAMULEN	JASON	PATROLMAN	74183.28	38486.70	
POLICE	WETHERBEE	JASON	PATROLMAN	70266.49	25199.71	
POLICE	YOUNG	KELLY	DISPATCHER	1216.06		
FIRE	ALDEN JR	TODD	FIREFIGHTER	10512.56	744.39	
FIRE	ALGARIN	ZACHARY	FIREFIGHTER	8423.80		
FIRE	AMENDOLA	DANA	CALL FIREFIGHTER	4633.15		
FIRE	BEAN	ADAM	CALL FIREFIGHTER	863.57		
FIRE	BLAUSER JR	THERYN	SUPPORT SPECIALIST	6223.89		
FIRE	BLESSINGTON	BRUCE	CALL FIREFIGHTER	1165.34		
FIRE	BOIVIN JR.	FRANCIS	CALL FIREFIGHTER	9221.76		
FIRE	BUTTERFIELD	KYLE	FIRE CAPTAIN	89758.28	8103.36	
FIRE	CASPER	RYAN	CALL FIREFIGHTER	13374.92		
FIRE	CHADBOURNE	BENNETT	FIREFIGHTER	55355.49	8149.37	
FIRE	DAVIS	JASON	CALL EMT	847.42		
FIRE	D'ENTREMONT	PHILLIP	CALL FIREFIGHTER	29.49		
FIRE	DOANE	BRITTANEY	CALL FIREFIGHTER	191.60		
FIRE	DOUGHTY	ANDREW	FIREFIGHTER	6426.12		
FIRE	DUNCAN	BRETT	CALL FIREFIGHTER	11360.12		
FIRE	ELLIOTT	STEPHEN	CALL FIREFIGHTER	847.36		
FIRE	FARLEY	DANIEL	CALL FIREFIGHTER	5339.87		
FIRE	FORREST	KYLE	CALL FIREFIGHTER	15425.06		
FIRE	GOULDING	TYLER	CALL FIREFIGHTER	30681.77	4982.04	
FIRE	HENRY	DAVID	CALL FIREFIGHTER	3153.56		
FIRE	LEBEL	ANDREW	CALL FIREFIGHTER	2256.21		
FIRE	LONG	KAREN	ADMIN ASST EMT B	44278.04	545.77	
FIRE	LONG	NATHANIEL	CALL EMT	1436.36		
FIRE	MACINTOSH	MICHAEL	CALL FIREFIGHTER	490.60		

