



**2017**  
TOWN OF

**LITTLETON, MA**  
**ANNUAL REPORT**

# TOWN OF LITTLETON, MASSACHUSETTS



# 2017

## ANNUAL TOWN REPORT

*Including financial reports for the fiscal year ending June 30, 2017*

The Annual Town Report is compiled by the

Office of the Board of Selectmen/Town Administrator  
Town of Littleton  
Littleton Town Offices  
37 Shattuck Street  
Littleton, MA 01460

More information is available online at [www.littletonma.org](http://www.littletonma.org)

### **TOWN SEAL OF LITTLETON**

The history of Littleton is commemorated on the town seal. The supporters of the escutcheon are the Rev. John Eliot, on the left; apostle to the Indians in coat and short clothes, uncovered, his right hand reverently pointing upward, his left extending in a open Bible; and, on the right, an Indian in leggings and breech cloth with arrows in a quiver and bow in left hand, extending his right to receive the Bible. The escutcheon is emblematic of the principal industries of the town— agriculture and horticulture.

While the crest being that of the State Seal not only indicates that the town is in Massachusetts, but by its drawn sword it further commemorates the ready and patriotic response with which this town has met every call to arms.

### **COVER ART**

Thank you to Sarah Gordon for providing the art for the cover of this report.

Sarah Gordon is a junior at Littleton High School and has been attending Littleton Public Schools since preschool.

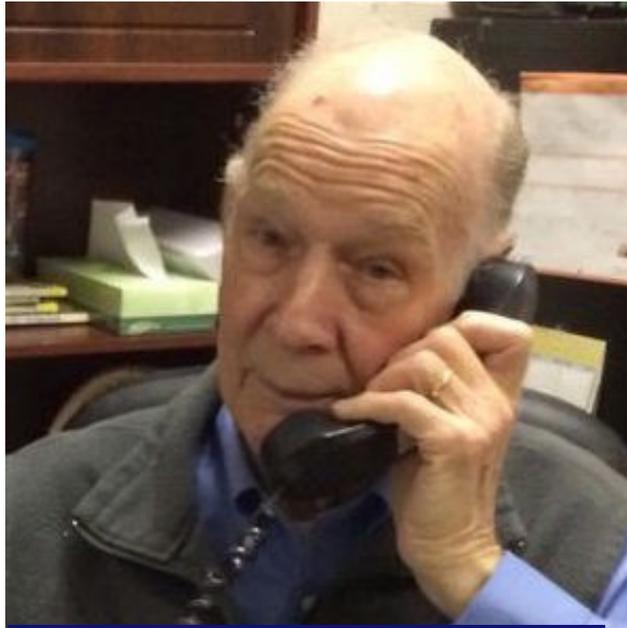
She hopes to study graphic design in college and pursue it as a career.

Sarah is the editor of the school yearbook and has designed many posters for Town and School events.

### **TOWN REPORT DEDICATION**

The 2017 Annual Town Report is dedicated to the memory of volunteer citizens whose ongoing service contributed to maintaining the community of Littleton. Their exemplary service has been critical in retaining our small town character and spirit. This year's report is dedicated to John Bowers and Art Lazarus.

## DEDICATION



**John Bowers**

John Bowers was a kind and gentle man and known by everyone. He never had a bad word to say about anyone. He was never seen without the love of his life, Sally. The two, many said, were inseparable. John was quite the outdoorsman cross country skiing locally and hiking whenever he could; enjoying the many trails in Littleton and most especially the trails of the White Mountains and Adirondacks.

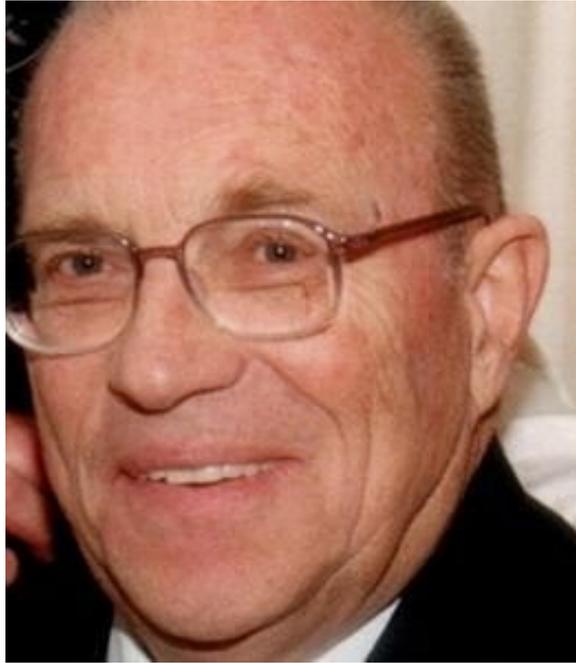
John served our Country in the Army during the Korean War and he became a member of the Army Security Agency in Korea and Japan. Even back then he enjoyed the outdoors climbing Mt. Fuji with friends for a little R&R.

John and Sally raised their family here in Littleton enjoying all the pleasures of a small town. Rueben Hoar Library was one of John's favorite places to go and enjoy the "quiet" time to enjoy his reading and finding new and old books. He could be found there weekly in his last months after volunteering at the Council on Aging; which he loved doing the last few years of his life as he greeted people in person or on the phone. His easy-going personality made him a perfect fit for the position and people loved visiting when he was there. John's memories of the Town "back-when" were great for the seniors to hear as they often would like to reminisce as they were waiting for a program to start or assistance from some one of the staff members.

The Town was blessed with John's knowledge as he gave 30 years to the School Committee. Giving his time and talent to the Committee he was a staple of the Committee. He was the longest standing Committee member. After giving 30 years to the School Committee he decided that it was time to let someone else take over the helm and go on to a different direction and went to the Historical Commission which he gave of tirelessly. You could find John at Peach Socials at the Historical Building doing different events at the yard sales and the like. Wherever he was needed there he was; always giving of himself.

John will truly be missed by one and all. A true Littletonian in every sense of the word.

## DEDICATION



**Art Lazarus**

Art Lazarus lived his last 33 years in Littleton with his wife Jan giving much of that time in the Conservation of the Land. He was a previous Conservation Commissioner for the Town of Raynham and used that knowledge to help Littleton in any way he could to be sure we were preserving land properly. Art served on the Littleton Conservation Trust and as Director of Stewardship coordinating town-wide land stewardship program, recruiting and training volunteers as monitors for the town's publicly accessible conservation properties and compiling land management plans for each parcel.

Art probably is best remembered for his role in characterizing the Oak Hill Conservation Land, laying out trails on Long Lake Conservation Land and managing the donated Cobb Land. Behind the scenes he was always trying to do clean-ups of areas of Conservation Land such as the former Cobb Chicken Farm and turning it into trails throughout.

If you have heard of NEFF (New England Forestry Foundation), of course Art had a hand in finding unusual mineral deposits. Why wouldn't he have a hand in it? If there are trail maps for the Town's Conservation land, you guessed it right, Art had a hand in those too. The guides are available online and in print. Also, many of you may not know of the "Tophet Chasm". Art compiled a comprehensive inventory for you to read about it.

Art has many local publications that we are all the better for having. Art gave to this Town through the Conservation Trust, giving tirelessly and always behind the scenes. He was a man that could get volunteers before they knew they were volunteering. It was said of Art that "his presence, energy and determination will be missed by many. His beneficial impact to the community remains."

# TOWN OF LITTLETON ANNUAL REPORT 2017



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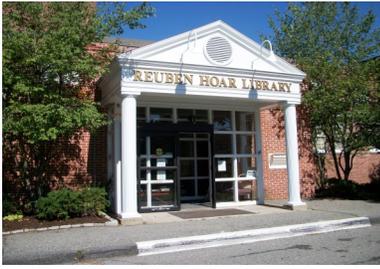
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**JANUARY**— *Sunset behind Town Offices & Charles Tirone Trail at Long Lake*



**FEBRUARY**

*Father Daughter Dance*

**MARCH**

*Seniors  
enjoying St. Patrick's  
Day Lunch*



**APRIL**

*Patriot's Day*

*at*

*Liberty Square*



**MAY**— *Memorial Day Flags on the Common & Touch-a-Truck is so much fun!*



**JUNE**

*Littleton High School*

*Graduation*

*It was such a beautiful day!*



**JULY**  
*Sailing on Long Lake*



**AUGUST**  
*3rd Thursday*

**SEPTEMBER** — *Grand Opening of Alumni Field*



**OCTOBER**— *Trunk or Treat!!!*



**NOVEMBER**  
*Turkey Trot & Long Lake Trail Hike*



**DECEMBER**— *Tree Lighting and Caroling on The Common with Santa Claus*





OFFICE OF THE  
BOARD OF SELECTMEN  
37 SHATTUCK STREET  
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LITTLETON  
MASSACHUSETTS 01460  
(978) 540-2460

Dear Littleton Residents,

It is a distinct privilege to present the Littleton Board of Selectman's report to you. 2017 was a busy and productive year for our Town and I believe it will be remembered as an impactful one in the Town's strong and storied history.

The Board of Selectmen's adopted goals for FY 2018 were: (1) Master Plan Implementation, Housing, Open Space, Green Communities; (2) Economic Development; (3) Infrastructure Needs - Littleton Common Smart Sewer Strategic Plan; Water System; Stormwater MS4; (4) Transportation / Commuter Rail / CrossTown Connect; (5) Roadway Improvement Plan; Complete Streets; (6) Elder & Human Services; (7) Public Safety Strategic Plans; (8) Organizational Review; (9) Long-Range Fiscal Plan; and (10) Town Facilities.

Some of the accomplishments of the past year include:

Hiring a new Assistant Town Administrator and Director of Public Works, and welcoming Anthony Ansaldi and Chris Stoddard to their posts, respectively

Completion of two major capital projects, both completed inside the levy: our completely renovated Fire Station, and the New Alumni Field project.

Green Communities grant of \$250,000 from DOER for LED streetlights and other energy upgrades

Complete Streets grant of \$400,000 from MassDOT to fund the Russell Street sidewalk and other pedestrian improvements.

Passing a Tax Increment Financing (TIF) agreement with Patriot Beverage for the former Veryfine plant at 20 Harvard Road.

Working towards the successful completion and acceptance of the Master Plan

Additionally, 2017 will be remembered for the building of the Castle in the Trees playground. It is projects like this that remind of us what "community" means in Littleton.

In 2017, Town Meeting authorized the Board of Selectmen to acquire over 82 acres of property for various municipal purposes, of which over 47 acres were donated the Town at no cost. The Town purchased the 35.11-acre Joyce Williams property at 31 Boxborough Road for conservation and passive recreational purposes, plus trail and signage easements, for \$1,273,758 funded by Community Preservation Act appropriations and borrowing.

The Town acquired by donation from Mary Lee Stenstrom for the Mill Pond Restoration project a 9-acre property on Harwood Avenue underlying the southern basin of Mill Pond. The Town acquired by donation from the Estate of Charlotte Hartwell for cemetery purposes a 15.67-acre property on Hartwell Avenue abutting the Westlawn Cemetery. The Town became owner of 22.48 acres the Couper Farm property at 180 Great Road by donated to the Town from developer M&M Realty Trust as part of the Host Community Agreement with the Board of Selectmen approved on April 25, 2016. 4.48 acres (Area "A") along Great Road is to be used for active recreation, Areas B (3.67 acres) and C (0.97 acres) for agriculture, and Area D (13.45 acres) for open space and/or agriculture. The Town also acquires the Couper Farm house (Lot A) for affordable housing purposes and/or such other public use as the Board of Selectmen may determine.

The Town’s fiscal year report from July 1, 2017 to June 30, 2018 is shown in the pages which follow.

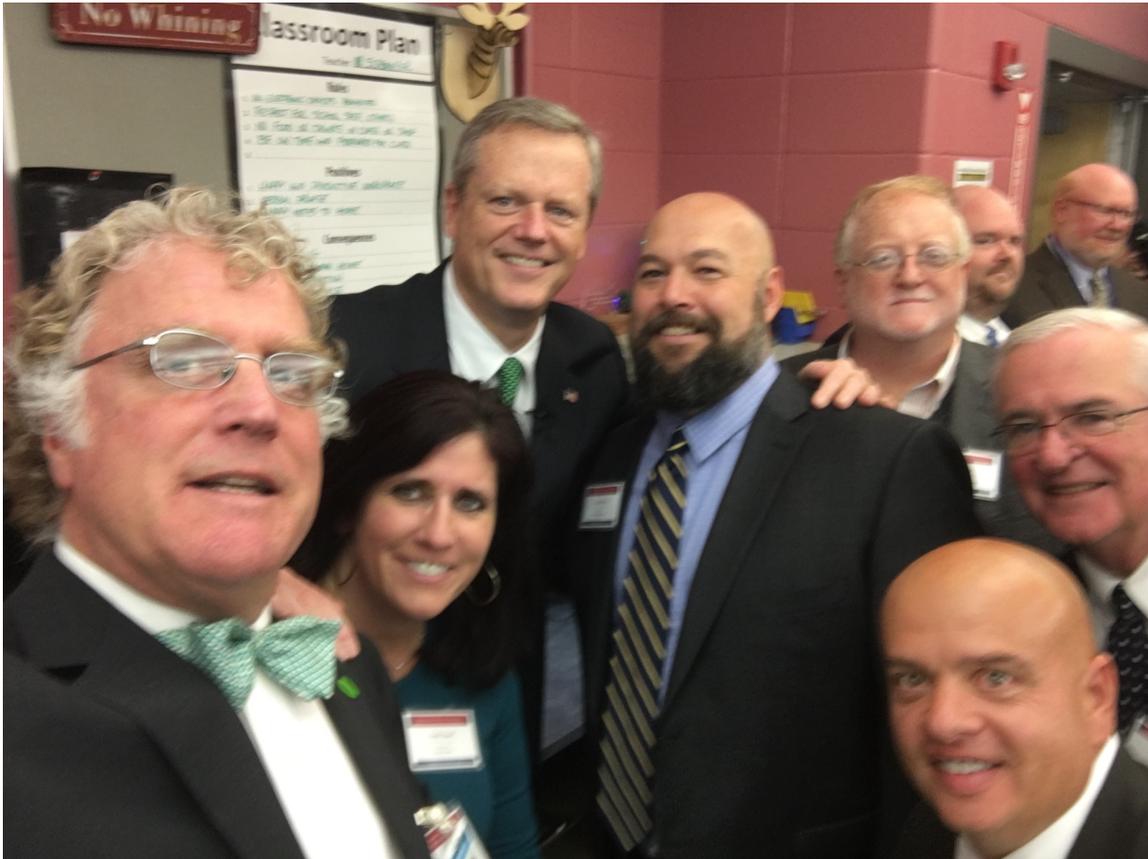
Finally, I would like to recognize the Town’s volunteers, who serve on the various boards and commissions, who are vital in order to keep Littleton moving forward. Service to the public is the cornerstone to our system of governance and your involvement has helped shape our wonderful Town. On behalf of the entire Board of Selectmen, please accept our thanks and appreciation for your time and talent.

Chuck DeCoste

Chairman, Board of Selectmen



Selectman Chase Gerbig at Littleton Common smart sewer public forum



Governor Charlie Baker poses for a selfie with Littleton officials at Nashoba Valley Tech High in Westford. (L-R) Keith Bergman, Cindy Napoli, Governor Baker, Chuck DeCoste, Paul Glavey, Anthony Ansaldi, and Joe Knox

## TOWN ADMINISTRATOR

I am pleased to submit this, my eleventh, annual report as Town Administrator for the Town of Littleton.

### Town's AAA bond rating affirmed

In March 2018, Standard and Poor's affirmed the Town of Littleton's AAA bond rating with a stable outlook. Littleton first achieved its S&P AAA rating in February 2014, when we were upgraded from AA; and our rating has been affirmed at AAA ever since. S&P defines its AAA rating as "Extremely strong capacity to meet financial commitments. Highest Rating." S&P's latest report reflects its assessment of the Town of Littleton's very strong economy, very strong management, strong budgetary performance, very strong budgetary flexibility, very strong liquidity, and very strong debt and contingent liability profile. Congratulations again to the Board of Selectmen and Finance Committee for their policy leadership and to the finance team and the Town departments for all their hard work.

For a second year in-a-row, the Town was able to reduce the property tax rate by applying funds to reduce debt service excluded from Proposition 2½. By applying \$339,663 from overlay surplus to reduce excluded debt service on the FY 2018 property tax levy, the property tax rate was reduced by 19 cents per \$1,000 of assessed value.

For a third year in-a-row, the Town again maximized State matching funds under the Community Preservation Act by fully implementing the so-called Blended CPA for a third year-in-a-row.

### Master Plan adopted in 2017

The Town of Littleton adopted a master plan in 2017 for the first time since 2002. With the recommendation of the Master Plan Update Steering Committee and Board of Selectmen, the Planning Board voted on April 20, 2017 to adopt the "Littleton Master Plan 2030" report pursuant to MGL C.41,§81D. Town Meeting voters had appropriated over \$200,000 for update of the master plan, which May 1, 2017 Annual Town Meeting voted unanimously to receive the final product. The Littleton Master Plan update was the result of over two years of thoughtful, productive work by Littleton residents, board members, and town staff, culminating in eight strategy areas to guide growth and change and to achieve the best possible future for Littleton: Littleton Common, thriving town, equitable development, active government, planned growth, community health & wellbeing, legacy, and building local capacity.

### Housing Choice

The Town of Littleton has a strong housing market and its total housing stock has increased by over 10% since 2010. Littleton's subsidized housing inventory of 12.9% surpasses the 10% goal under Chapter 40B. The Town is committed to remaining above that goal by being proactive. With the leadership of the Board of Selectmen and Planning Board, town meeting voters have approved a package of housing strategies contained in the Town's recently updated Master Plan, including inclusionary zoning, senior residential development, accessory apartments, and affordable housing trust fund. The Town's efforts were recognized at the Baker/Polito Administrations' launch of its housing choice program in December 2017.

### Municipal Government Milestones

The Littleton Police Department earned full accreditation status from the Massachusetts Police Accreditation Commission (MPAC) on October 12, 2017.

The \$8-million Littleton Fire Station rehabilitation building project at 20 Foster Street continued throughout 2017, with completion in early 2018.

The \$4-million Alumni Field construction project had its groundbreaking in March 2017 and its dedication in September 2017.

The Federal Emergency Management Administration (FEMA) approved the Town of Littleton's Hazard Mitigation Plan update in April 2017

In 2017, the Massachusetts Department of Energy Resources (DOER) awarded the Town a competitive grant

of \$250,000 under its Green Communities program, for LED streetlight conversion, LWD Spectacle Pond Water Treatment Plant improvements, and LHS exterior lighting upgrades.

In 2017, the Massachusetts Executive Office of Energy and Environmental Affairs awarded the Town two grants: a \$15,000 Municipal Vulnerability Preparedness grant championed by the Littleton Sustainability Committee, and a \$50,000 Planning Assistance Grant Program grant championed by the Master Plan Implementation Committee.

\*\*\*

In 2017, the Town of Littleton was pleased to welcome Assistant Town Administrator Anthony Ansaldi, Director of Public Works Chris Stoddard, and Executive Assistant to the Town Administrator Dianne Dickerson. Director of Elder & Human Services Elizabeth Tretriak and joined the team in early 2018.

Representing the Town of Littleton, I was reelected in 2017 to a second term as President of the Metropolitan Area Planning Council (MAPC), the regional planning agency for the 101 cities and towns in Metro Boston.

Thanks to all Town employees, board members, and volunteers— and to the citizens of Littleton— whom it is our privilege to serve.

Respectfully submitted,  
Keith A. Bergman  
Town Administrator

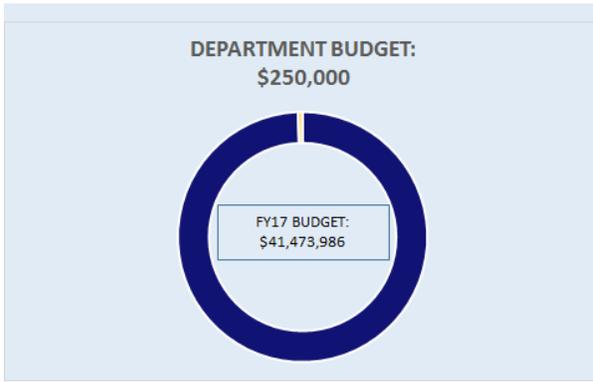


Assistant Town Administrator Anthony Ansaldi at the dedication of Alumni Field



Keith Bergman, Littleton Town Administrator  
President of the Metropolitan Area Planning Council

Town Administrator Keith Bergman at the launch of the Baker / Polito Administration’s Housing Choice Initiative



The role of Town Counsel is to provide information about what the law requires, to advise Town officials and boards concerning the law, to protect the legal interests of the Town in the conduct of its affairs, and to represent the Town in judicial and administrative proceedings. This involves the preparation of legal memoranda and the negotiation, drafting or review of protocols, memoranda of understanding or other types of agreements and contracts. In addition, Town Counsel answers questions on topics such as procurement, contracts, insurance, land use, environmental law, wetlands protection, municipal finance, construction law, employment, open meeting and public records requirements, and ethics.

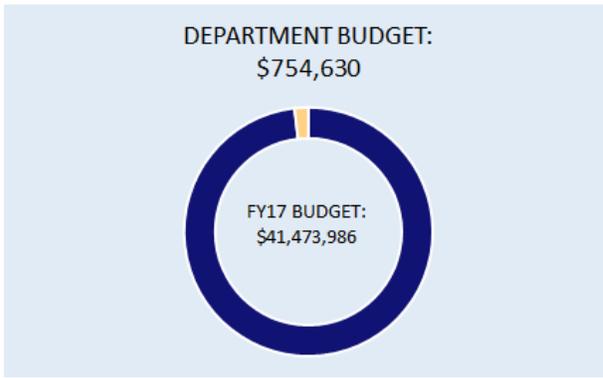
The following is a list of the 2017-2018 judicial and administrative appeals:

1. WALDEN PARTNERS, INC. v. LITTLETON BOARD OF HEALTH, Appeals Court No. 2015-P-1699. In this case, the plaintiff appealed the Board of Health's decision denying a septic system permit at 305 Tahattawan Road. The Superior Court upheld the Board of Health's decision, and the Plaintiff filed an appeal to the Appeals Court. In a decision dated May 15, 2017, the Appeals Court affirmed decision of the Superior Court (and in so doing, further upheld the decision of the Board of Health). This case is now closed.
2. ANDREWS CROSSING, LLC v. LITTLETON BOARD OF HEALTH, Land Court No. 02-MISC-281893. An action seeking a declaration that the three-year freeze on the Board of Health's new regulations is tolled during the pendency of litigation against the Town. This case has been inactive since 2003.
3. DICARLO, et al. v. LITTLETON PLANNING BOARD, Land Court No. 229270. The Plaintiffs appealed a decision of the Planning Board, ordering the modification of a 35 year old definitive subdivision plan. The case has been inactive since 1996.
4. ZAJAC v. KELLY, Mass. District Court Case No. 0448CV0371. An appeal of Police Chief Kelly's revocation of Mr. Zajac's firearms license. This case has been inactive since March 2005.

We believe that each matter that comes before Town Counsel deserves careful thought, and we strive to provide the Town with personal, direct and responsive legal counsel, diligent attention to the Town's needs, and good humor.

Miyares and Harrington LLP  
Littleton Town Counsel

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**DEPARTMENT DESCRIPTION**

The Department of Finance consists of the offices of Director of Finance, Accounting, Assessing, Treasurer and Collector. The Department is responsible for the overall financial management of the Town, including advising and updating the Town Manager, Board of Selectmen, Finance Committee, and other interested parties on the Town's financial condition. Services provided include, but are not limited to, preparation of the ten-year Capital Improvement Plan, financial status reports, cash management, debt management, property valuation assessments, citizen assistance programs, property tax and other billing, collection activities, risk management, audit review and internal financial controls. Additionally, the Department oversees Town compliance with the Uniform Procurement Act.

The Department is responsible for complying with a myriad of municipal finance laws and regulations as well as meeting the financial reporting requirements of the Federal and State government. These financial controls are essential in order to properly safeguard taxpayer dollars. Much of the activity of the Department of Finance involves the day to day management of the Town's finances including for 2017; \$46 million expended from the general fund budget, \$6.3 million in special revenue, \$39 million in enterprise funds (water, electric and recreation), as well as trust funds. The Department also monitors and reviews the capital spending activity of all departments. The Department processes the payroll including all monthly, quarterly and annual reports for Town and School employees. On a weekly basis the Department processes hundreds of invoices for payment to vendors, for services and supplies, procured by Town departments.

I would like to thank the Board of Selectmen, Finance Committee and Town Administrator Keith Bergman for their support throughout the challenges of this past year. I would also like to thank Steve Venuti – Treasurer, Ann Essman – Assistant Treasurer/HR Coordinator, Michelle Reynolds – Assistant Accountant as well as all the staff throughout the

Finance Department.

**FY2017 HIGHLIGHTS**

The Town continues to enjoy the benefits of maintaining Standard & Poor's highest bond rating. 2/27/2014- Standard and Poor's upgraded the Town of Littleton's bond rating from AA to AAA, its highest rating. S&P defines its AAA rating as "Extremely strong capacity to meet financial commitments. Highest Rating."

**Organizational Changes**

In response to the increasing workload and succession planning required due to upcoming retirements within the Finance Departments, the Town voted at the November 16, 2016 Special Town Meeting to separate the duties assigned to the Assistant Town Administrator for Finance and Budget into two separately held positions – an Assistant Town Administrator to deal with non-financial duties such as procurement and operations; and retaining myself as Director of Finance & Budget responsible for all financial duties including the management of the Finance Departments.

After a competitive search, Anthony Ansaldi was welcomed in 2017 to assume the Assistant Town Administrator duties. He assumed the duties admirably in a year that encompassed two large constructions projects for the Town – the \$4.0 million Alumni Field Renovation and the \$8.9 Million Fire Station construction and renovation – and was vital in the steering and day to day coordination of these significant projects.

As background, the Town voted to create the consolidated Finance Department back in 2007 after a Town Government Study Committee review:

- [HISTORY: Art 11, adopted 5-5-2007 Annual Town Meeting; amended in its entirety 6-11-2007, Special Town Meeting, Art. 2, amended 5-4-2009 ATM, Art. 24]
- Section 1. There is hereby established in the Town of Littleton a Department of Finance and Budget ("Department"). The Department shall be managed by an Assistant Town Administrator for Finance and Budget ("AAFB") who shall be appointed by, and may be removed by, the Town Administrator, subject to the approval of the Board of Selectmen, for a term of up to three years. The Assistant Town Administrator for Finance and Budget shall report to the Town Administrator.

I was initially hired in August of 2006 as the Town Accountant, and was further appointed to the AAFB

position in 2007 upon acceptance of the article. In addition to the named AAFB duties, I retain the position and duties of Town Accountant within the AAFB “umbrella”. While the creation of the consolidated finance department under the AAFB did not come with any increase in staffing, the Town Government Study Committee’s report did predict that, “At some point in the future as the Town grows, the creation of this position may require hiring additional support to better leverage the AAFB.”

In addition for succession planning for upcoming retirements, this structural change will allow the department the time to address some deficiencies in our financial software suite, which requires migration to new software for our General Ledger, Payroll and Collections functions. This process will take two years to review and implement, is extremely labor intensive and has immense financial repercussions if not properly implemented.

The new software will augment the existing software applications (General Ledger, Accounts Payable/Receivable and Payroll) by adding the implementation of a formal fixed asset data base, a Human Resource module, Employee self-service and Citizen Transparency applications.

### Operating Budget

Town Operating budgets continue to feel pressure as a result of stagnant State Aid levels. In Fiscal 2017 the Town’s net state increased by 2.1% - \$76,599 – compared to FY2016 actual amounts received for both Town and School State Aid Accounts. FY2017 Net State Aid represented approximately 7.0% of the total available revenue – down from 8.4% the previous year.

Consistent new growth revenues have helped mitigate some of the impact of relatively flat state aid revenues. The tax levy increase of 9.4% (2.5% plus new growth) for FY2017 was driven in large part to a large increase in new Commercial and Residential Housing stock. The tax levy is the major source of funding for the Town Operations, representing 77.8% of the total available recurring revenue.

The Town’s reserves were augmented by an increase in the Undesignated Fund balance from \$6.192 million ending FY2016 to \$8.179 million end-

ing FY2017, replenishing the drawdown of in FY2016 to mitigate the costs of the Fire Station project. The Town also continued to work towards funding its OPEB obligations, with a total of \$1,068,500 transferred to the Trust for Post Employment Benefits.

### Excluded Debt Service

By previous design, the Town has funded the Debt Exclusion (DE) Stabilization account in a manner for use as an offset to raising the full amount of revenue allowed – directly reducing the tax rate in order to effect savings to the residents. In Fiscal 2017 this plan saved the residents 0.17 cents on the single tax rate. Our funding strategy reduced the debt level down to the FY2022 level. We continued this trend for FY2018, further reduce the level of excluded debt by effecting the following:

- utilizing the overlay surplus to fund \$339,663 of the excluded debt in the FY2018 operating budget (rather than raising these funds or withdrawing any from the DE stabilization fund), and further;
- adding \$90,325 into the DE Stabilization fund, which further allowed us to extend the target out 2 years to FY2024.

This continued strategy saved the taxpayers 0.19 cents on the tax rate in FY2018.

There was continued support from the taxpayers for investments in town equipment, facilities and infrastructure. The FY2017 capital plan expenditures totaled \$2,718,659 funded under the levy limit. Highlights included the replacement of a 2002 sidewalk plow at \$158,000, \$106,000 for Patrol Car replacements, \$85,000 in security upgrades for the Schools, \$150,000 in Resource Materials for the Schools, and \$511,000 in Facility maintenance (including non-street paving at schools and roof repairs at Town Hall).

I look forward to meeting the challenges faced by the community in the coming fiscal years by working with both the Town Administrator and Finance Committee to craft solutions that best serve the town.

Bonnie-mae Fleck

Director of Finance and Budget

<i>Department</i>	<i>FY2017 Actual</i>	<i>FY2018 Budget</i>	<i>FY2019 Recommended</i>
<b>114 MODERATOR</b>			
Expenses	<u>100</u>	<u>100</u>	<u>100</u>
<b>Total 114</b>	100	100	100
<b>122 SELECTMEN / TOWN ADMINISTRATOR</b>			
Personal Services	243,632	294,140	314,541
Expenses	11,870	12,870	12,870
MAGIC/MAPC Assessments	<u>12,000</u>	<u>12,000</u>	<u>12,000</u>
<b>Total 122</b>	267,502	319,010	339,411
<b>131 FINANCE COMMITTEE</b>			
Personal Services	800	700	800
Expenses	<u>400</u>	<u>500</u>	<u>500</u>
<b>Total 131</b>	1,200	1,200	1,300
<b>132 RESERVE FUND</b>			
Expenses	<u>150,000</u>	<u>150,000</u>	<u>150,000</u>
<b>Total 132</b>	150,000	150,000	150,000
<b>135 FINANCE AND BUDGET</b>			
Personal Services	629,216	665,905	721,281
Expenses	47,625	48,725	49,725
Audit	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>
<b>Total 135</b>	716,841	754,630	811,006
<b>151 LEGAL</b>			
Expenses	<u>250,000</u>	<u>250,000</u>	<u>250,000</u>
<b>Total 151</b>	250,000	250,000	250,000
<b>155 INFORMATION SYSTEMS</b>			
Personal Services	93,713	126,034	161,174
Expenses	<u>303,290</u>	<u>324,000</u>	<u>464,509</u>
<b>Total 155</b>	397,003	450,034	625,683
<b>161 TOWN CLERK</b>			
Elected Salaries	71,639	75,628	80,347
Personal Services	20,251	20,630	21,992
Expenses	<u>1,500</u>	<u>1,500</u>	<u>1,500</u>
<b>Total 161</b>	93,390	97,758	103,839
<b>162 ELECTIONS &amp; REGISTRATIONS</b>			
Personal Services	0	0	0
Expenses	<u>12,200</u>	<u>8,700</u>	<u>12,200</u>
<b>Total 162</b>	12,200	8,700	12,200

TOWN ACCOUNTANT

<i>Department</i>	<i>FY2017 Actual</i>	<i>FY2018 Budget</i>	<i>FY2019 Recommended</i>
<b>171 CONSERVATION COMMISSION</b>			
Personal Services	29,172	33,465	42,831
Expenses	1,000	1,450	1,450
Transfer In - Wetland Fund	<u>(8,000)</u>	<u>(8,000)</u>	<u>(8,000)</u>
<b>Total 171</b>	22,172	26,915	36,281
<b>175 PLANNING BOARD</b>			
Personal Services	69,456	70,890	75,711
Expenses	<u>1,175</u>	<u>1,175</u>	<u>1,175</u>
<b>Total 175</b>	70,631	72,065	76,886
<b>176 APPEALS BOARD</b>			
Personal Services	5,427	5,730	4,801
Expenses	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>
<b>Total 176</b>	6,427	6,730	5,801
<b>191 BUILDING MAINTENANCE</b>			
Personal Services	62,306	60,220	114,207
Expenses	<u>420,000</u>	<u>430,000</u>	<u>450,000</u>
<b>Total 191</b>	482,306	490,220	564,207
<b>193 GENERAL INSURANCE</b>			
Expenses	<u>375,000</u>	<u>375,000</u>	<u>400,000</u>
<b>Total 193</b>	375,000	375,000	400,000
<b>194 EMPLOYEE/RETIREE BENEFITS</b>			
Expenses	6,150,011	6,970,478	7,344,119
Other Post Employment Benefits Liability Fund	1,068,500	1,382,938	2,371,261
Transfer In - Cable Studio Benefits	(25,200)	(51,714)	(60,488)
Transfer In - Ambulance Receipts	<u>0</u>	<u>(150,000)</u>	<u>0</u>
<b>Total 194</b>	7,193,311	8,151,702	9,654,892
<b>196 TOWN REPORT / TOWN MEETING</b>			
Expenses	<u>5,000</u>	<u>5,000</u>	<u>10,000</u>
<b>Total 196</b>	5,000	5,000	10,000
<b>197 CABLE STUDIO</b>			
Personal Services	136,315	143,650	169,670
Expenses	34,225	34,225	34,225
Transfer In - Cable Revolving	(57,665)	(50,000)	(60,000)
Transfer In - Cable Access Fees	<u>(112,875)</u>	<u>(127,875)</u>	<u>(143,895)</u>
<b>Total 197</b>	0	0	0

<i>Department</i>	<i>FY2017 Actual</i>	<i>FY2018 Budget</i>	<i>FY2019 Recommended</i>
<b>210 POLICE / DISPATCH</b>			
Personal Services	1,771,112	1,868,508	2,020,636
Expenses	<u>150,421</u>	<u>150,421</u>	<u>150,421</u>
<b>Total 210</b>	1,921,533	2,018,929	2,171,057
<b>220 FIRE / EMS DEPARTMENT</b>			
Personal Services	1,041,606	1,231,478	1,502,659
Expenses	114,588	184,035	239,705
Transfer In -Ambulance Fees	<u>(300,000)</u>	<u>(500,000)</u>	<u>(500,000)</u>
<b>Total 220</b>	856,194	915,513	1,242,364
<b>241 BUILDING DEPARTMENT</b>			
Personal Services	218,703	229,040	286,536
Expenses	5,060	5,060	6,060
Transfer In - Inspectional Revolving	<u>(100,186)</u>	<u>(104,000)</u>	<u>(125,000)</u>
<b>Total 241</b>	123,577	130,100	167,596
<b>300 SCHOOL DEPARTMENT</b>			
Budget	<u>18,052,362</u>	<u>18,875,890</u>	<u>19,774,190</u>
<b>Total 300</b>	18,052,362	18,875,890	19,774,190
<b>301 TECHNICAL SCHOOL EXPENDITURES</b>			
Expenses	<u>507,219</u>	<u>453,828</u>	<u>520,198</u>
<b>Total 301</b>	507,219	453,828	520,198
<b>420 HIGHWAY DEPARTMENT</b>			
Personal Services	781,017	812,803	839,345
Expenses	370,203	377,790	414,864
Streetlights	33,000	25,000	25,000
Wastewater/Stormwater	100,000	105,000	105,000
B&M Crossing	2,808	2,808	2,808
Gasoline	<u>125,000</u>	<u>125,000</u>	<u>125,000</u>
<b>Total 420</b>	1,412,028	1,448,401	1,512,017
<b>429 Field Maintenance</b>			
Park Maintenance Personal Services	108,000	153,000	172,321
Park Maintenance Expense	13,000	13,000	37,000
Transfer In - PRCE Enterprise Field fees	<u>0</u>	<u>0</u>	<u>(24,000)</u>
<b>Total 429</b>	121,000	166,000	185,321
<b>422 ROADWAY REPAIRS</b>			
Expenses	<u>633,100</u>	<u>711,000</u>	<u>720,000</u>
<b>Total 422</b>	633,100	711,000	720,000
<b>423 SNOW &amp; ICE</b>			
Personal Services	68,000	68,000	68,000
Expenses	<u>132,000</u>	<u>132,000</u>	<u>132,000</u>
<b>Total 423</b>	200,000	200,000	200,000

<i>Department</i>	<i>FY2017 Actual</i>	<i>FY2018 Budget</i>	<i>FY2019 Recommended</i>
<b>450 CLEAN LAKES</b>			
Expenses	46,000	46,000	46,000
Transfer In - Clean Lakes Account	<u>(46,000)</u>	<u>(46,000)</u>	<u>(46,000)</u>
<b>Total 450</b>	0	0	0
<b>491 CEMETERY DEPARTMENT</b>			
Personal Services	103,819	103,565	106,007
Expenses	17,800	17,800	17,800
Transfer In - Cemetery Trust	(13,000)	(13,000)	(13,000)
Transfer In - Sale of Cemetery Lots	(12,000)	(12,000)	(12,000)
Transfer In - Graves	<u>(18,897)</u>	<u>(18,897)</u>	<u>(18,897)</u>
<b>Total 491</b>	77,722	77,468	79,910
<b>510 HEALTH DEPARTMENT</b>			
Personal Services	24,424	25,785	21,602
Expenses	2,587	2,587	2,587
Assessment - Nashoba BOH	25,000	25,000	25,000
Assessment - Nashoba Nursing	9,500	9,500	9,500
Assessment - Eliot Clinic	4,000	4,000	4,000
Assessment - SANS Program	12,000	12,500	12,000
Animal Inspector	<u>2,450</u>	<u>2,450</u>	<u>2,450</u>
<b>Total 510</b>	79,961	81,822	77,139
<b>541 ELDER AND HUMAN SERVICES</b>			
Personal Services	116,748	192,328	198,925
Expenses	<u>13,921</u>	<u>22,921</u>	<u>23,921</u>
<b>Total 541</b>	130,669	215,249	222,846
<b>543 VETERANS SERVICES</b>			
Personal Services	7,500	7,500	7,500
Expenses	1,515	1,560	1,560
Veteran Benefits	<u>175,000</u>	<u>185,000</u>	<u>185,000</u>
<b>Total 543</b>	184,015	194,060	194,060
<b>610 REUBEN HOAR LIBRARY</b>			
Personal Services	448,820	469,464	506,184
Expenses	91,798	102,163	114,403
Merrimack Valley Assessment	34,596	36,157	37,500
Transfer In - Library Trust Fund	<u>(13,000)</u>	<u>(13,000)</u>	<u>(13,000)</u>
<b>Total 610</b>	562,214	594,784	645,087