Aggregate Employee Remuneration

DEPT	LAST NAME	FIRST NAME	POSITION	Reg Earnings	OT Earnings	DT Earnings
FIRE	MAJOR	RYAN	FIREFIGHTER	56125.39	12029.81	
FIRE	MCEVOY	JOHN	FIREFIGHTER	56983.82	6888.01	
FIRE	MONTY	DAVID	FIRE LIEUTENANT	65032.91	38556.87	
FIRE	NIVALA	KEVIN	FIRE CHIEF	113062.88		
FIRE	NOONAN	BRIAN	CALL FIREFIGHTER	783.21		
FIRE	ROGOWSKI	DAVID	CALL FIREFIGHTER	40994.20	5271.16	
FIRE	ROONEY	COLIN	FIREFIGHTER	53432.44	13036.81	
FIRE	SEIDL	ERIC	CALL FIREFIGHTER	3838.54		
FIRE	SHEEHAN	MICHAEL	CALL FIREFIGHTER	7907.68	1641.07	
FIRE	SPENCER	ZACHARY	FIREFIGHTER	26179.46	5508.43	
FIRE	WHEELER	ALEXISS	CALL FIREFIGHTER	608.59		
BUILDING	BACZEWSKI	JANET	LAND USE ADMIN ASST	7197.12		
BUILDING	BARRETT SR	LORING	WIRING INSPECTOR	31979.86		
BUILDING	BLANCHARD	PAUL	BUILDING COMM	75753.15		
BUILDING	BODANZA	BRENDA	ADMIN ASST	22972.75		
BUILDING	CANNAVINO	RICHARD	ALTERNATE WIRING INSPECTOR	8119.39		
BUILDING	CHIARELLI	TAMIE	ADMIN ASST	6058.68		
BUILDING	PARVIAINEN	HARRY	ALTERNATE WIRING INSPECTOR	9142.33		
BUILDING	TIGNOR	GEORGE	LOCAL INSPECTOR	6262.96		
BUILDING	WIINIKAINEN	TOM	GAS/PLUMBING INSPECT	19785.14		
FARMERS MKT	BAUM	JENNIFER	FARMERS MARKET MGR	1284.00		
DPW	AHEARN	WILLIAM	HWY SUPERINTENDENT	88794.00		
DPW	ALBERT	DAVID	MASTER MECHANIC	59724.44	11068.40	470.75
DPW	ARSENAULT	STEVEN	TRUCK DRIVER/LABORER	54782.03	11748.93	436.10
DPW	BARRETT	ALAN	TRUCK DRIVER/LABORER	46294.38	11212.41	396.18
DPW	BOURGEOIS JR	ALAN	TRUCK DRIVER/LABORER	20599.44	1316.16	
DPW	DESCARREAUX	KEVIN	SYSTEM OPERATOR	45414.93	21259.49	262.80
DPW	DRISCOLL	PATRICIA	DPW ADMIN SECRETARY	45694.00		
DPW	GLASSON	TIMOTHY	WATER/SEWER TRUCK DRIVER/ LABORER	24455.60	892.52	
DPW	GRENIER	JAMES	MAINTENANCE MECHANIC	45866.79	8537.52	347.68
DPW	HALL	JOSHUA	DPW DIRECTOR	112163.55		
DPW	HOWE	THEODORE	TRUCK DRIVER/LABORER	43025.20	7624.11	321.12
DPW	HURD	TIMOTHY	SP MV OPERATOR/LABOR	55739.65	11108.05	464.97
DPW	LEVANTI	ERIC	TRUCK DRIVER/LABORER	19636.62	1597.08	
DPW	LUCIER	DALE	DPW SECY/RECPT	38206.00		
DPW	MANSFIELD	THOMAS	TRUCK DRIVER/LABORER	7362.07	3329.96	360.03
DPW	MARTINEAU	PETER	WORKING FORMAN	57393.63	28999.95	258.60
DPW	REDDY	SHAWN	TRUCK DRIVER/LABORER	7137.22	1754.93	
DPW	SZOCIK	ROBERT	HWY WORKING FORMAN	59619.69	13219.63	513.54
DPW	TENNEY	LEONARD	TRUCK DRIVER/LABORER	6967.91	5488.06	321.12
DPW	ZBIKOWSKI	DAVID	SP MV OPERATOR/LABOR	52467.27	8097.51	385.28
CEMETERY	GRONROOS	JOHN	CEMETERY SUPERINTEND	54509.20		
CEMETERY	HILDRETH	CHARLES	CEMETERY LABORER	10461.91		
CEMETERY	MEI	DYLAN	CEMETERY LABORER	3419.00		
CEMETERY	RATHIER	RAYMOND	CEMETERY LABORER	11505.08		
CEMETERY	SCARALE	FRANK	CEMETERY LABORER	9884.76		
BOH	LUCANDER	JOYCE	ADMIN ASSISTANT	35422.80		
BOH	MCCONVILLE	RITA	ASST HEALTH AGENT	23226.87		
BOH	SWEDBERG	ELIZABETH	HEALTH AGENT	63257.15		
COA	FISHER	SUSAN	ELDER SERVICE COORD	43515.40		
COA	HILL	BRUCE	SUB VAN DRIVER	12032.64		