<i>Department</i>	<i>FY2017 Actual</i>	<i>FY2018 Budget</i>	<i>FY2019 Recommended</i>
<b>630 PARK AND RECREATION DEPARTMENT</b>			
Recreation Enterprise subsidy	121,643	171,670	211,110
<b>Total 630</b>	121,643	171,670	211,110
<b>690 OTHER CULTURE &amp; RECREATION</b>			
Historical	700	700	700
Memorial Day	750	750	750
Patriot's Day	<u>50</u>	<u>50</u>	<u>50</u>
<b>Total 690</b>	1,500	1,500	1,500
<b>700 DEBT</b>			
<b>710 LONG TERM DEBT</b>	3,119,897	2,933,602	3,710,448
<b>720 SHORT TERM DEBT</b>	1,038,447	1,449,139	775,070
Transfer In - Self Help Grant	(17,000)	0	0
Transfer In - Wastewater Settlement	(17,274)	(17,274)	(17,274)
Transfer In - Oak Hill Cell Tower	(33,269)	(32,269)	(31,269)
Transfer In - Newtown Hill Cell Tower	(38,648)	(37,448)	(36,248)
Transfer In - Bond Premium	(49,600)	(45,526)	(25,349)
Transfer In - Community Preservation	(194,823)	(51,138)	(90,556)
Transfer In - Light Department	<u>(147,084)</u>	<u>(140,378)</u>	<u>(133,088)</u>
<b>Total 700</b>	3,660,646	4,058,708	4,151,734
<b>FUNDING SUMMARY</b>			
Net Budgets	39,891,987	42,892,505	46,475,799
Transfers In	<u>(1,204,521)</u>	<u>(1,418,519)</u>	<u>(1,358,064)</u>
Total Appropriated Budgets	38,687,466	41,473,986	45,117,735

# TOWN ACCOUNTANT

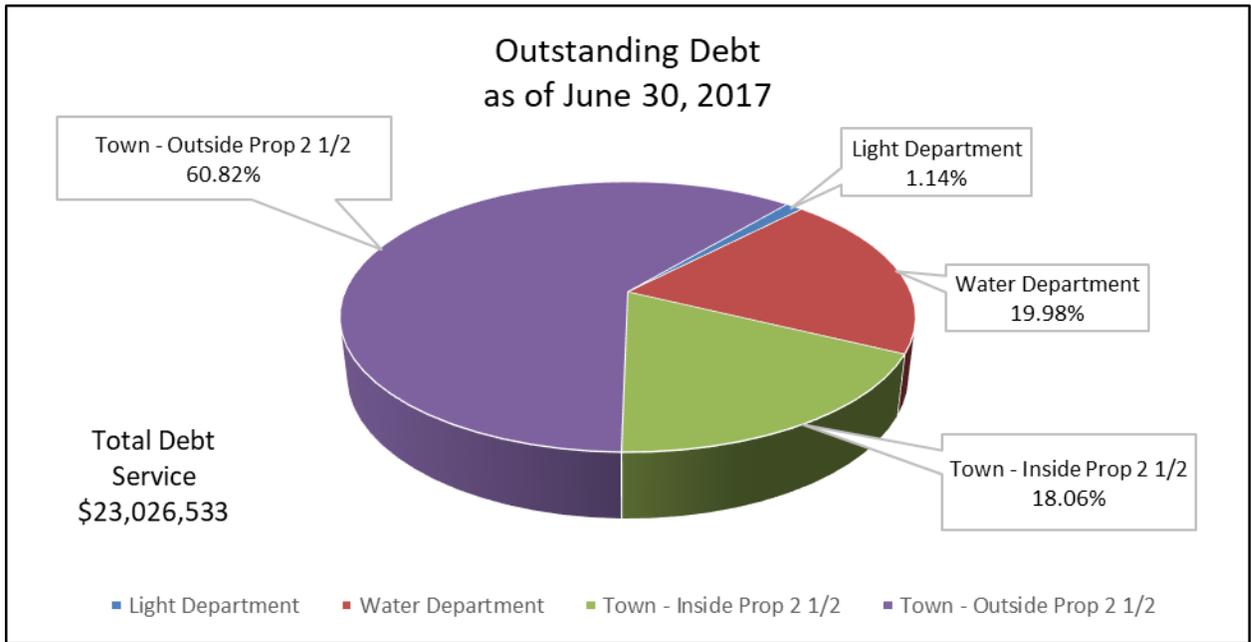
## TOWN of LITTLETON Balance Sheet 07/01/2016-06/30/2017

	General Fund	Special Revenue Funds	Govern Grant Funds	Capital Project Funds	Electric Enterprise	Water Fund	REC Fund	Trust Fund	Agency Fund	Long Term Debt Group	Memo Only
<b>ASSETS</b>											
Cash	15,971,341.52	8,250,692.20	21,626.69	9,179,061.39	16,493,535.25	1,109,838.49	312,979.27	17,026,758.00	307,628.48	0.00	68,673,461.29
Receivables	3,218.71	337,763.17	0.00	0.00	1,987.49	0.00	0.00	0.00	0.00	0.00	342,969.37
Property Taxes	719,909.93	2,533.68	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	722,443.61
Allowance for Abate & Exempt	-1,505,504.41	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-1,505,504.41
Tax Liens	257,541.63	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	257,541.63
Motor Vehicle Excise	203,639.04	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	203,639.04
Amts Prov for Pay of Bonds	0.00	0.00	0.00	0.00	0.00	4,600,000.00	0.00	0.00	0.00	48,791,510.83	53,391,510.83
<b>TOTAL ASSETS</b>	<b>15,650,146.42</b>	<b>8,590,989.05</b>	<b>21,626.69</b>	<b>9,179,061.39</b>	<b>16,495,522.74</b>	<b>5,709,838.49</b>	<b>312,979.27</b>	<b>17,026,758.00</b>	<b>307,628.48</b>	<b>48,791,510.83</b>	<b>122,086,061.36</b>
<b>LIABILITIES</b>											
Liabilities	1,436,752.83	248,081.26	0.00	0.00	1,987.49	0.00	0.00	0.00	307,628.48	30,626,712.00	32,621,162.06
Tailings	12,202.42	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12,202.42
Def Rev Prop Tax	-785,297.23	2,533.68	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-782,763.55
Def Rev Tax Liens	257,541.63	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	257,541.63
Def Rev MV Excise	203,639.04	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	203,639.04
L - User Charges / Liens	0.00	89,681.91	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	89,681.91
Bonds Payable	0.00	0.00	0.00	0.00	261,733.33	4,600,000.00	0.00	0.00	0.00	18,164,798.83	23,026,532.16
BANS DUE	0.00	0.00	0.00	10,365,000.00	0.00	0.00	0.00	0.00	0.00	0.00	10,365,000.00
<b>TOTAL LIABILITIES</b>	<b>1,124,838.69</b>	<b>340,296.95</b>	<b>0.00</b>	<b>10,365,000.00</b>	<b>263,720.82</b>	<b>4,600,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>307,628.48</b>	<b>48,791,510.83</b>	<b>65,792,995.67</b>
<b>FUND BALANCES</b>											
FUND EQUITY	1,673,123.07	8,250,692.20	21,626.69	-1,185,938.61	16,231,801.92	0.00	304,448.82	17,026,758.00	0.00	0.00	42,322,512.09
Reserved for Encumbrances	2,033,462.39	0.00	0.00	0.00	0.00	21,185.95	8,530.45	0.00	0.00	0.00	2,063,178.79
Reserved for Expenditures	1,007,419.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,007,419.00
Reserved for Deficits	-206,989.31	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-206,989.31
Designated	266,395.06	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	266,395.06
Undesignated	9,751,897.52	0.00	0.00	0.00	0.00	1,088,652.54	0.00	0.00	0.00	0.00	10,840,550.06
<b>TOTAL FUND BALANCES</b>	<b>14,525,307.73</b>	<b>8,250,692.20</b>	<b>21,626.69</b>	<b>-1,185,938.61</b>	<b>16,231,801.92</b>	<b>1,109,838.49</b>	<b>312,979.27</b>	<b>17,026,758.00</b>	<b>0.00</b>	<b>0.00</b>	<b>56,293,065.69</b>
<b>TOTAL LIABILITIES &amp; FUND BALANCES</b>	<b>15,650,146.42</b>	<b>8,590,989.05</b>	<b>21,626.69</b>	<b>9,179,061.39</b>	<b>16,495,522.74</b>	<b>5,709,838.49</b>	<b>312,979.27</b>	<b>17,026,758.00</b>	<b>307,628.48</b>	<b>48,791,510.83</b>	<b>122,086,061.36</b>

**Outstanding Bond Debt  
as of June 30, 2017**

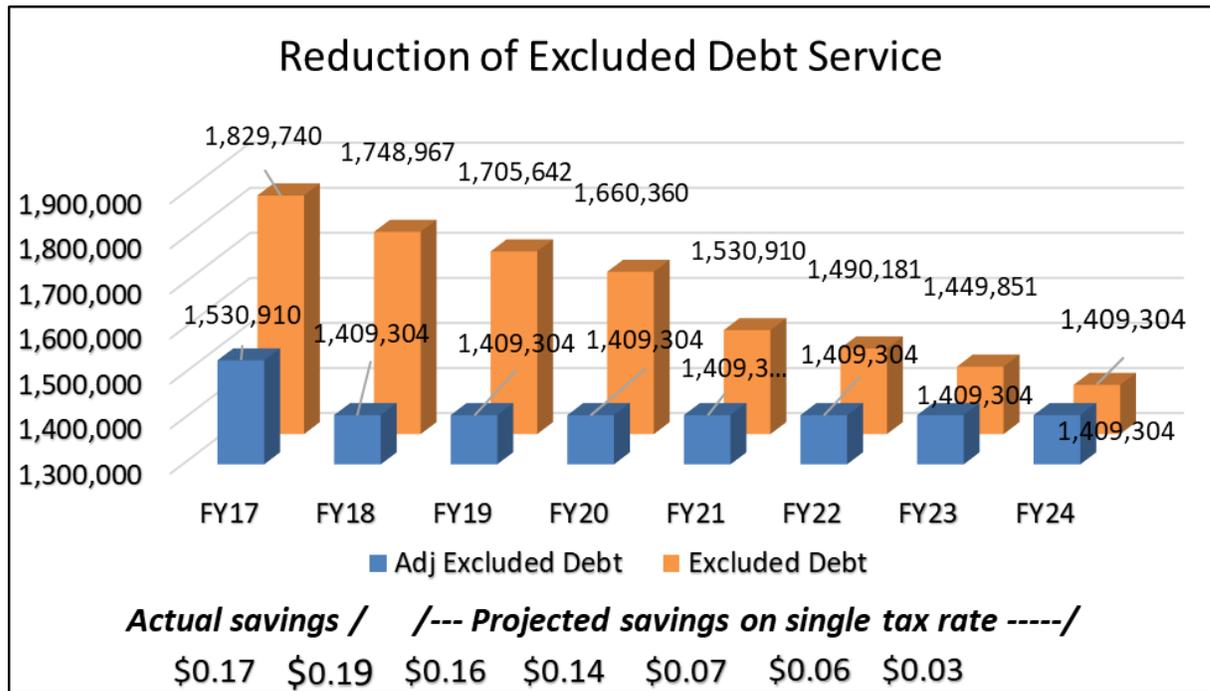
<u>Date of Issue</u>	<u>Issue</u>	<u>Original Amount</u>	<u>Current Balance</u>	<u>Maturity Date</u>
<b><u>Light Department</u></b>				
12/15/2007	Light Dept - Op Center refunding	1,248,000.00	261,733.33	9/15/2018
<b><u>Sub Total - Light Department Debt</u></b>		<b>1,248,000.00</b>	<b>261,733.33</b>	
<b><u>Water Department</u></b>				
2/1/2010	Ozone Generator	86,609.00	5,000.00	2/1/2018
12/7/2012	Water Tank - refunding	1,332,000.00	360,000.00	1/15/2023
5/15/2005	Nashoba Rd	350,000.00	110,000.00	5/15/2023
8/1/2014	Capital Improvements Well #2	118,300.00	100,000.00	8/15/2026
2/1/2010	Water Capital Improvements	191,088.00	120,000.00	2/1/2029
8/1/2014	Cobbs Well	178,800.00	150,000.00	8/15/2031
8/1/2014	Well #2 Design	194,700.00	170,000.00	8/15/2033
8/1/2014	Water Capital Improvements	274,200.00	245,000.00	8/15/2034
8/1/2014	Well #2 Redevelopment	3,720,000.00	3,340,000.00	8/15/2034
<b><u>Sub Total - Water Department Debt</u></b>		<b>6,445,697.00</b>	<b>4,600,000.00</b>	
<b><u>Town Debt - Inside Prop 2 1/2</u></b>				
12/15/2007	Shaker Lane - Refunding	2,352,000.00	493,266.67	9/15/2018
2/15/1999	Matawanakee Betterment	450,000.00	40,000.00	12/1/2018
11/15/2002	Septic Loan Program #2	189,473.68	43,480.84	8/1/2020
12/7/2012	Police Land - refunding	525,000.00	120,000.00	1/15/2022
12/7/2012	High School - refunding	23,795,000.00	1,655,000.00	1/15/2023
5/15/2005	Land Acquisition - Hartwell	575,000.00	180,000.00	5/15/2023
2/1/2010	Land Acquisition - Lucy's Land	150,000.00	80,000.00	2/1/2029
2/1/2010	Building Renovation-Houghton Roof	195,000.00	120,000.00	2/1/2029
5/15/2005	Land Acquisition - Prouty	500,000.00	175,000.00	5/15/2024

<u>Date of Issue</u>	<u>Issue</u>	<u>Original Amount</u>	<u>Current Balance</u>	<u>Maturity Date</u>
4/15/2011	Cobbs Land	323,955.00	210,000.00	4/15/2031
4/15/2011	Goldsmith Street	1,094,400.00	760,000.00	4/15/2031
4/13/2017	Septic Loan Program #3	282,674.00	282,674.00	1/15/2037
<b>Sub Total - Town Debt - Inside Prop 2 1/2</b>		<b>30,432,502.68</b>	<b>4,159,421.51</b>	
<b>Town Debt - Outside Prop 2 1/2</b>				
12/7/2012	Land Acquisition - Morrison - refunding	1,768,000.00	280,000.00	1/15/2020
5/15/2005	Waste Water Treatment Facility	1,760,000.00	680,000.00	5/15/2025
1/15/2008	Middle School	7,554,000.00	3,895,000.00	3/15/2027
2/1/2010	Police Station Design	300,000.00	165,000.00	2/1/2028
1/23/2008	Middle School - Low Interest Loan	2,142,297.00	1,285,378.20	11/1/2028
2/1/2010	Police Station Construction	6,023,303.00	3,780,000.00	2/1/2029
4/15/2011	Russell St School - Design	232,800.00	140,000.00	4/15/2031
4/15/2011	Russell St School - Construction	5,428,845.00	3,780,000.00	4/15/2031
<b>Sub Total - Town Debt - Outside Prop 2 1/2</b>		<b>25,209,245.00</b>	<b>14,005,378.20</b>	
<b>Total - Town Debt</b>		<b>55,641,747.68</b>	<b>18,164,799.71</b>	
<b>Total - All Debt</b>		<b>63,335,444.68</b>	<b>23,026,533.04</b>	
<b>Remaining Reimbursements on Town Debt (inside Prop 2 1/2)</b>				
<b>Source</b>				
State	Shaker Lane		623,589.00	
CPA Funds	Houghton Roof		120,000.00	
CPA Funds	Land Acquisition - Lucy's Land		80,000.00	
CPA Funds	Cobbs Land		210,000.00	
Cell Tower Funds	Land Acquisition - Hartwell		120,000.00	
Cell Tower Funds	Land Acquisition - Prouty		175,000.00	
<b>Total - Town Debt Reimbursements</b>			<b>1,328,589.00</b>	
<b>Net Town Debt remaining (Inside Prop 2 1/2)</b>			<b>2,830,832.51</b>	



### Debt Exclusion Stabilization

Town meeting has authorized the use of the Debt Exclusion Stabilization account to pay a portion of the debt service outside of Proposition 2 1/2 using funds from inside Proposition 2 1/2. This directly reduces the tax rate paid by residents and businesses. The reduction of excluded debt in FY17 from \$1,829,740 to \$1,530,910 saved Littleton taxpayers \$0.17 per \$1,000 of assessed value. The chart below shows the projected reductions in future years and the estimated tax savings through the current target year of FY24.



**Funds under care of the Town Treasurer as of June 30, 2017**

General Fund, Revolving Funds, Grants, Bonds & Other Funds	\$ 40,067,846.54
OPEB Trust Fund - Town, Light & Water Departments	8,998,760.06
Stabilization, Debt Exclusion Stabilization & Capital Stabilization	2,628,256.24
Water Enterprise Fund	1,109,838.49
Light Department Operating Funds	4,466,274.68
Light Department Depreciation Fund	2,522,981.09
Light Department Rate Stabilization Fund	6,562,041.22
Light Department Retirement Trust Fund	1,052,614.46
Trust Funds managed by the Trust Fund Commissioners	<u>5,394,014.41</u>
	<u>\$ 72,802,627.19</u>

Cash Balance June 30, 2016	\$ 61,492,118.15
Cash Receipts	\$ 102,822,138.60
Cash Disbursements	<u>\$ (91,511,629.56)</u>
Ending Cash June 30, 2017	<u>\$ 72,802,627.19</u>

TREASURER

The above report reflects the cash and bond balances of the Town as of June 30, 2017.

Respectfully submitted

Steven Venuti  
Treasurer

## Employee Total Earnings - January-December 2017

Dept	Employee	Title	Pensionable Earnings	Non-Pensionable Earnings	2017 Earnings *
<b><u>ACCOUNTANT</u></b>					
	FLECK, BONNIE-MAE	DIRECTOR OF FINANCE/BUDGET	101,894.40	-	\$101,894.40
	REYNOLDS, MICHELLE	Assistant Accountant	46,407.06	-	46,407.06
	RAYMOND, SUSAN	ON-CALL DEPARTMENT CLERK	-	17,456.47	17,456.47
	MANCHUSO, JANICE	FINANCE TECHNICIAN	-	12,189.75	12,189.75
	<b>ACCOUNTANT DEPARTMENT TOTAL</b>		<b>148,301.46</b>	<b>29,646.22</b>	<b>177,947.68</b>
<b><u>ASSESSORS</u></b>					
	MILLER, KATHERINE	CHIEF ASSESSOR	80,619.20	-	80,619.20
	JORNET, CELIA	ASSISTANT ASSESSOR	48,519.80	-	48,519.80
	SULLIVAN, TERESA	ASSESSING CLERK/FIELD LISTER	40,100.20	-	40,100.20
	<b>ASSESSORS DEPARTMENT TOTAL</b>		<b>169,239.20</b>	<b>0.00</b>	<b>169,239.20</b>
<b><u>BUILDING</u></b>					
	BERNIER, ROLAND	BUILDING COMMISSIONER	93,362.00	-	93,362.00
	COBLEIGH, MICHELLE	CONDITIONAL LOCAL INSPECTOR	56,151.20	480.82	56,632.02
	MOREHOUSE, WILLIAM	INSPECTOR OF WIRES	49,322.81	-	49,322.81
	SULLIVAN, EDWARD	PLUMBING AND GAS INSPECTOR	37,346.10	-	37,346.10
	GERVAIS, JOSEPH	ALTERNATE INSPECTOR OF WIRES	-	2,401.85	2,401.85
	CORMIER, JOSEPH	ALTERNATE PLUMBING AND GAS	-	1,435.92	1,435.92
	<b>BUILDING DEPARTMENT TOTAL</b>		<b>236,182.11</b>	<b>4,318.59</b>	<b>240,500.70</b>
<b><u>CEMETERY</u></b>					
	BAILEY, THOMAS	CEMETERY SUPERINTENDENT	52,809.24	4,079.38	56,888.62
	TAYLOR, LAURIE	CEMETERY GROUNDSKEEPER	47,410.80	2,255.65	49,666.45
	<b>CEMETERY DEPARTMENT TOTAL</b>		<b>100,220.04</b>	<b>6,335.03</b>	<b>106,555.07</b>
<b><u>COLLECTOR</u></b>					
	RICHARDS, DEBORAH	TAX COLLECTOR	68,331.20	-	68,331.20
	LORD, LINDA	ADMIN CLERK- COLLECTOR/CLERK	40,234.80	773.21	41,008.01
	<b>COLLECTOR DEPARTMENT TOTAL</b>		<b>108,566.00</b>	<b>773.21</b>	<b>109,339.21</b>
<b><u>CONSERVATION COMMISSION</u></b>					
	GREEN, AMY	CONSERVATION COORDINATOR	30,603.37	-	30,603.37
	<b>CONSERVATION COMMISSION DEPARTMENT TOTAL</b>		<b>30,603.37</b>	<b>0.00</b>	<b>30,603.37</b>
<b><u>CONTROL CTR / DISPATCH</u></b>					
	MURPHY, JOHN	COMMUNICATIONS SUPERVISOR	53,582.96	42,139.20	95,722.16
	HARROLD, WILLIAM	COMMUNICATIONS SUPERVISOR	48,299.10	7,688.14	55,987.24
	YOUNG, KELLY	COMMUNICATIONS OFFICER	43,724.59	8,161.04	51,885.63
	DEVLAMINCK, NICHOLE	COMMUNICATIONS OFFICER	44,133.49	7,372.24	51,505.73
	MAHONEY, KYLA	COMMUNICATIONS OFFICER	33,101.93	3,686.03	36,787.96
	PERRY, ANDREW	ON-CALL COMMUNICATIONS OFFICER	-	787.32	787.32
	<b>CONTROL CTR / DISPATCH DEPARTMENT TOTAL</b>		<b>222,842.07</b>	<b>69,833.97</b>	<b>292,676.04</b>
<b><u>ELDER AND HUMAN SERVICES</u></b>					
	CAMPBELL, PAMELA	EHS DIRECTOR	57,261.60	4,817.26	62,078.86
	MAEDER, CONSTANTINA	OUTREACH COORDINATOR/ RESPITE CARE	60,674.00	668.16	61,342.16
	MONAHAN, CORRINE	ON-CALL EHS VAN DRIVER	-	21,627.38	21,627.38

<i>Dept</i>	<i>Employee</i>	<i>Title</i>	<i>Pensionable Earnings</i>	<i>Non-Pensionable Earnings</i>	<i>2017 Earnings *</i>
	LORENSON, NICOLE	OUTREACH COORDINATOR	16,596.80	-	16,596.80
	KENT, RICHARD	ON-CALL EHS VAN DRIVER	-	15,688.08	15,688.08
	MONAHAN, WILLIAM	ON-CALL EHS VAN DRIVER	-	8,708.98	8,708.98
	PALMER III, SAMUEL	EHS VAN DRIVER	-	8,208.75	8,208.75
	CAMPBELL, NEIL	EHS VAN DRIVER	-	4,940.58	4,940.58
	TOKMAKIAN, PAUL	EHS VAN DRIVER	-	4,437.17	4,437.17
	GUTNER, JAMIE	INTERRIM EHS DIRECTOR	-	2,380.00	2,380.00
	BAILEY, HELEN	SENIOR WORK PROGRAM	-	5,098.13	5,098.13
	BOWERS, JOHN	SENIOR WORK PROGRAM	-	1,441.00	1,441.00
	JESENSKY, ANTHONY	SENIOR WORK PROGRAM	-	1,320.00	1,320.00
	RUSSELL, BRUCE	SENIOR WORK PROGRAM	-	1,056.00	1,056.00
	ARTHUR, HAROLD	SENIOR WORK PROGRAM	-	649.00	649.00
	BOWLES, CATHERINE	SENIOR WORK PROGRAM	-	649.00	649.00
	CHILDS, MARTHA	SENIOR WORK PROGRAM	-	649.00	649.00
	CHRISFIELD, JANE	SENIOR WORK PROGRAM	-	649.00	649.00
	CORBIN, SHARON	SENIOR WORK PROGRAM	-	649.00	649.00
	CURTIN, MILDRED	SENIOR WORK PROGRAM	-	649.00	649.00
	DENUCCO, THOMAS	SENIOR WORK PROGRAM	-	649.00	649.00
	DONNELLY, JAMES	SENIOR WORK PROGRAM	-	649.00	649.00
	DOUGLAS, DIANE	SENIOR WORK PROGRAM	-	649.00	649.00
	FISHER, LYNDA	SENIOR WORK PROGRAM	-	649.00	649.00
	GIRARD, PAULETTE	SENIOR WORK PROGRAM	-	649.00	649.00
	HALLORAN, JOYCE	SENIOR WORK PROGRAM	-	649.00	649.00
	HARDING, DAVID	SENIOR WORK PROGRAM	-	649.00	649.00
	HILSINGER, NANCY	SENIOR WORK PROGRAM	-	649.00	649.00
	HOLT, MARY	SENIOR WORK PROGRAM	-	649.00	649.00
	INGHAM, JOAN	SENIOR WORK PROGRAM	-	649.00	649.00
	JASINS, ELAINE	SENIOR WORK PROGRAM	-	649.00	649.00
	KAMB, BARBARA	SENIOR WORK PROGRAM	-	649.00	649.00
	LARSEN, MARGARET	SENIOR WORK PROGRAM	-	649.00	649.00
	LYNN, JUDITH	SENIOR WORK PROGRAM	-	649.00	649.00
	LYONS, JANE	SENIOR WORK PROGRAM	-	649.00	649.00
	MCPHERSON, MARY	SENIOR WORK PROGRAM	-	649.00	649.00
	MITRANO, GAIL	SENIOR WORK PROGRAM	-	649.00	649.00
	NEWMAN, JOYCE	SENIOR WORK PROGRAM	-	649.00	649.00
	PROTASOWICKI, DELIA	SENIOR WORK PROGRAM	-	649.00	649.00
	QUINN, FRANCIS	SENIOR WORK PROGRAM	-	649.00	649.00
	RIGOLI, BEVERLY	SENIOR WORK PROGRAM	-	649.00	649.00
	RUSSELL, MARSHA	SENIOR WORK PROGRAM	-	649.00	649.00
	SAMMARCO, JEANINE	SENIOR WORK PROGRAM	-	649.00	649.00
	SMITH, BETTY	SENIOR WORK PROGRAM	-	649.00	649.00
	STREETER, RAYMOND	SENIOR WORK PROGRAM	-	649.00	649.00
	SWEATT, ANNE	SENIOR WORK PROGRAM	-	649.00	649.00
	WHITCOMB, DAVID	SENIOR WORK PROGRAM	-	649.00	649.00
	WIELINSKI, SUSAN	SENIOR WORK PROGRAM	-	649.00	649.00
	ZOTO, MARGARET	SENIOR WORK PROGRAM	-	649.00	649.00
	ARAUJO, ELLEN	SENIOR WORK PROGRAM	-	649.00	649.00
	BANKS, ELLEN	SENIOR WORK PROGRAM	-	649.00	649.00
	BUCKLES, RICHARD	SENIOR WORK PROGRAM	-	649.00	649.00
	CYR, BEVERLY	SENIOR WORK PROGRAM	-	649.00	649.00

<i>Dept</i>	<i>Employee</i>	<i>Title</i>	<i>Pensionable Earnings</i>	<i>Non-Pensionable Earnings</i>	<i>2017 Earnings *</i>
	FREDETTE, ANDRE	SENIOR WORK PROGRAM	-	649.00	649.00
	GLEASON, RICHARD C	SENIOR WORK PROGRAM	-	649.00	649.00
	GROSS, PATRICIA	SENIOR WORK PROGRAM	-	649.00	649.00
	MACIVER, DONALD	SENIOR WORK PROGRAM	-	649.00	649.00
	MCLAUGHLIN, MARGARET	SENIOR WORK PROGRAM	-	649.00	649.00
	SOULE, LOIS	SENIOR WORK PROGRAM	-	649.00	649.00
	VALES, WILLIAM	SENIOR WORK PROGRAM	-	649.00	649.00
	WAITE, DONALD	SENIOR WORK PROGRAM	-	649.00	649.00
	WEBB, CYNTHIA	SENIOR WORK PROGRAM	-	649.00	649.00
	BERTOLINO, ANGELA	SENIOR WORK PROGRAM	-	649.00	649.00
	BRADLEY, SHIRLEY	SENIOR WORK PROGRAM	-	649.00	649.00
	HOLIAN, MARK	SENIOR WORK PROGRAM	-	649.00	649.00
	ROMILLY, DONNA	SENIOR WORK PROGRAM	-	649.00	649.00
	TREPANIER, LOIS	SENIOR WORK PROGRAM	-	649.00	649.00
	CHRISTLE, HENRY	SENIOR WORK PROGRAM	-	649.00	649.00
	FRATTALLONE, PAMELA	SENIOR WORK PROGRAM	-	649.00	649.00
	JOHNSON, RUTH	SENIOR WORK PROGRAM	-	649.00	649.00
	LARRABEE, MARTHA	SENIOR WORK PROGRAM	-	649.00	649.00
	LAWRENCE, JANET	SENIOR WORK PROGRAM	-	649.00	649.00
	LORENSEN, ELIZABETH	SENIOR WORK PROGRAM	-	649.00	649.00
	MAY, DELORES	SENIOR WORK PROGRAM	-	649.00	649.00
	STEWART, JEAN	SENIOR WORK PROGRAM	-	649.00	649.00
	SUSSMAN, STEVEN	SENIOR WORK PROGRAM	-	649.00	649.00
	MARTINO, ARLEEN	SENIOR WORK PROGRAM	-	649.00	649.00
	WOODBINE, FAITH	SENIOR WORK PROGRAM	-	649.00	649.00
	RILEY, MARGARET	SENIOR WORK PROGRAM	-	616.00	616.00
	ALO, SHIRLEY	SENIOR WORK PROGRAM	-	616.00	616.00
	SULLIVAN, JANET	SENIOR WORK PROGRAM	-	594.00	594.00
	FEDELE, RICHARD	SENIOR WORK PROGRAM	-	511.50	511.50
	FISHER, LAWRENCE	SENIOR WORK PROGRAM	-	511.50	511.50
	OLOFSON, PAUL	SENIOR WORK PROGRAM	-	484.00	484.00
	HUNT, JAMES	SENIOR WORK PROGRAM	-	434.50	434.50
	PAYSON, ANN LOUISE	SENIOR WORK PROGRAM	-	396.00	396.00
	STETSON, ELEANOR	SENIOR WORK PROGRAM	-	368.50	368.50
	GREGORY, ALBERT	SENIOR WORK PROGRAM	-	330.00	330.00
	MEIER, ROBERT	SENIOR WORK PROGRAM	-	330.00	330.00
	MCCUMBER, JOSEPH	SENIOR WORK PROGRAM	-	330.00	330.00
	GREGORY, BERNICE	SENIOR WORK PROGRAM	-	319.00	319.00
	MEIER, LOIS	SENIOR WORK PROGRAM	-	319.00	319.00
	MCCUMBER, CHRISTINA	SENIOR WORK PROGRAM	-	319.00	319.00
	STETSON, ROBERT	SENIOR WORK PROGRAM	-	253.00	253.00
	HARLAND, ELLEN	SENIOR WORK PROGRAM	-	242.00	242.00
	HRONIK, MARY	SENIOR WORK PROGRAM	-	99.00	99.00
	RUSSELL, LESLIE	SENIOR WORK PROGRAM	-	99.00	99.00
	SCHMIDT, WILLIAM	SENIOR WORK PROGRAM	-	60.50	60.50
	<i>ELDER AND HUMAN SERVICES DEPARTMENT TOTAL</i>		<i>134,532.40</i>	<i>129,159.99</i>	<i>263,692.39</i>

**FIRE**

	WODZINSKI, SCOTT	FIRE CHIEF	111,047.60	-	111,047.60
	COFFEY, SEAN	FIRE LIEUTENANT	56,063.06	29,265.04	85,328.10

<i>Dept</i>	<i>Employee</i>	<i>Title</i>	<i>Pensionable Earnings</i>	<i>Non-Pensionable Earnings</i>	<i>2017 Earnings *</i>
	CLANCY, GEORGE	DEPUTY CHIEF	81,319.20	3,000.00	84,319.20
	GARDNER, TERENCE	FIRE LIEUTENANT	56,382.08	24,286.43	80,668.51
	HOLT, SCOTT	FIREFIGHTER/EMT	69,586.65	8,931.32	78,517.97
	DAVID, TYSON	FIREFIGHTER/EMS COORDINATOR	55,506.30	18,471.62	73,977.92
	WRIGHT, STEPHEN	FIREFIGHTER/EMT	52,335.61	14,545.45	66,881.06
	DUNN, KEITH	FIRE LIEUTENANT	60,870.38	3,122.69	63,993.07
	MACIEL, MATTHEW	FIRE FIGHTER/EMT	49,507.43	13,930.00	63,437.43
	DEBLASIO, MICHAEL	FF/EMT ADVANCED	54,329.12	8,280.96	62,610.08
	POWERS, TIMOTHY	FIRE LIEUTENANT	50,949.06	10,945.03	61,894.09
	ST GELAIS, BRIAN	FIREFIGHTER/EMT	53,939.42	5,479.35	59,418.77
	FLECK, KIMBERLY	EXEC ASS'T PUBLIC SAFETY - FIRE	49,640.32	-	49,640.32
	BYRNE, LINDSAY	ON CALL FIRE FIGHTER/EMT	-	24,334.04	24,334.04
	CAHILL, JAMES	ON CALL CAPTAIN	-	13,424.23	13,424.23
	PARLON, SEAN	ON CALL FIREFIGHTER	-	13,036.56	13,036.56
	KNEELAND JR., THOMAS	ON CALL FIRE LIEUTENANT	-	8,906.57	8,906.57
	ROCK, JOSEPH	ON CALL CAPTAIN	-	8,867.56	8,867.56
	DUONG, RICHARD	ON CALL PROB FIREFIGHTER/EMT	-	6,628.55	6,628.55
		ON CALL PROBATIONARY			
	MULONE, STEVEN	FIREFIGHTER	-	4,931.85	4,931.85
	RAY, JAMES	ON CALL DEPUTY CHIEF	-	4,563.44	4,563.44
	DIRUBBO, DEREK	ON CALL FIREFIGHTER/EMT	-	4,479.95	4,479.95
	AUBERT, JUSTIN	ON CALL FIRE FIGHTER	-	4,241.90	4,241.90
	DENEHY JR, MICHAEL	ON CALL LIEUTENANT	-	4,123.56	4,123.56
	MONIZ, DENISE	ON CALL EMT	-	3,775.95	3,775.95
	BELTRAMI, DONALD	ON CALL FIREFIGHTER/EMT	-	3,354.67	3,354.67
	CHABOT, BRIAN	ON CALL FIREFIGHTER/EMT	-	3,304.11	3,304.11
	ROCK, TERESA	ON CALL FF/EMT ADVANCED	-	3,154.63	3,154.63
		ON CALL PROBATIONARY			
	FOWLE, BRANDON	FIREFIGHTER	-	2,816.00	2,816.00
		ON CALL PROBATIONARY			
	SAWICKI II, DANIEL	FIREFIGHTER	-	2,178.00	2,178.00
	KLEIN, SUZANNE	ON CALL EMT	-	1,935.96	1,935.96
	ALCOTT, BRENDA	ON CALL EMT	-	1,717.80	1,717.80
	KANE, DANIEL	ON CALL FIREFIGHTER/PARAMEDIC	-	1,636.67	1,636.67
		ON CALL PROBATIONARY			
	VALCOURT, RYAN	FIREFIGHTER	-	1,462.95	1,462.95
	JOHANSON, RYAN	ON CALL PROBATIONARY EMT	-	1,022.80	1,022.80
	BYAM, ERIK	ON CALL FF/EMT ADVANCED	-	398.12	398.12
	GASSIRARO, MICHAEL	ON CALL FF/EMT ADVANCED	-	264.52	264.52
	POLK JR., ANTHONY	ON CALL FIREFIGHTER/EMT	-	251.80	251.80
	DITULLIO, STEPHAN	ON CALL FIRE FIGHTER	-	209.00	209.00
	DOHERTY JR, MICHAEL	ON CALL FIREFIGHTER/EMT	-	140.40	140.40
	CARBONEAU, JACOB	ON CALL PROBATIONARY FF/EMT	-	132.00	132.00
	PATTERSON, NICOLE	ON CALL PROBATIONARY EMT	-	62.40	62.40
		ON CALL PROBATIONARY FIRE FIGHTER			
	PERRY, DANIEL	FIGHTER	-	48.21	48.21
	<b>FIRE DEPARTMENT TOTAL</b>		<b>801,476.23</b>	<b>265,662.09</b>	<b>1,067,138.32</b>
<b>HIGHWAY</b>					
		HWY OPERATIONS MANAGER/ SUPERINTENDENT			
	CLYDE, JAMES		94,214.40	1,822.44	96,036.84
	DEVOGEL, JAMES	HIGHWAY GENERAL FOREMAN	66,166.74	18,530.26	84,697.00
	* MACFADGEN, WILLIAM	HIGHWAY MECHANIC	60,744.21	23,585.13	84,329.34
	STODDARD, CHRISTOPHER	DIRECTOR PUBLIC WORKS	83,703.84	-	83,703.84
	BERNARD, SHAWN	WORKING PARKS FOREMAN	63,977.47	15,811.05	79,788.52
	KELSON, DEREK	WORKING FOREMAN	58,918.84	15,770.72	74,689.56