Aggregate Employee Remuneration

DEPT	LAST NAME	FIRST NAME	POSITION	Reg Earnings	OT Earnings	DT Earnings
COA	JOHNSON	MICHELLE	ADMIN ASST	5936.70		
COA	JOHNSON	ROBERT	SUB VAN DRIVER	58.08		
COA	LAWRENCE	KATHY	ADMIN ASST	16319.07		
COA	NOVAK	DANIEL	SUB VAN DRIVER	11494.58		
COA	PERIOR	JAYNE	COA MEALS DRIVER	10742.40		
COA	SCHULTZ	KIMBERLY	SUB VAN DRIVER	2597.76		
COA	STREETER	PATRICIA	ADMIN ASST	10689.31		
COA	THIBEAULT	GERARD	SUB VAN DRIVER	4575.60		
LIBRARY	BUCKINGHAM-STONE	BONNIE	LIBRARY ASSISTANT II	13832.64		
LIBRARY	CAVANAUGH	JASON	ADULT SVC LIBRARIAN	37605.95		
LIBRARY	ERICKSON	LISA	LIBRARY ASST CHILD	14227.62		
LIBRARY	GERDE	ANNE	LIBRARY ASST CHILD	8768.08		
LIBRARY	KUILEMA	AMY	HEAD OF CHILDRENS SV	47542.96		
LIBRARY	LANGHART	NICHOLAS	LIBRARY DIRECTOR	71140.15		
LIBRARY	LECLAIR	JANICE	LIBRARY ASSISTANT I	4023.26		
LIBRARY	LUCIER	SUSAN	LIBRARY TECH SERVICE	24265.92		
LIBRARY	MCGEE	MARYANN	LIBRARY ASSISTANT I	9799.92		
LIBRARY	YRAOLA	SUSAN	LIBRARY ASSISTANT II	19280.00		
PARKS AND REC	ALBERT	ANGELA	PARKS/REC COUNSELOR	1605.50		
PARKS AND REC	ALBERT	CAROLINE	PARKS/REC COUNSELOR	874.50		
PARKS AND REC	AVENI	JEFFREY	PARKS/REC COUNSELOR	830.50		
PARKS AND REC	CIESLUK	KAYLIN	PARKS/REC COUNSELOR	863.50		
PARKS AND REC	COLAUTTI	VITTORIA	PARKS/REC COUNSELOR	522.50		
PARKS AND REC	COLE	MACKENZIE	PARKS/REC COUNSELOR	858.00		
PARKS AND REC	EVERIDGE	HANNAH	PARKS/REC COUNSELOR	874.50		
PARKS AND REC	GILBERT	PATRICK	PARKS/REC COUNSELOR	781.00		
PARKS AND REC	HYNES	LUCAS	PARKS/REC COUNSELOR	794.75		
PARKS AND REC	O'BRIEN	CONNOR	PARKS/REC COUNSELOR	1800.00		
PARKS AND REC	O'BRIEN	SEAN	PARKS/REC COUNSELOR	753.50		
PARKS AND REC	PELKEY	LEAH	PARKS/REC COUNSELOR	726.00		
PARKS AND REC	QUAYE	SAMUEL	PARKS/REC COUNSELOR	2400.00		
PARKS AND REC	SEARS	ANDREW	PARKS/REC COUNSELOR	1232.00		
PARKS AND REC	SEARS	MEGAN	PARKS/REC COUNSELOR	896.50		
PARKS AND REC	SHEEHAN	MAURA	PARKS/REC COUNSELOR	1166.00		
PARKS AND REC	SINCLAIR	RACHEL	PARKS/REC COUNSELOR	638.00		
PARKS AND REC	ULRICH	ERICA	PARKS/REC COUNSELOR	687.50		
VETERANS	KINCANNON	GEORGE	VETERANS AGENT	4773.15		
VETERANS	MAEDER	THOMAS	VETERANS AGENT	2312.00		

Victoria Leger, Oakmont Regional HS
Photography - (top to bottom)
Standing Tall, A Walk in the Woods, Old Barn & Milkweed Dreams

Finn Picone, Oakmont Regional HS
Photography - Wildwood Farm

Dorothy Zierle, Oakmont Regional HS
Photography - Autumn