<i>Dept</i>	<i>Employee</i>	<i>Title</i>	<i>Pensionable Earnings</i>	<i>Non-Pensionable Earnings</i>	<i>2017 Earnings *</i>
		EQUIPMENT OPERATOR II/LABORER			
	SALADINI, CRAIG	11	49,547.95	11,789.79	61,337.74
	WHITTEN, STEVEN	EQUIPMENT OPERATOR/LABORER II	48,300.54	12,591.59	60,892.13
	UPPERMAN, CHRISTOPHER	Transfer Station Operator	51,707.13	4,226.26	55,933.39
	TOCCI, CATHERINE	BUSINESS ADMIN - HIGHWAY	55,645.68	-	55,645.68
	PELOQUIN, PHILIP	EQUIPMENT OPERATOR/LABORER 1	43,040.52	10,362.91	53,403.43
	MCKELVIE, BRUCE	EQUIPMENT OPERATOR/LABORER 1	42,171.61	9,071.28	51,242.89
	ASHLEY, PHYLLIS	Assistant Transfer Station Operator	45,968.11	3,599.84	49,567.95
	VIOLETTE, RYAN	EQUIP OPERATOR/LABORER 1	34,241.75	9,963.21	44,204.96
	SAMMARCO, CHRISTOPHER	EQUIPMENT OPERATOR/LABORER II	31,870.12	4,098.00	35,968.12
	ROCHON, NICHOLAS	TRUCK DRIVER/LABORER	7,722.00	1,504.01	9,226.01
	TORNELL, DAVID	SEASONAL HIGHWAY LABORER	-	5,548.80	5,548.80
	BURKE, KEVIN	SEASONAL HIGHWAY LABORER	-	3,403.26	3,403.26
	WING, MICHAEL	SUMMER HIGHWAY LABORER	-	1,354.79	1,354.79
	TESSIER, SHAWN	EQUIP OPERATOR/LABORER II	788.40	118.26	906.66
	MURRAY, NICHOLAS	SEASONAL HIGHWAY LABORER	-	490.56	490.56
	<i>HIGHWAY DEPARTMENT TOTAL</i>		<i>838,729.31</i>	<i>153,642.16</i>	<i>992,371.47</i>
	<i>LIBRARY</i>				
	ALVAREZ JR, SAMUEL	LIBRARY DIRECTOR	80,619.20	-	80,619.20
	OUELLETTE-HADUCH, DIANN	CHILDREN SERVICES/SENIOR LIBRARIAN	49,872.24	-	49,872.24
	GRAHAM, HELEN	ASSISTANT LIBRARY DIRECTOR	48,098.40	-	48,098.40
	SILL, JEANNE	SR. LIBRARY TECHNICIAN	46,224.22	-	46,224.22
	PALMER, SUSAN	LIBRARY OFFICE COORDINATOR	43,808.56	-	43,808.56
		HEAD OF CIRC / INTERLIBRARY			
	CURRAN, ANDREA	LOAN / SENIOR LIBRARIA	42,994.31	-	42,994.31
	CANTINO, JENNA	SR. LIBRARY TECHNICIAN	25,984.50	-	25,984.50
	TABER, JAMES	LIBRARY TECHNICIAN	21,044.67	1,763.44	22,808.11
	SCHREIBER, LINDA	SR. LIBRARIAN	-	20,593.45	20,593.45
	GEANISIS, MARGARET	LIBRARY TECHNICIAN	-	19,803.07	19,803.07
	HARDY-FARACI, CHERYL	LIBRARY TECHNICIAN	-	18,146.43	18,146.43
	BERNARDI, JULIE	LIBRARY TECHNICIAN	-	12,572.89	12,572.89
	SEBASTIAN, CATHERINE	LIBRARY TECHNICIAN	12,322.75	-	12,322.75
	FREDERICKSEN, JULIE	LIBRARY ASSISTANT	-	9,408.19	9,408.19
	YAMASHITA, ATSUKO	LIBRARY PROCESSING CLERK	-	8,516.49	8,516.49
	DELGADO, TRACY	LIBRARY ASSISTANT	-	114.87	114.87
	<i>LIBRARY DEPARTMENT TOTAL</i>		<i>370,968.85</i>	<i>90,918.83</i>	<i>461,887.68</i>
	<i>LIGHT</i>				
	* EDWARDS, SCOTT	GENERAL MANAGER	187,522.63	110,397.50	297,920.13
	* LAWLER, NICHOLAS	SYSTEM ENGINEER	154,073.60	66,692.71	220,766.31
	* LARSEN, SCOTT	GENERAL LINE FOREMAN	130,975.20	71,833.20	202,808.40
	* MCFARLAND, MATTHEW	LEAD LINEMAN	108,265.88	61,551.95	169,817.83
	* BURNHAM, TODD	LEAD LINEMAN	109,728.49	58,295.40	168,023.89
	* HUNT, ROBERT	LEAD LINEMAN	110,724.58	54,922.17	165,646.75
	* SNYER, TREVOR	LINEMAN 1ST CLASS	104,257.33	57,105.98	161,363.31
	* PATTERSON, DANIEL	MECHANIC-FLEET SUPERVISOR	99,712.80	55,008.34	154,721.14
	* GIOUMBAKIS, EVANGELOS	LEAD LINEMAN	108,811.26	45,052.55	153,863.81
	* LIZOTTE, DAVID	DISTRIBUTION SUPERVISOR	120,453.00	28,673.94	149,126.94
		LELD SENIOR ENGINEERING			
	LANCIANI, JOHN	TECHNICIAN	115,996.80	3,563.91	119,560.71
	* ROOKS, ERICA	BUSINESS MANAGER	119,362.40	-	119,362.40
	KETCHEN, DAVID	ELECTRICAL ENGINEER	97,297.60	1,387.51	98,685.11

<i>Dept</i>	<i>Employee</i>	<i>Title</i>	<i>Pensionable Earnings</i>	<i>Non-Pensionable Earnings</i>	<i>2017 Earnings *</i>
	ROOKS JR, ROBERT	LINEMAN III	63,521.13	25,604.12	89,125.25
*	LIZOTTE, JACKSON	LINEMAN 3RD CLASS	62,288.00	20,268.96	82,556.96
	MOSCARIELLO, GERALD	LIGHT DEPT MAINT.	55,744.25	26,235.27	81,979.52
*	SIEKMAN, BRIAN	LINEMAN THIRD CLASS STEP I	61,389.62	19,403.73	80,793.35
	LYONNAIS, MELISSA	BUSINESS OFFICE SUPERVISOR	76,915.20	1,121.33	78,036.53
	BOURASSA, RICHARD	METER TECHNICIAN STEP III	75,813.60	-	75,813.60
	WIRZBICKI, DAVID	PROCUREMENT COORDINATOR	64,576.80	999.28	65,576.08
	SANFORD, KEVIN	APPRENTICE LINEMAN III	56,067.20	8,275.85	64,343.05
	SCZYLVIAN, ELAINE	BUSINESS SERVICES	62,226.40	1,289.18	63,515.58
	BAILEY, EILEEN	BUSINESS SERVICES	62,226.40	1,154.39	63,380.79
	ADLEY, CHRISTOPHER	BUSINESS SERVICES	61,992.00	1,048.24	63,040.24
	WOODWARD, LAURA	STAFF ACCOUNTANT	42,061.21	600.35	42,661.56
	CERULLO, MATTHEW	MAINTENANCE COORDINATOR	26,920.00	656.18	27,576.18
		EXECUTIVE ASSISTANT/HR, GREEN			
	SILVERIA, JONI	REWARDS COORD	10,654.00	15,716.40	26,370.40
	STEWART, WILLIAM	PART TIME UTILITY MAN	-	19,840.80	19,840.80
	GOODY, MICHAEL	ENGINEERING SUPPORT TECHNICIAN	-	18,900.00	18,900.00
	LARSEN, KEVIN	SUMMER ASSISTANT	-	13,793.00	13,793.00
	REARDON, CONNOR	ENERGY EFFICIENCY ENGINEER	11,539.20	-	11,539.20
	<i>LIGHT DEPARTMENT TOTAL</i>		<i>2,361,116.58</i>	<i>789,392.24</i>	<i>3,150,508.82</i>
<b><i>PARKS AND RECREATION</i></b>					
	DAY, ALICIA	DIRECTOR OF PRCE	66,016.00	-	66,016.00
	MICHALSKI, TIMOTHY	ASSISTANT DIRECTOR - PRCE	39,302.40	-	39,302.40
	LASTRINA, LAUREN	RECREATION COORDINATOR	35,119.03	1,361.15	36,480.18
	CALLAHAN, JENNIFER	ADMINISTRATIVE ASS'T - PRCE	29,049.25	-	29,049.25
		COMMUNITY EDUCATION			
	FITZGERALD, ERIN	COORDINATOR	27,648.89	727.25	28,376.14
	MARTEL, SHARON	PRCE ASSISTANT DIRECTOR	18,432.00	2,370.24	20,802.24
	WARNOCK, ZACHARY	SPECIAL COURSE COORDINATOR	-	12,466.19	12,466.19
	NEWMAN, NATHANIEL	HEAD LIFEGUARD	-	10,449.17	10,449.17
		SPECIAL EVENTS/AQUATICS			
	CAHILL, ERIN	COORDINATOR	6,578.61	3,821.03	10,399.64
	COCHIS, NICOLE	AQUATICS DIRECTOR	-	8,343.03	8,343.03
	MUELLER, NOAH	LEAD COUNSELOR	-	5,413.01	5,413.01
	ADLEY, HANNAH	CAMP ASSISTANT DIRECTOR	-	5,176.18	5,176.18
	MURRAY, JUSTIN	CAMP DIRECTOR	-	4,469.68	4,469.68
	GODDARD, JOSEPH	CAMP SENIOR COUNSELOR	-	4,435.38	4,435.38
	ADLEY, BREANNE	CAMP LEAD I	-	4,106.39	4,106.39
	REIERSON, HALEY	LIFEGUARD II/WSI	-	4,098.93	4,098.93
	NELSON, PAUL	SAILING INSTRUCTOR	-	3,840.44	3,840.44
	SIMPSON, RACHAEL	CAMP LEAD I	-	3,715.85	3,715.85
	CARTER, ROGER	CAMP JUNIOR COUNSELOR	-	3,637.35	3,637.35
	GOODWIN, KATHERINE	CAMP SPECIALIST	-	3,576.08	3,576.08
	LUBEGA, KATTE	LIFEGUARD II/WSI	-	3,413.49	3,413.49
	FRATKIN, LAURA	CAMP SPECIALIST	-	3,327.80	3,327.80
	WARNOCK, JAKE	AFTERCARE COORDINATOR	-	3,302.04	3,302.04
	LEFEBVRE, CONNOR	PROGRAM AIDE I	-	3,275.03	3,275.03
	BASSETT, BRENDAN	CAMP SENIOR COUNSELOR	-	3,187.93	3,187.93
	ARMSTRONG, COLE	CAMP SENIOR COUNSELOR	-	3,181.58	3,181.58
	ANDERSON, BROOKE	CAMP LEAD I	-	3,156.07	3,156.07
	MURPHY, BENJAMIN	CAMP JUNIOR COUNSELOR	-	3,112.01	3,112.01

<i>Dept</i>	<i>Employee</i>	<i>Title</i>	<i>Pensionable Earnings</i>	<i>Non-Pensionable Earnings</i>	<i>2017 Earnings *</i>
	REIERSON, HELICK	SAILING INSTRUCTOR	-	2,979.90	2,979.90
	HOHMANN, CATHERINE	CAMP SPECIALIST	-	2,935.14	2,935.14
	ADEMA, MATTHEW	LIFEGUARD I	-	2,839.94	2,839.94
	WATLINGTON, NATHAN	SAILING INSTRUCTOR	-	2,814.92	2,814.92
	DESJARDINS, KATELYN	LIFEGUARD I	-	2,812.16	2,812.16
	KRITZER, ELI	CAMP JUNIOR COUNSELOR	-	2,796.20	2,796.20
	BELL, MEGAN	CAMP SENIOR COUNSELOR	-	2,661.05	2,661.05
	FREUND, HALEY	CAMP JUNIOR COUNSELOR	-	2,634.60	2,634.60
	LECLAIR, JENNIFER	CAMP LEAD I	-	2,602.15	2,602.15
	MASTORAKOS, OLIVIA	CAMP SPECIALIST	-	2,576.88	2,576.88
	FREUND, BRENDAN	CAMP LEAD I	-	2,562.26	2,562.26
	DUTTON, ADAM	CAMP SENIOR COUNSELOR	-	2,553.01	2,553.01
	ADONIOU, ANTHONY	JUNIOR CAMP COUNSELOR	-	2,547.49	2,547.49
	DESISTO, SOPHIA	CAMP JUNIOR COUNSELOR	-	2,464.11	2,464.11
	BENTLEY, CHANDLER	LIFEGUARD I	-	2,451.88	2,451.88
	FLAHERTY, ABIGAIL	CAMP JUNIOR COUNSELOR	-	2,408.12	2,408.12
	MARRESE, ALYSSA	SNACK HUT ATTENDEE	-	2,367.75	2,367.75
	BENTLEY, CHRISTOPHER	LIFEGUARD II/WSI	-	2,360.02	2,360.02
	ANDERSON, AXEL	SNACK HUT MANAGER	-	2,174.80	2,174.80
	TETO, KYLE	CAMP SENIOR COUNSELOR	-	2,173.54	2,173.54
	GIBBONS, LEO	LIFEGUARD I	-	1,841.59	1,841.59
	NEKRASZ, KYLE	PROGRAM AIDE I	-	1,763.00	1,763.00
	PROVOST, BRIAN	LIFEGUARD	-	1,330.98	1,330.98
	KAZANJIAN, JON	RECREATION COORDINATOR	1,185.02	-	1,185.02
	KORDISH, ANNMARIE	LIFEGUARD II/WSI	-	1,155.67	1,155.67
	NELSON, NATALIE	SAILING INSTRUCTOR	-	1,142.06	1,142.06
	DRESSER, ANDREW	LIFEGUARD	-	1,132.32	1,132.32
	BENELLI, CALVIN	LIFEGUARD 1	-	694.93	694.93
	GRUSKOWSKI, TABITHA	LIFEGUARD II	-	235.60	235.60
	<b>PARKS AND RECREATION DEPARTMENT TOTAL</b>		<b>223,331.20</b>	<b>168,975.37</b>	<b>392,306.57</b>
<b>PLANNING</b>					
	TOOHILL, MAREN	PLANNING ADMIN/PERMIT COORDINATOR	80,652.80	-	80,652.80
	<b>PLANNING DEPARTMENT TOTAL</b>		<b>80,652.80</b>	<b>0.00</b>	<b>80,652.80</b>
<b>POLICE</b>					
	KING, MATTHEW	POLICE CHIEF	138,796.63	-	138,796.63
*	FERNANDEZ, PABLO	POLICE SERGEANT	83,534.57	33,612.47	117,147.04
	CASEY, BRIAN	POLICE OFFICER	61,032.80	53,188.61	114,221.41
	BUSSIÈRE, EDMOND	PATROL SERGEANT	79,614.68	30,218.67	109,833.35
	PINARD, MATTHEW	POLICE SERGEANT	84,187.41	20,848.19	105,035.60
	LANDRY, DOUGLAS	PATROL SERGEANT	62,747.44	36,065.80	98,813.24
	LESLIE, DAVID	POLICE SERGEANT	88,049.84	9,164.66	97,214.50
	PATTERSON, JEFFREY	DEPUTY POLICE CHIEF	91,043.24	3,366.00	94,409.24
	JONES, BRIAN	POLICE OFFICER	54,415.44	38,213.54	92,628.98
	CRORY, MICHAEL	DETECTIVE	65,476.10	25,280.87	90,756.97
	JANAKOS, JOHN	POLICE OFFICER	74,292.19	4,032.62	78,324.81
	O'DONOGHUE, PATRICK	DETECTIVE	65,265.50	11,908.15	77,173.65
	WODZINSKI, MEAGAN	POLICE OFFICER	52,346.78	22,509.19	74,855.97
	SCOLA, MARC	POLICE OFFICER	55,292.46	9,908.30	65,200.76

<i>Dept</i>	<i>Employee</i>	<i>Title</i>	<i>Pensionable Earnings</i>	<i>Non-Pensionable Earnings</i>	<i>2017 Earnings *</i>
	BOWEN, JESSE	POLICE OFFICER - PROBATIONARY	47,919.64	14,594.99	62,514.63
	CAMELO, DERRICK	POLICE OFFICER	51,615.38	7,595.71	59,211.09
	RHODES, HEATHER	RESERVE POLICE OFFICER	-	53,713.94	53,713.94
	MAGLIOZZI, NICOLE	EXEC ASS'T PUBLIC SAFETY - POLICE	49,827.20	-	49,827.20
	DEVINE, DANIEL	POLICE OFFICER	36,209.98	6,588.35	42,798.33
	KILEY, BRYAN	PROBATIONARY POLICE OFFICER	29,081.68	13,333.01	42,414.69
	CORCORAN, PAUL	RESERVE OFFICER	-	35,325.15	35,325.15
	PINARD, ASHLEY	RESERVE POLICE OFFICER	-	35,251.52	35,251.52
	MICHEL, ERIC	POLICE OFFICER	14,629.55	8,846.49	23,476.04
	RICHARD, JARED	POLICE OFFICER - PROBATIONARY	12,721.84	7,295.43	20,017.27
	DRISTILARIS, JOHN	RESERVE POLICE OFFICER	-	16,204.94	16,204.94
	RAFFAELLO, ROBERT	POLICE SERGEANT	14,127.36	1,940.13	16,067.49
	CLARK, GORDON	RESERVE POLICE OFFICER	-	14,809.02	14,809.02
	LANDERS, RICHARD	RESERVE OFFICER	-	8,611.72	8,611.72
	SABOURIN, ROBERT	RESERVE OFFICER	-	5,464.84	5,464.84
	BUDKA, THOMAS	RESERVE POLICE OFFICER	3,352.16	1,027.96	4,380.12
	<b>POLICE DEPARTMENT TOTAL</b>		<b>1,315,579.87</b>	<b>528,920.27</b>	<b>1,844,500.14</b>

#### **SCHOOLS**

	CLENCHY, KELLY	SUPERINTENDENT OF SCHOOLS	163,812.72	4,912.00	168,724.72
	HARRINGTON, JOHN	PRINCIPAL HIGH SCHOOL	128,688.70	-	128,688.70
	DETWEILER, RITA	Director of Pupil Personnel	117,249.42	-	117,249.42
	BAZYDLO, SCOTT	PRINCIPAL	113,109.62	1,500.00	114,609.62
	TEMPLE, CHERYL	MS Prinicpal	112,899.24	-	112,899.24
	AJEMIAN, GERI LYN	CURRICULM DIRECTOR	110,801.81	-	110,801.81
	MARK, STEVEN	BUSINESS MANAGER	103,460.06	1,000.00	104,460.06
	FINNERTY, VALERIE	SCIENCE TEACHER	95,980.39	1,032.50	97,012.89
	COMEAU, KEITH	HS ASSISTANT PRINCIPAL	95,893.00	-	95,893.00
	HOGAN, DANIEL	SCIENCE TEACHER	92,470.39	1,000.00	93,470.39
	DOKUS, JUDITH	GRADE 5 TEACHER	92,025.33	-	92,025.33
	LYNN, MICHAEL	PE TEACHER/ATHLETIC DIRECTOR	91,126.00	-	91,126.00
	KENNEY, PERRY	GRADE 1 TEACHER	90,571.33	460.00	91,031.33
	SCLAR, DANYA	PSYCHOLOGIST	90,012.26	1,000.00	91,012.26
	KELLEY, ELIZABETH	FOREIGN LANGUAGE TEACHER	90,568.10	165.00	90,733.10
	DANIELLO, SARAH	GUIDANCE COUNSELOR	90,182.06	-	90,182.06
	ELMORE, JULIE	MATH TEACHER	90,070.83	-	90,070.83
	MORGAN, ELIZABETH	SOCIAL STUDIES TEACHER	89,886.77	-	89,886.77
	GIABBAI, TODD	GRADE 7 SOCIAL STUDIES TEACHER	89,769.33	-	89,769.33
	DICKMAN, BARBARA	SPECIAL EDUCATION TEACHER	89,493.39	-	89,493.39
	TETREALT, AMY	SPANISH TEACHER	88,116.38	1,032.50	89,148.88
	TURNER, TRACY	SPECIAL EDUCATION TEACHER	89,077.38	-	89,077.38
	HILL, SANDRA	GRADE 1 TEACHER	88,673.33	-	88,673.33
	WEINBERG, RANDI	TEACHER-SPEECH	88,571.33	-	88,571.33
	MATHURIN, JUSTINE	GUIDANCE COUNSELOR	88,571.33	-	88,571.33
	LOVE, HEATHER	GRADE 4 TEACHER	88,469.33	-	88,469.33
	MAWN, REBECCA	GRADE 2 TEACHER	88,469.33	-	88,469.33
	ZWOLINSKI, CATHERINE	READING TEACHER	88,469.33	-	88,469.33
	BERGMAN, STEVEN	MUSIC TEACHER	88,254.64	-	88,254.64
	TOMBENO, RICHARD	ENGLISH TEACHER	88,058.33	-	88,058.33
	BALLARD, HOLLY	SPEECH TEACHER	87,985.20	-	87,985.20

<i>Dept</i>	<i>Employee</i>	<i>Title</i>	<i>Pensionable Earnings</i>	<i>Non-Pensionable Earnings</i>	<i>2017 Earnings *</i>
	HIRTLE, ZACHARY	SPECIAL EDUCATION TEACHER	81,141.61	6,624.64	87,766.25
	DONLON, KIMBERLY	GRADE 3 TEACHER	87,688.77	-	87,688.77
	BERLINGER, SARAH				
	PARROTT	SCIENCE TEACHER	87,437.77	-	87,437.77
	PASCUCCI, DAVID	ENGLISH TEACHER	84,168.64	2,799.48	86,968.12
	BULLOCK, ALLYSON	GRADE 1 TEACHER	86,886.77	-	86,886.77
	TRACANNA, DIANE	ELA GRADE 6	85,901.60	-	85,901.60
	PERRY, MEREDITH	PE TEACHER	84,706.64	1,000.00	85,706.64
	ANDERSON, KAREN	GRADE 1 TEACHER	85,586.77	-	85,586.77
	SCHOFFEL, JESSICA	GRADE 3 TEACHER	84,872.77	-	84,872.77
	WORDEN, KIMBERLY	GRADE 3 TEACHER	84,872.75	-	84,872.75
	BRIDGE, HILARY	MUSIC TEACHER	84,758.00	-	84,758.00
	RUSSO, KATHLEEN	OUT OF DIST. COORDINATOR	80,513.19	3,881.25	84,394.44
	PETTENGILL, SUE	DISTRICT WIDE ELL TEACHER	84,300.10	-	84,300.10
	PRATT, CHERYL	GRADE 2 TEACHER	84,160.87	125.00	84,285.87
	STONE, BARBARA	GRADE 3 TEACHER	84,125.19	-	84,125.19
	RAPOSA, LAURA	GRADE 5 TEACHER	83,318.89	-	83,318.89
	HICKS-DESJARDINS, TORI	GRADE 6 LATIN TEACHER	82,834.85	-	82,834.85
	BREUER, KATHI	GRADE 5 TEACHER	82,745.89	41.65	82,787.54
	CHRISTY, CHRISTOPHER	GUIDANCE COUNSELOR	82,018.85	636.56	82,655.41
	PACKER, MARJORIE	GRADE 2 TEACHER	82,018.85	-	82,018.85
	HOGAN, SARA	SPECIAL EDUCATION TEACHER	81,465.53	-	81,465.53
	COCHIS, ROSARIA	SPECIAL EDUCATION TEACHER	81,339.46	-	81,339.46
	STEELE, ELIZABETH	FOREIGN LANGAUGE TEACHER	80,952.48	-	80,952.48
	GILLEN, MARGARET	FOREIGN LANGUAGE TEACHER	80,014.89	500.00	80,514.89
	BARTH, MICHELLE	Kindergarten Teacher	80,477.64	-	80,477.64
	LEIGHTON, RACHEL	GUIDANCE COUNSELOR	79,374.14	-	79,374.14
	ROMANO, ANDREA	ART TEACHER	79,374.14	-	79,374.14
	BELL, BETH	Kindergarten Teacher	79,374.14	-	79,374.14
	KOOB, SARAH	READING TEACHER	79,374.14	-	79,374.14
	SMITH, MICHELE	GRADE 3 TEACHER	79,039.00	62.50	79,101.50
	BURNDRETT, CHRISTINA	SPED GRADE 4 TEACHER	78,672.50	-	78,672.50
	BUONACORE, TRICIA	HEALTH/PE TEACHER	78,345.00	-	78,345.00
	HOSSFELD, EMILY	ART TEACHER	77,119.23	-	77,119.23
	PAGINGTON, ANDREA	SPED TEACHER	76,923.00	-	76,923.00
	HUTCHINS, CRYSTAL	SPEECH THERAPIST	76,164.43	-	76,164.43
	BUMSTEAD, KIMBERLY	Kindergarten Transitional Teacher	75,878.72	-	75,878.72
	FERNANDEZ, FERNANDO	SCHOOL CUSTODIAN	48,944.00	26,864.02	75,808.02
		TECHNOLOGY SYSTEMS			
	CROTEAU, NATALIE	COORDINATOR	74,058.97	1,680.00	75,738.97
	RYAN, KATHLEEN	SPEICAL EDUCATION TEACHER	72,515.19	3,000.00	75,515.19
	HARRINGTON, CHERYL	SCIENCE TEACHER	75,197.82	-	75,197.82
	MEAGHER JR., WILLIAM	SCHOOL MAINTENANCE	49,361.26	25,264.37	74,625.63
		INSTRUCTIONAL TECHNOLOGY			
	LORD, JULIE	COORDINATOR	74,058.97	500.00	74,558.97
	SHOEMAKER, TODD	TECHNOLOGY TEACHER	74,155.37	-	74,155.37
	BARRY, ELIZABETH	ENGLISH TEACHER	73,247.26	771.00	74,018.26
	MACGREGOR, HEIDI	GRADE 4 TEACHER	73,001.54	-	73,001.54
	BACKMAN, NELINA	ENGLISH TEACHER	72,508.35	-	72,508.35
	MISKINIS, WILLIAM	SOCIAL STUDIES TEACHER	71,559.48	-	71,559.48
	KERN, LAURA	MATH TEACHER	70,220.10	-	70,220.10
	NOLAN, JANET	GUIDANCE COUNSELOR	68,335.90	1,555.64	69,891.54

<i>Dept</i>	<i>Employee</i>	<i>Title</i>	<i>Pensionable Earnings</i>	<i>Non-Pensionable Earnings</i>	<i>2017 Earnings *</i>
	HALL-HEINZ, SUSAN	LIBRARY /MEDIA SPECIALIST	69,835.90	-	69,835.90
	OGDEN, LILLIAN	GRADE 6 TEACHER	69,808.14	-	69,808.14
	COTTER, RACHEL	BCBA ADMINISTRATOR	67,745.12	1,985.96	69,731.08
	HOLM, VANESSA	GRADE 2 TEACHER	69,593.61	-	69,593.61
	MCCOOK, KATHERINE	ENGLISH TEACHER	68,185.86	606.00	68,791.86
	HIRTH, MICHELE	SPED TEACHER	68,279.22	250.00	68,529.22
	CUNNINGHAM, DIANNA	GRADE 4 TEACHER	68,392.08	-	68,392.08
	JARGER, FAITH	SPED TEACHER	68,335.90	-	68,335.90
	SHEA, STEPHANIE	DW PHYSICAL THERAPIST	63,559.69	4,484.08	68,043.77
	GILLETTE, GREGORY	PE TEACHER	67,812.36	-	67,812.36
	HARVEY, SUSAN	SOCIAL STUDIES TEACHER	67,770.68	-	67,770.68
	GILLEN, MICHAEL	SCIENCE TEACHER	66,935.65	-	66,935.65
	JONES, JENNIFER	GRADE 4 TEACHER	66,286.13	75.00	66,361.13
	REGO, ELIZABETH	MATH TEACHER	64,475.09	1,650.00	66,125.09
	PATTERSON, NICOLE	GRADE 5 TEACHER	65,865.37	41.65	65,907.02
	ALLISON, JENENE	FRENCH TEACHER	65,010.74	606.00	65,616.74
	SANFORD, WENDY	CHEMISTRY/PHYSICS TEACHER	64,720.98	612.70	65,333.68
	SAWOSIK, TERYL	GRADE 1 TEACHER	64,515.51	100.00	64,615.51
	JANOCH, JEANNE	.8 PRE-SCHOOL TEACHER	64,613.93	-	64,613.93
	FAHERTY, RICHARD	PRINCIPAL SHAKER LANE	60,170.74	2,156.65	62,327.39
	WALSH, RYAN	SOCIAL STUDIES TEACHER	62,200.55	-	62,200.55
	AVERSO, TINA	ADMIN ASST TO SPED DIRECTOR	61,870.13	-	61,870.13
	SHIRE-SUSSER, SHERRI	.8 SPEECH/LANGUAGE TEACHER	61,751.89	-	61,751.89
	ABBOTT, JENNIFER	8TH GRADE ELA	61,031.95	-	61,031.95
	HULL, MARTHA	TD DIRECTOR	61,004.79	-	61,004.79
	MCAHON, MAUREEN	SCHOOL PSYCHOLOGIST	60,572.64	-	60,572.64
	TARDIVO, NICOLE	ELA TEACHER	60,121.27	303.00	60,424.27
	OKSANISH, SALLY	.9 MATH INTERVENTIONIST	60,306.80	-	60,306.80
	RIETH, JENNIFER	OCCUPATIONAL THERAPIST	58,267.84	1,233.00	59,500.84
	STEPHENSON, BETH	SCIENCE TEACHER	58,259.93	821.00	59,080.93
	PISTORINO, MARILYN	MATH TEACHER	58,939.50	-	58,939.50
	HURLEY, MICHELLE	Kindergarten Teacher	57,826.07	-	57,826.07
	ALLEN, JONATHAN	HS GRAPHIC ARTS TEACHER	57,670.14	70.00	57,740.14
	HARTE, KELLI	KINDERGAREN TEACHER	57,657.27	-	57,657.27
	MCGRATH, AMY	GRADE 2 TEACHER	57,361.05	-	57,361.05
	MCCARTHY, KATHLEEN	NURSE	57,266.65	-	57,266.65
		EXECUTIVE ADMINISTRATIVE ASSISTANT			
	MULONE, DOROTHY	ASSISTANT	54,560.00	1,507.57	56,067.57
	MAMOS, KRISTEN	PRE-SCHOOL TEACHER	55,476.87	-	55,476.87
	JOHNSON, TRACEY	.7 TEACHER SPED	55,187.53	-	55,187.53
	FOUSTOUKOS, MICHAEL	HISTORY/SOCIAL STUDIES TEACHER	54,833.41	-	54,833.41
	MITCHELL, SUSAN	.8 MATH INTERVENTIONIST	53,992.50	606.00	54,598.50
	OVERCASH JR, JOHN	FOOD SERVICES DIRECTOR	53,473.70	1,000.00	54,473.70
	HEALY, ROBIN	FINANCIAL ASSIST.- A/P MANAGER	54,018.51	200.00	54,218.51
	TERPSTRA, KERRY	GRADE 3 TEACHER	53,800.91	62.50	53,863.41
	JONES, REBECCA	FRENCH TEACHER	53,800.91	-	53,800.91
	ROPER, REBECCA	1st GRADE TEACHER	53,800.91	-	53,800.91
	FEUDO, JENNIFER	SPECIAL EDUCATION TEACHER	53,286.18	165.00	53,451.18
	STANTON, JESSICA	READING SPECIALIST	53,306.13	-	53,306.13
	PORELL, CHRISTINE	NURSE	52,775.65	-	52,775.65
	MOSHER, MICHELE	SCHOOL NURSE	52,775.65	-	52,775.65

<i>Dept</i>	<i>Employee</i>	<i>Title</i>	<i>Pensionable Earnings</i>	<i>Non-Pensionable Earnings</i>	<i>2017 Earnings *</i>
	HARTFORD, JANICE	NURSE	52,775.65	-	52,775.65
	DALE, KATHARINE	4th GRADE TEACHER	52,026.36	303.00	52,329.36
	OUELLETTE, HOLLY	PHYSICAL EDUCATION TEACHER	52,053.03	165.00	52,218.03
	DUARTE, RACHEL	Kindergarten Teacher	51,344.88	360.00	51,704.88
	ANDRADE, BELIA	Kindergarten Teacher	51,390.78	125.00	51,515.78
	GANSENBERG, TIMOTHY	MUSIC TEACHER	51,390.78	-	51,390.78
	SUNDBERG, JENNIFER	SPED TEACHER	51,390.78	-	51,390.78
	CARLSON, ALEXA	PHYSICAL EDUCATION TEACHER	51,390.78	-	51,390.78
	DERY, JOANNE	MATH TEACHER	51,234.54	-	51,234.54
	GOULDRUP, CYNTHIA	PRE-K TEACHER	51,234.54	-	51,234.54
	JOHNSTON, DANICA	MATH TEACHER	51,219.60	-	51,219.60
	KANE, MICHELLE	PRINCIPAL SHAKER LANE	50,769.22	-	50,769.22
	OBERLE-HALL, EVAN	SCHOOL PSYCHOLOGIST	50,081.45	500.00	50,581.45
	HARBISON, SUSAN	PAYROLL/ASST. TO BUSINESS MGR	50,104.70	200.00	50,304.70
	STURTZ, RAINA	PRE-K TEACHER	46,570.78	3,605.48	50,176.26
	COOK, YVONNE	SCIENCE TEACHER	49,641.09	-	49,641.09
	WINTERS, NICOLE	ART TEACHER	49,587.19	-	49,587.19
	GILMORE, LIAM	SPECIAL EDUCATION TEACHER	49,062.27	-	49,062.27
	DIONNE, DEBRA	ADMIN ASST TO PRINCIPAL	48,989.60	-	48,989.60
	MCKINLEY, RITA	.6 READING INTERVENTIONIST TEACHER	44,016.66	4,872.20	48,888.86
	SCHULTZ, EUGENE	HISTORY/SOCIAL STUDIES TEACHER	46,987.64	1,212.00	48,199.64
	GOFF, JENNIFER	MATH TEACHER	42,860.52	5,263.29	48,123.81
	KEMPTON, JUNE	ADMIN. ASSIST. TO PRINCIPAL TECHNOLOGY & NETWORK SUPPORT SPECIALIST	42,342.44	4,109.18	46,451.62
	SULLIVAN, CHARLES	SPECIALIST	45,750.50	500.00	46,250.50
	GRESKO-CAULFIELD, ANGELA	SPED TEACHER	44,744.16	606.00	45,350.16
	GIBBONS, JENNIFER	GRADE 4 TEACHER	44,737.53	-	44,737.53
	RYAN, SHAWN	CUSTODIAN	31,869.60	12,780.46	44,650.06
	PALANGE, MAUREEN	SPECIAL EDUCATION TEACHER	44,381.79	-	44,381.79
	MAXNER, MELISSA	5TH GRADE TEACHER	44,257.20	-	44,257.20
	TECCE, TRACY	4th GRADE TEACHER	44,083.53	75.00	44,158.53
	COLLINS, ERIN	GRADE 5 TEACHER	44,083.53	41.65	44,125.18
	COTRAN, BRADLEY	NETWORK ADMINISTRATOR	42,848.00	500.00	43,348.00
	GOLD, JOSHUA	COMPUTER/MATH TEACHER	43,078.00	-	43,078.00
	HADLEY, TAMARA	CUSTODIAN	31,785.00	11,174.71	42,959.71
	FARAGO, CONSTANCE	ADMIN ASST TO PRINCIPAL	41,574.72	-	41,574.72
	SAYLOR, ANNETTE	ADMIN ASST TO PRINCIPAL	41,386.24	-	41,386.24
	DUVAL, CAROLYN	LIFE SKILLS TEACHER-SPED	41,324.39	-	41,324.39
	EVERHART, JASON	ASSISTANT PRINCIPAL	39,072.88	-	39,072.88
	RECTOR, DALE	CUSTODIAN	31,401.60	6,878.34	38,279.94
	GARVEY, JOAN M	SCHOOL SECRETARY	37,500.80	163.44	37,664.24
	CABRAL, KEVIN	ABA ASSISTANT	36,878.64	241.92	37,120.56
	CORROW, BETTINA	Administrative Assitant to the Curriculum Director	34,317.77	1,665.82	35,983.59
	DOIRON, CHRISTOPHER	CUSTODIAN	31,680.00	3,067.50	34,747.50
	ETHIER, MARY	OCCUPATIONAL THERAPIST	34,512.97	-	34,512.97
	YORK, AMY	OCCUPATIONAL THERAPIST	17,310.72	16,313.75	33,624.47
	MANHEIMER, AMY	8TH GRADE MATH TEACHER	31,057.35	-	31,057.35
	ZIZZI, ANTHONY	TA/ABA ASSISTANT	28,966.97	2,000.00	30,966.97
	KRUGER, MARK	BEHAVIORIAL ANALYST	30,397.12	250.00	30,647.12
	UVELLO, CHRISTINE	COTA	30,333.52	-	30,333.52

<i>Dept</i>	<i>Employee</i>	<i>Title</i>	<i>Pensionable Earnings</i>	<i>Non-Pensionable Earnings</i>	<i>2017 Earnings *</i>
	TAYLOR, CASEY	UNIFIED ARTS -KINDERGARTEN	28,976.24	-	28,976.24
	GARLISI, SHAYNA	GRADE 2	24,173.14	4,771.25	28,944.39
	JEUDY, KORI	TD GROUP LEADER	28,402.04	-	28,402.04
	BEHAN, MICHELE	TEACHER ASSISTANT	28,247.71	-	28,247.71
	HALL, SACHIKO	TEACHER ASSISTANT SPED	27,845.09	-	27,845.09
	OLDENQUIST, DONNA	TEACHER ASSISTANT	27,764.30	-	27,764.30
	FRANCESCHI, MEREDITH	SPED TEACHER ASSISTANT	27,279.06	-	27,279.06
	BOWEN, ALEV	GROUP LEADER	26,759.80	-	26,759.80
	KELLY, MARYLOUISE	CAFE MANAGER	20,407.99	5,262.31	25,670.30
	PARE, JOAN	SCHOOL SECRETARY	25,538.51	-	25,538.51
	ABATE, PAMELA	MATH TEACHER	25,086.96	-	25,086.96
	GERMAIN, ZOE	SPED TA	24,045.26	606.00	24,651.26
	TAYLOR, NANCY	BCBA	24,545.36	-	24,545.36
	ZIZZI, COLLEEN	SPED TEACHER ASSISTANT	24,511.76	-	24,511.76
	NICHOLS, SUSAN	TEACHER ASSISTANT	23,607.48	719.24	24,326.72
	DYER, ROSEMARY	VAN MONITOR	-	24,215.73	24,215.73
	CORMIER, VIRGINIA	GUIDANCE SECRETARY	22,270.40	1,867.50	24,137.90
	PARSONS, RICHARD	TEACHER ASSISTANT	23,875.42	-	23,875.42
	FRANCESCHI, LAUREN	T-2 COORDINATOR	23,789.62	-	23,789.62
	HEIM, VALERIE	SPED TEACHER ASSISTANT	23,731.58	-	23,731.58
	AUSTIN, JANET	TEACHER ASSISTANT	22,807.56	904.78	23,712.34
	BEARDEN, DANIELLE	MATH TEACHER	23,637.69	-	23,637.69
	CHILTON, DEBORAH	TEACHER ASSISTANT	23,418.93	-	23,418.93
	KRAMPF, JODI	TEACHER ASSISTANT	23,222.68	-	23,222.68
	MANIACE, DANIEL	TECHNOLOGY SPECIALIST AIDE	23,131.83	-	23,131.83
	CIARFELLA, KATHLEEN	SPED TEACHERS ASSISTANT	23,113.68	-	23,113.68
	GARDINER, KARA	SPED TEACHER ASSISTANT	22,387.13	606.00	22,993.13
	FINN, CHRISTINE	SCIENCE TEACHER	22,956.93	-	22,956.93
	RILEY, DAVID	ENERGY EDUCATION MANAGER	-	22,755.53	22,755.53
	MAYLOTT, CAROLINE	TEACHER ASSISTANT	22,707.53	-	22,707.53
	WEBSTER, GRETCHEN	READING TUTOR	22,506.83	-	22,506.83
	SANNELLA, MARY	TEACHERS' ASSISTANT	22,385.26	-	22,385.26
	SCARINGELLA, JOANN	SPED TEACHER ASSISTANT	22,140.43	-	22,140.43
	CARREIRO, ROSALINA	TEACHER ASSISTANT	22,106.76	-	22,106.76
	OLIVER, HANNAH	SPED TA	22,052.09	-	22,052.09
	DONARUMA, DARLENE	TEACHER ASSISTANT	22,010.56	-	22,010.56
		SPECIAL EDUCATION TEACHER ASSISTANT			
	KELLY, RICHELLE	ASSISTANT	21,863.86	-	21,863.86
	LEDUC, CATHERINE	SPED TA	21,789.30	-	21,789.30
	ANNESE, VICKI	KINDERGARTEN COORDINATOR	21,787.00	-	21,787.00
	STORMWIND, JOANNIE	SPED TEACHER ASSISTANT	21,731.58	-	21,731.58
	HEALY, RYAN	CUSTODIAN	20,904.15	799.80	21,703.95
	RICHTER, KAREN	TEACHER ASSISTANT	21,606.52	-	21,606.52
	RAMIREZ, CONNIE	TEACHER ASSISTANT	21,598.42	-	21,598.42
	TULLEY-LEONE, MARTHA	TEACHER ASSISTANT	21,481.46	-	21,481.46
	MCINNIS, TRICIA	TEACHER ASSISTANT	21,442.98	-	21,442.98
	LUCIANO, ABIGAIL	TEACHERS ASSISTANT	21,433.36	-	21,433.36
		KINDERGARTEN TEACHERS' ASSISTANT			
	SKODA, MARY	ASSISTANT	21,423.74	-	21,423.74
	AUTIO, CATHY	TEACHER ASSISTANT	21,366.02	-	21,366.02
	COURT, CATHY	TEACHER ASSISTANT	21,366.02	-	21,366.02
	DOLAK, PATRICIA	TEACHER ASSISTANT	21,366.02	-	21,366.02

<i>Dept</i>	<i>Employee</i>	<i>Title</i>	<i>Pensionable Earnings</i>	<i>Non-Pensionable Earnings</i>	<i>2017 Earnings *</i>
		KINDERGARTEN TEACHERS'			
	HEVENOR, KRISTINA	ASSISTANT	21,366.02	-	21,366.02
	TERELLA, KAREN	TEACHER ASSISTANT	21,327.54	-	21,327.54
	CEGALIS, SARAH	SPED TEACHER ASSISTANT	21,141.06	-	21,141.06
	INGEMIE, SAMUEL	SPED TEACHER ASSISTANT	21,141.06	-	21,141.06
	GRAHAM, CHRISTINE	SPED TEACHER'S ASSISTANT	21,119.25	-	21,119.25
	PRICE SIMMONS, ANDREA	TEACHERS' ASSISTANT	20,995.65	-	20,995.65
	SINGER, PATRICIA	SPED TA/Long Term Sub teacher until 6/30/17	20,357.09	606.00	20,963.09
	FUMIA, LISA	SPED TA	20,906.65	-	20,906.65
	BRAUN, LAURA	SCHOOL PSYCHOLOGIST	20,865.33	-	20,865.33
	PISANO, BARBARA	.5 MATH LAB TEACHER	20,740.64	-	20,740.64
	HARRINGTON, SUSANNE	SUBSTITUTE	-	20,703.72	20,703.72
	WODZINSKI, CLAIRE	TEACHER ASSISTANT	20,683.00	-	20,683.00
	CHANDLER, TONI	SPED TEACHER ASSISTANT	19,975.93	72.15	20,048.08
	RIMBACH, WENDY	TEACHER ASSISTANT	19,983.11	-	19,983.11
	ABRUZZESE, JULIA	LIBRARY TUTOR	19,946.99	-	19,946.99
	HARVEY, ANN	SPED TA	19,731.60	180.00	19,911.60
	DENEHY, STEPHANIE	SPED TA	19,571.82	-	19,571.82
	SHIMMEL, ALICE	CAFE MANAGER	19,118.35	193.20	19,311.55
	HAZEN, STARLA	LIBRARY TUTOR	19,285.88	-	19,285.88
	GENTILE, KIMBERLY	TEACHER ASSISTANT	18,066.36	-	18,066.36
	BECKER, KELLEY	SPED TEACHER ASSISTANT	17,994.23	-	17,994.23
	CLARK, SANDRA	TEACHER ASSISTANT	17,594.98	-	17,594.98
	POKLEMBIA-ANDERSON, DEBRA	SUBSTITUTE/Teacher	14,652.30	2,683.98	17,336.28
	LAVIGUEUR, LEEANN	CAFE MANAGER	17,080.02	-	17,080.02
	METCALFE, AMY	4th GRADE TEACHER	17,078.04	-	17,078.04
	NELSON, CELESTE	CAFE WORKER	15,447.27	195.20	15,642.47
	GILMORE, CHRISTINE	SCHOOL SECRETARY	15,554.55	-	15,554.55
	KIRBY, ERIKA	ELL TEACHER	15,450.30	-	15,450.30
	MAYNARD, CHERYL	TD GROUP LEADER	15,144.59	-	15,144.59
	MEREDITH, DEBRA	TEACHER ASSISTANT	13,256.36	1,500.00	14,756.36
	TUCKER, ALEXIS	SPED TA	14,593.32	-	14,593.32
	LYNCH, KATHIANNE	CAFE WORKER	-	14,560.94	14,560.94
	MOORE, SARAH	HISTORY TEACHER	14,502.96	-	14,502.96
	DONATO, AMY	SPED TEACHER	13,673.70	172.50	13,846.20
	STURTZ, LEE-ELLEN	TEACHER'S ASSISTANT	13,780.65	-	13,780.65
	SPELIOTIS, MARY	TEACHER ASSISTANT	13,270.79	303.00	13,573.79
	WILLMOTT, BARBARA	GRADES 3-5 COORDINATOR	13,513.50	-	13,513.50
	BENULLO, NANCY	GUIDANCE SECRETARY-HS	13,474.34	-	13,474.34
	MCGOVERN, MILDRED	CROSSING GUARD	-	13,149.00	13,149.00
	PINARD, LAURA	TEACHER ASSISTANT	12,996.62	-	12,996.62
	MARK, JENNILEE	SPED TA	12,859.94	-	12,859.94
	MODICA, ARLYN	CAFETERIA WORKER	12,417.38	81.01	12,498.39
	DEVOGEL, MICHELLE	CAFETERIA WORKER	12,194.43	2.73	12,197.16
	GRIFFIN, JEAN	CAFE MANAGER	11,790.30	292.68	12,082.98
	ELLIOTT, JESSICA	SPED TA	11,777.22	-	11,777.22
	SAUCIER, MARC	COACH	-	11,208.00	11,208.00
	LELIEVRE, KRISTEN	PRESCHOOL TEACHER ASSISTANT	11,101.33	-	11,101.33
	WILE, JESSICA	SPED TEACHER ASSISTANT	11,014.90	-	11,014.90
	MARSH, ELLEN	TEACHER RETIRED/SUB DAY TO DAY	-	10,132.80	10,132.80

<i>Dept</i>	<i>Employee</i>	<i>Title</i>	<i>Pensionable Earnings</i>	<i>Non-Pensionable Earnings</i>	<i>2017 Earnings *</i>
	PERKINS, REBECCA	TIGERS' DEN GROUP LEADER	-	9,816.32	9,816.32
	GONZALEZ, CAROLINA	.2 SPANISH TEACHER	-	9,423.33	9,423.33
	RICE, KARA	.5 MATH INTERVENTIONIST	9,352.89	-	9,352.89
	KOEGLER, CYNTHIA	SUBSTITUTE	-	9,230.91	9,230.91
	FLANNERY, JACKIE	GROUP LEADER SUB	-	9,111.71	9,111.71
	BRACE, CHARLOTTE	TIGERS' DEN GROUP LEADER	-	8,993.76	8,993.76
	SCHUSTER, ERIN	TEACHER ASSISTANT	8,675.46	-	8,675.46
	SHOULTS, DANA	GROUP LEADER	8,633.92	-	8,633.92
	KNOWLTON-BINNS, GREER	SPED TEACHER ASSISTANT	8,326.13	-	8,326.13
	LEBLANC, LAURIE	READING TUTOR	8,263.58	-	8,263.58
	NAYLOR, WILLIAM	COACH	-	8,158.00	8,158.00
	HICKS, KARI	SPED TA	7,931.69	-	7,931.69
	TUCKER, DAWN	CAFETERIA WORKER	-	7,791.58	7,791.58
	CALCAGNI, CYNTHIA	GROUP LEADER	-	7,733.60	7,733.60
	SCANZILLO, JOANNA	SPED TA	7,676.76	-	7,676.76
	HULINGS, SHIRLEY	CAFE WORKER	-	7,549.30	7,549.30
	WEBBER, KATHERINE	TD ASSISTANT	-	7,516.57	7,516.57
	RUNGO, LISA	VAN MONITOR-SUBSTITUTE	-	7,271.25	7,271.25
	WRIGHT, AMANDA	COACH	-	7,048.00	7,048.00
	TURBIDE, LISELOT	SPED TA	6,974.50	-	6,974.50
	ANGELOS, ZACHARY	TEACHER'S ASSISTANT	6,964.88	-	6,964.88
	DISPENSA, KAREN	TD SUBSTITUTE GROUP LEADER	-	6,874.28	6,874.28
	JOHNSTON, NANCY	SUBSTITUTE	-	6,598.86	6,598.86
	CAVALLO, DIANE L	SUBSTITUTE	-	6,592.40	6,592.40
	MCGREGOR, PAMELA	CAFETERIA WORKER	-	6,492.03	6,492.03
	PANISH, PAMELA	SUBSTITUTE	-	6,460.77	6,460.77
	GIBBONS, SARA	SUBSTITUTE	-	6,290.58	6,290.58
	RAY JR, JAMES	SUBSTITUTE	-	6,248.47	6,248.47
	STROUT, JACOB	SPED TEACHER ASSISTANT	5,880.54	-	5,880.54
	RABINDRANATH, ANURADHA	TD SUBSTITUTE	-	5,870.15	5,870.15
	HARVEY, BARTLETT	SUBSTITUTE	-	5,850.00	5,850.00
	THURSTON, KELLY	COACH	-	5,610.00	5,610.00
	RODENHIZER, JUDITH	SUBSTITUTE/TD SUB GROUP LEADER	-	5,575.67	5,575.67
	TOBIN, KATELYN	SUBSTITUTE LONG TERM	-	5,522.79	5,522.79
	BEAULIEU, KATHLEEN	SPED TA	5,469.97	-	5,469.97
	DONOVAN, STEPHEN	SUBSTITUTE	-	5,421.66	5,421.66
	MILLER, THOMAS	SUBSTITUTE	-	5,395.50	5,395.50
	LANDFORS, ALLISON	SPED TA	5,374.77	-	5,374.77
	SAGL, JACQUELINE	MS CHEERLEADING COACH	-	5,230.00	5,230.00
	PENNEY, NANCY	TEACHER ASSISTANT	-	5,223.66	5,223.66
	MAROTO, MARIA	.2 SPANISH TEACHER	-	5,214.97	5,214.97
	LANE, YVETTE	SPED TEACHER ASSISTANT	5,213.60	-	5,213.60
	HASTINGS, RICHARD	COACH	-	4,950.00	4,950.00
	LOMBARD, MICHAEL	COACH	-	4,950.00	4,950.00
	SCHNEIDER, HOWARD	COACH	-	4,950.00	4,950.00
	RIVARD, AMANDA	SPED TA	4,875.96	-	4,875.96
	GOVANG, JULIEANN	DRAMA PRODUCTION DIRECTOR	-	4,759.00	4,759.00
	RAPOSA, DIANE	TIGERS DEN GROUP LEADER	-	4,568.00	4,568.00
	YSTUETA, MARY	SUBSTITUTE	-	4,392.55	4,392.55
	MARTINEC, SENA	SUBSTITUTE	-	4,300.12	4,300.12

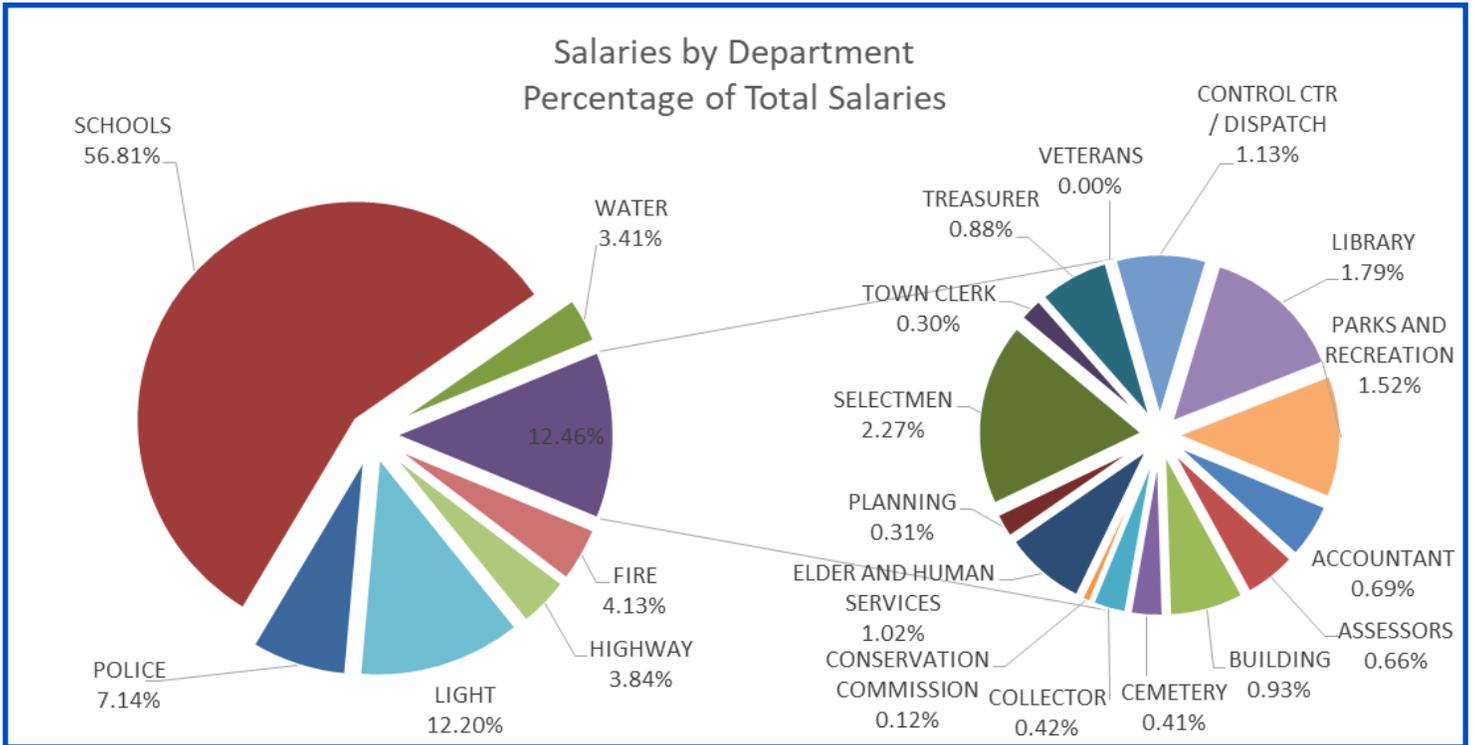
<i>Dept</i>	<i>Employee</i>	<i>Title</i>	<i>Pensionable Earnings</i>	<i>Non-Pensionable Earnings</i>	<i>2017 Earnings *</i>
	COBURN, BARBARA	SUBSTITUTES	-	4,083.27	4,083.27
	ABRUZZESE, JOHN	COACH	-	3,842.00	3,842.00
	BLANCHARD, MICHAEL	COACH	-	3,842.00	3,842.00
	SULLIVAN, SEAN	COACH	-	3,842.00	3,842.00
	TURCOTTE, TODD	COACH	-	3,842.00	3,842.00
	SEWELL, ROBIN	SUBSTITUTE	-	3,819.42	3,819.42
	WHITCOMB, TIMOTHY	COACH	-	3,788.00	3,788.00
	FERRANTE, CARLO	COACH	-	3,788.00	3,788.00
	POULTER, GAIL	SUBSTITUTE	-	3,783.39	3,783.39
	HARRINGTON, SARAH	SUBSTITTUE NURSE	-	3,759.56	3,759.56
	BELTRAMI, LAURA	CAFETERIA WORKER	3,629.82	-	3,629.82
	DIPIETRO, MICHAEL	COACH	-	3,524.00	3,524.00
	KEEFE, SEAN	TD HS ASSISTANT	-	3,421.00	3,421.00
	OLIVA, VIVIANE	TD GROUP LEADER	-	3,272.00	3,272.00
	CLARK, JAMES	SUBSTITUTE	-	3,188.25	3,188.25
	FEEHAN, PATRICK	COACH	-	3,118.00	3,118.00
	PUTNAM, KARA	SUBSTITUTE	-	2,975.70	2,975.70
	GRACEFFA, MICHAEL	SUBSTITUTE/COACH	-	2,918.01	2,918.01
	KONTOFF, JANE	COACH	-	2,894.00	2,894.00
	CULOTTA, CARRIN	SUBSTITUTE	-	2,872.12	2,872.12
	LEWIS, MARCUS	COACH	-	2,643.00	2,643.00
	SUNDQUIST, ZACHARY	TD HIGH SCHOOL ASSISTANT	-	2,534.75	2,534.75
	STALFORD, SAMANTHA	SUBSTITUTE	-	2,518.73	2,518.73
	BERA, AUDREY	CAFETERIA WORKER	-	2,506.78	2,506.78
	DATES, KERRY	COACH	-	2,488.00	2,488.00
	ABETZ, WENDY	CAFETERIA SUBSTITUTE	-	2,299.00	2,299.00
	DOWNING, MARY GAIL	TEACHER-RETIRED/SUB	-	2,295.54	2,295.54
	PELRINE, NICHOLAS	TIGERS' DEN HS ASSISTANT	-	2,265.25	2,265.25
	HEALY, GRACE	SUBSTITUTE/ SPED TA	-	2,247.80	2,247.80
	MORENO, LINDA	SUBSTITUTE	-	2,208.01	2,208.01
	SUNDQUIST, ADAM	TD HS ASSISTANT	-	2,193.75	2,193.75
	BUTLER, CHARLES	COACH	-	2,173.00	2,173.00
	ZUPICICH, ALFRED	JV SOCCER COACH	-	2,173.00	2,173.00
	NORTON, KATHARINE	HS STUDENT ASSISTANT	-	1,955.00	1,955.00
	HORNBECK, PAYSON	TD HS ASSISTANT	-	1,952.00	1,952.00
	IMBROGNA, ELIZABETH	.2 SPANISH TEACEHR	-	1,899.04	1,899.04
	FRIDAY, NANCY	CAFE SUBSTITUTE	-	1,892.00	1,892.00
	BABCOCK, MAUREEN	SUBSTITUTE	-	1,837.74	1,837.74
	JOHNSON, DANETTE	SUBSTITTUE	-	1,825.60	1,825.60
	SCHMIDT, ELIZABETH	SUBSTITUTE	-	1,678.17	1,678.17
	DEMONT, LINDSEY	SUBSTITUTE	-	1,600.17	1,600.17
	WRIGHT, MERILEE	SUBSTITUTE	-	1,594.89	1,594.89
	HUNT, JUDITH	OTHER SUPPORT PERSONNEL	-	1,499.00	1,499.00
	MULONE, ALYSSA	SUBSTITUTE	-	1,483.23	1,483.23
		SENIOR WORK PROGRAM/CAFE			
	MCGRATH, FRANCINE	SUBSTITUTE	-	1,374.00	1,374.00
	ROLLA, JO-ANNE	SUBSTITUTE	-	1,352.28	1,352.28
	KOROMHAS, FRANCINEIDE	VAN MONITOR	-	1,336.50	1,336.50
	PALMER, KAYLA	TD HS ASSISTANT	-	1,274.75	1,274.75
	FRANCESCHI, LUCIA	SUBSTITUTE	-	1,259.76	1,259.76

<i>Dept</i>	<i>Employee</i>	<i>Title</i>	<i>Pensionable Earnings</i>	<i>Non-Pensionable Earnings</i>	<i>2017 Earnings *</i>
	WILLMOTT, THOMAS	TIGERS' DEN SUBSTITUTE	-	1,188.00	1,188.00
	GROSKIN, DEBRA	SUBSTITUE	-	1,171.57	1,171.57
	LUICHINGER, SUSAN	SUBSTITUTE	-	1,152.36	1,152.36
	NICKERSON, ETHAN	TD GROUP LEADER	-	1,128.00	1,128.00
	OGILVIE, NATALIE	TICKET TAKER	-	1,104.00	1,104.00
	MORSE JR, JOHN	SUBSTITUTES	-	1,100.58	1,100.58
	MONTEPELUSO, JUSTIN	TD HS ASSISTANT	-	1,050.50	1,050.50
	BUCHHOLZ, SARAH	SUBSTITUTE	-	1,002.49	1,002.49
	ARENA, PAMELA	SUBSTITUTE	-	973.00	973.00
	HERBST, ANTONINA	TIGER'S DEN SUBSTITUTE	-	939.46	939.46
	MORRISON, NANCY	GAME TICKET SALES	-	924.00	924.00
	KEOHANE, ABIGAIL	HS ASSISTANT TD	-	924.00	924.00
	ARIMENTO, JEFFREY	COACH	-	881.00	881.00
	MORRISSEY, HENRIETTA	TD ASSITANT DIRECTOR	864.00	-	864.00
	GARDNER, KARRINGTON	TD HS ASSISTANT	-	797.25	797.25
	FISKE, JULIA	HS CHOREOGRAPHER	-	750.00	750.00
	HOLLAND, MICHELE	SUBSTITUTE	-	709.59	709.59
	DENNEHY, SUZANNE	COSTUME COORDINATOR/ Cafe Sub	-	700.00	700.00
	ARIMENTO, SAVANNAH	TD HS ASSISTANT	-	648.25	648.25
	KISH, ERIN	SUBSTITUTE	-	642.64	642.64
	MONTEPELUSO, JACOB	TD HIGH SCHOOL ASSISTANT	-	638.75	638.75
	DEVELLIS, KELLY	SUBSTITUTES	-	608.97	608.97
	ESSMAN, GARRETT	SUBSTITUTES	-	573.27	573.27
	GENTILE, STEPHANIE	SUBSTITUTE	-	550.00	550.00
	STEWART, JANET	TD SUBSTITUTE GROUP LEADER	-	533.76	533.76
	SPRUANCE, JEFFREY	SPED TA	519.30	-	519.30
	MILLER, CHRISTOPHER	TD HS ASSISTANT	-	495.00	495.00
	DRIBEN, ELAINE	SUBSTITUTE	-	492.43	492.43
	CELLUCCI, DANIEL	SUBSTITUTE	-	432.51	432.51
	BEGANSKI, MONIQUE	TICKET TAKER	-	415.00	415.00
	CONVERSE, JENNIFER	SUBSTITUE	-	404.25	404.25
	STEARNS, PATRICK	COACH	-	381.00	381.00
	ROFFEE, MARGIE	SUBSTITUTE	-	378.86	378.86
	RUSSELL, TIMOTHY	TD HS ASSISTANT	-	368.50	368.50
	RACZELOWSKI, ALESIA	SUBSTITUTE	-	366.02	366.02
	DONLON, MATTHEW	HIGH SCHOOL ASSISTANT	-	306.25	306.25
	SCHOFIELD, MAURA	SUBSTITUTE	-	300.84	300.84
	DECOSTE, TUCKER	HS STUDENT ATH. ASSISTANT	-	297.00	297.00
	JOHNSON, CAROLINE	TD HS ASSISTANT	-	233.75	233.75
	GODFREY-NEWMAN, MAURA	SUBSTITUE	-	215.82	215.82
	GILPATRICK, RICHARD	HS STUDENT ASSISTANT	-	198.00	198.00
	SONTI, ARUNA	TD SUBTITTUTE	-	194.83	194.83
	CRORY JR., MICHAEL	HS STUDENT ASSSITANT	-	165.00	165.00
	PLETCHER, JENNIFER	SUBSTITUTE NURSE	-	81.73	81.73
	FISHER, CARMEN	SUBSTITUTE	-	71.50	71.50
	GIRARDIN, KEVIN	HS STUDENT ASSISTANT	-	66.00	66.00
	KIRKPATRICK, AMBER	TD Assist. Gruo Leader Sub	-	66.00	66.00
	<b>SCHOOLS DEPARTMENT TOTAL</b>		<b>13,968,577.08</b>	<b>704,003.99</b>	<b>14,672,581.07</b>
	<b>SELECTMEN</b>				
	BERGMAN, KEITH		132,313.60	4,200.04	136,513.64
	GLENCROSS, NANCY		94,964.40	-	94,964.40

<i>Dept</i>	<i>Employee</i>	<i>Title</i>	<i>Pensionable Earnings</i>	<i>Non-Pensionable Earnings</i>	<i>2017 Earnings *</i>
	CRORY, MARK	CABLE TV EXECUTIVE DIRECTOR	79,108.00	-	79,108.00
	ANSALDI JR, ANTHONY	ASSISTANT TOWN ADMINISTRATOR	68,616.00	-	68,616.00
	DOLAK, KIRBY	LCTV PROGRAM SUPERVISOR	57,392.00	1,372.13	58,764.13
	DUMAS, GEORGE	BUILDING MAINT. SUPERVISOR	45,186.12	5,515.20	50,701.32
	DICKERSON, DIANNE	ADMINISTRATIVE ASSISTANT	34,302.25	1,104.93	35,407.18
	COLE, WILLIAM	MAINTENANCE SUPERVISOR	21,158.40	11,296.08	32,454.48
		EXEC ASS'T TO TOWN			
	MAIN, CLANCY	ADMINISTRATOR	18,816.76	520.32	19,337.08
	BOROSKI, JOHN	VETERAN'S AGENT	-	7,659.60	7,659.60
	FEDELE, MARILYN	ON CALL MEETING CLERK	-	2,640.55	2,640.55
	<i>SELECTMEN DEPARTMENT TOTAL</i>		<i>551,857.53</i>	<i>34,308.85</i>	<i>586,166.38</i>
	<b><u>TOWN CLERK</u></b>				
	CRORY, DIANE	TOWN CLERK	77,040.40	-	77,040.40
	CLYDE, SANDRA	ELECTIONS WARDEN	-	671.97	671.97
	<i>TOWN CLERK DEPARTMENT TOTAL</i>		<i>77,040.40</i>	<i>671.97</i>	<i>77,712.37</i>
	<b><u>TREASURER</u></b>				
	VENUTI, STEVEN	TREASURER	87,068.00	-	87,068.00
	ESSMAN, ANN	ASSISTANT TREASURER/PAYROLL	73,948.40	-	73,948.40
	FILIPE, CYNTHIA	FINANCE & PAYROLL COORD.	45,869.60	-	45,869.60
	HANLON, CAROL	ADMIN ASST FINANCE DEPT	19,589.90	-	19,589.90
	<i>TREASURER DEPARTMENT TOTAL</i>		<i>226,475.90</i>	<i>0.00</i>	<i>226,475.90</i>
	<b><u>VETERANS</u></b>				
	MORRISON, BRUCE	VETERANS WORK PROGRAM	-	748.00	748.00
	PAYSON, DARRELL	VETERANS WORK PROGRAM	-	297.00	297.00
	<i>VETERANS DEPARTMENT TOTAL</i>		<i>0.00</i>	<i>1,045.00</i>	<i>1,045.00</i>
	<b><u>WATER</u></b>				
	HUNT, KEVIN	WATER SYSTEM MANAGER	118,021.60	2,490.30	120,511.90
		WATER PRODUCTION SUPERVISOR/			
	DENARO, PAUL	ENGINEER	103,789.60	1,988.55	105,778.15
	VEASIE, JAY	WATER DEPT. FOREMAN	89,163.56	8,206.25	97,369.81
	MCGLOUGHLIN, DAVID	UTILITY SPECIALIST STEP II	76,171.01	19,534.67	95,705.68
	PERRON, MARK	UTILITY SPECIALIST STEP III	76,042.97	13,396.90	89,439.87
	GODFREY, COREY	ENVIROMENTAL ANALYST	84,414.40	1,232.04	85,646.44
	MORSE, MICHAEL	UTILITY SPECIALIST III	75,114.68	9,943.00	85,057.68
	NELSON, STEVEN	PRODUCTION OPERATOR II	69,931.24	5,979.52	75,910.76
	WOITOWICZ, ALLAN	UTILITY LABORER STEP II	56,326.02	7,553.94	63,879.96
	FRASER-ROMILLY, MARGARET	OPERATIONS ASSISTANT	61,321.60	891.67	62,213.27
	<i>WATER DEPARTMENT TOTAL</i>		<i>810,296.68</i>	<i>71,216.84</i>	<i>881,513.52</i>
	<i>Total Salaries - 2017</i>		<i>22,776,589.08</i>	<i>3,048,824.62</i>	<i>25,825,413.70</i>

\* A portion of the non-pensionable salary was received for disaster relief efforts In US Virgin Islands and Florida (Light Department / Highway Department) and Puerto Rico (Police) paid by outside agencies.

\*\* Total Earnings include base salary, overtime, details and stipends and may include work in other departments not reflective of the title alone. In addition to the disaster relief payments noted above, non-pensionable earnings includes overtime, details and certain stipends paid.



## Commissioners of Trust Funds

### 2017 Annual Report

#### Market Overview

The S&P 500 Index finished the year at 2,673.61, an increase of 19.4% for the calendar year. The S&P U.S. Aggregate Bond Index also grew 3.30% on the year. The market experienced growth throughout the year but the strongest growth was in the 3<sup>rd</sup> and 4<sup>th</sup> quarters of the year. Also, throughout 2017 the Federal Reserve raised its benchmark short-term interest rate three times by 25 basis points with the last increase in December, raising the rate to a range of 1.25% to 1.50%.

#### Trust Fund Activity

The Littleton Trust Funds (The Fund) began the year with a balance of \$5,120,241 and finished the year with a balance of \$5,325,977. The Funds' investment income in 2017 was \$233,425. During 2017 there were capital contributions of \$13,737 to the Cemetery Perpetual Care Fund. Disbursements from The Fund for budgetary and scholarships totaled \$477,620. Among the disbursement were scholarships from the Frank M. Kimball Second Fund (Kimball II) and the John C. & Eunice B. Morrison Charitable Foundation Scholarship Fund (Morrison Fund). The Trust Fund Commissioners are the administrators for these funds and we were pleased to award 8 scholarships totaling \$45,000 from the Morrison Fund and 8 scholarships totaling \$24,000 from the Kimball II Fund in 2017.

#### Commissioner Comments

In 2017 The Fund's portfolio grew 13.6% coming in below the three benchmark performance targets established for The Fund. Despite the performance compared to the benchmarks the commissioners are satisfied with the portfolio management. In addition to The Fund's performance, the investment income produced by The Fund is another critical piece of the management. The income from The Fund is the primary source used for budgetary and scholarship disbursements. In 2017, the investment income saw a 33.22% increase over 2016. The income is comprised of 1) dividends & interest and 2) capital gain distributions (from mutual funds). The dividend and interest earned in the year, was \$134,686 a 2.6% increase over 2016. Meanwhile, the Capital Gain distributions, which are dependent on the performance of the mutual funds, drove most of the year over year increase, reporting \$110,099 of the total income.

We wish to thank the Scholarship Awards Committee members Larry Wenz, Pamela Campbell, Joe Gaffney, and Andrew Sammarco who screened the many applicants and provided the Commissioners with excellent recommended candidates.

The Commissioners also wish to thank Steve Venuti, Town Treasurer, for his invaluable assistance again this year with Fund management and reporting. Finally, we would also like to recognize and thank Rick Hoole, who retired from the Trust Commission this year, for his many years of service to the town as a Trust Fund Commissioner.

Commissioners of Trust Funds

David Stevens, Andrew Sammarco and Tyler Gray

**TRUST FUND BALANCES**

FUND	Principal Account Balance as of 12/31/17	Expendable Funds Account Balance as of 12/31/17 *	Total Trust Fund Balance 12/31/2017	2017 Income
Cemetery Perpetual Care	\$206,761.24	280,023.20	\$486,784.44	\$20,647.98
J. Goldsmith Common School	5,383.13	11,669.90	17,053.03	730.99
C. Hildreth	69,288.84	147,133.96	216,422.80	9,278.42
L. Johnson High School	9,203.01	19,522.71	28,725.72	1,232.02
F. M. Kimball	97,259.22	169,001.67	266,260.89	11,430.45
M. H. Kimball	192,870.10	306,341.61	499,211.71	21,369.69
B. Sampson Education	206,200.63	358,544.50	564,745.13	24,238.50
L. H. Zappy	8,599.94	18,365.29	26,965.23	1,160.56
B. Sampson Relief of Animals	32,577.16	86,668.55	119,245.71	5,109.82
A. Tuttle Lyceum	46,521.37	74,293.25	120,814.62	5,171.61
Reuben Hoar Library	441,356.36	837,931.50	1,279,287.86	59,575.79
F.M. Kimball II Fund	151,437.06	265,276.82	416,713.88	17,931.06
Doris Warren Education Fund	139,762.60	247,449.68	387,212.28	16,618.10
Clancy Lyceum	3,720.76	5,808.86	9,529.62	407.93
FB Morrison Charitable Fund	500,000.00	387,003.59	887,003.59	38,521.73
<b>Totals</b>	<b>\$2,110,941.42</b>	<b>\$3,215,035.09</b>	<b>\$5,325,976.51</b>	<b>\$233,424.65</b>

*\* includes Realized & Unrealized Gains & Losses*

## TRUST FUND INVESTMENTS

COMMISSIONER OF TRUST FUNDS

NUMBER OF SHARES		MARKET VALUE 12/31/2017	Dividend Per Share	Estimated Annual Income
<b>Preferred / Other Stocks</b>				
1,752.000	Bank of America Corp	\$46,357.92	1.66	\$2,901.75
1,819.000	ML Capital Trust	\$49,422.23	1.84	\$3,353.78
	<b>Total Preferred / Other Stocks</b>	\$95,780.15		\$6,255.53
<b>Mutual Funds</b>				
12,032.249	Alger Capital Appreciation Focus Fund	\$382,505.20	0.00	\$0.00
17,630.942	American Century Mid Cap Value	\$309,070.41	0.31	\$5,502.62
6,415.178	Eaton Vance Atlanta Capital Small/Mid Cap Fund	\$215,614.13	0.00	\$0.00
90,376.978	Federated Strategic Value	\$555,818.41	0.23	\$20,840.93
6,654.998	Meridian Small Cap Growth	\$106,213.77	0.00	\$0.00
2,607.863	Orinda Income Opportunities	\$59,537.51	0.88	\$2,284.46
9,089.072	Principal Small-Mid Cap Dividend Income	\$156,150.26	0.22	\$1,961.42
	<b>Total Mutual Funds</b>	\$1,784,909.69		\$30,589.43
<b>International / Global Equity Mutual Funds</b>				
2,945.778	Brandes International Small Cap Equity	\$39,885.83	0.68	\$1,992.93
19,812.109	Cullen Emerging Market High Dividend	\$229,622.34	0.42	\$8,232.33
45,852.634	Grandeur Peak International Opportunities	\$190,746.96	0.01	\$458.53
50,271.623	Janus Henderson Global Equity Income	\$401,670.27	0.54	\$27,053.09
10,038.690	John Hancock International Growth	\$277,971.33	0.13	\$1,349.30
	<b>Total International / Global Equity Mutual Funds</b>	\$1,139,896.73		\$39,086.18
<b>Alternatives</b>				
8,838.717	361 Global Long Short Equity Fund	\$102,971.05	0.05	\$466.68
21,237.488	Altergris Futures Evolution Strategy	\$218,746.13	0.16	\$3,438.35
10,856.647	Blackrock Event Driven Equity Fund	\$98,035.52	0.00	\$0.00
11,596.135	Catalyst Hedged Future Strategy	\$93,928.69	0.00	\$0.00
7,629.020	Vivaldi Merger Arbitrage	\$79,646.97	0.00	\$0.00
	<b>Total Alternative Mutual Funds</b>	\$593,328.36		\$3,905.03
<b>Domestic Bond Mutual Funds</b>				
14,429.423	Artisan High Income	\$143,284.17	0.60	\$8,665.00

## TRUST FUND INVESTMENTS

COMMISSIONER OF TRUST FUNDS

NUMBER OF SHARES		MARKET VALUE 12/31/2017	Dividend Per Share	Estimated Annual Income
8,681.185	Cedar Ridge Unconstrained Credit Fund	\$91,412.88	0.38	\$3,315.08
15,323.094	Guggenheim Total return Bond Fund	\$417,094.62	0.96	\$14,693.22
9,442.603	Performance Trust Strategic Bond Fund	\$213,874.96	1.25	\$11,775.06
37,309.476	Prudential Short Term Corporate Bond Fund	\$409,658.05	0.30	\$11,074.56
	<b>Total Domestic Bond Mutual Funds</b>	\$1,275,324.68		\$49,522.92
	<b>International Bond Mutual Funds</b>			
9,116.082	Brandywine Global Alternative Credit	\$94,624.93	0.42	\$3,818.58
9,568.072	Dreyfus Standish Mellon Global Fixed Income	\$204,565.38	0.64	\$6,110.81
7,298.784	Templeton Global Total Return	\$87,950.35	0.43	\$3,115.85
	<b>Total International Bond Mutual Funds</b>	\$387,140.66		\$13,045.24
	<b>Money Market Mutual Funds</b>			
48,870.800	Fidelity Govt Money Market Capital Reserves	\$48,870.80	0.00	\$0.00
	<b>Total Money Market Mutual Funds</b>	\$48,870.80		\$0.00
	<b>Total Trust Funds</b>	\$5,325,251.07		\$142,404.33

The Assessing Department is responsible for accurately determining the value of all Real and Personal Property located within the Town of Littleton.

2017 was an interim year. We continue to see values climb and are experiencing *one of the* biggest growth spurts in the Town's history.

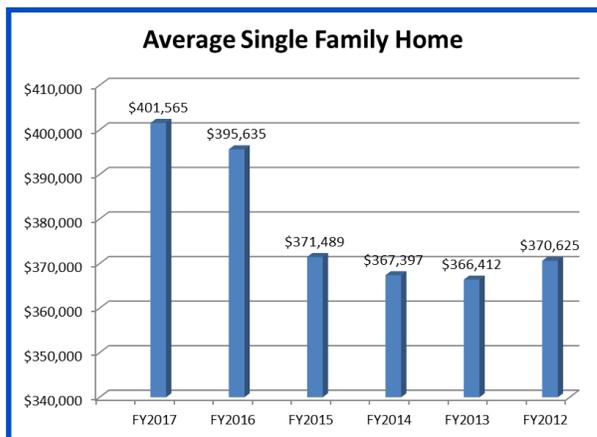
Assessors are obliged to assess all property at its full and fair market value as of January 1st of the calendar year for the Fiscal Year which runs from July 1st to June 30th of the following year.

The Massachusetts Department of Revenue (DOR) mandates that every city/town fully update its property assessments each fiscal year to reflect the fair market value. The updated property assessments are submitted to the DOR each fiscal year for their review and approval before Littleton's tax rate can be set by the town's Board of Selectmen.

The Assessors are responsible for the maintenance of all Real and Personal property data records. Other functions of the Assessor's Office include:

- Abatements on Real Estate, Personal Property and Motor Vehicle Excise
- Chapter Land (applications, liens, maintenance)
- Personal exemptions
  - Veteran
  - Senior
  - Surviving spouse
  - Blind
  - Hardship
- Real Estate Tax Deferrals
- Personal Property Forms of List
- 3ABC/Charitable Organizations
- Income and Expense Forms
- Abutter's List and various reporting information for real and personal property

	<u>Values</u>	<u>Levy Growth</u>
Residential	44,689,749	\$790,562
Commercial	13,695,308	\$384,016
Industrial	16,927,700	\$474,653
Personal Property	12,049,730	\$337,874
		<u>\$1,987,105</u>



**Assessor's Office Hours:**

Monday: 8:00AM-6:00PM

Tuesday-Thursday: 8:00AM-4:00PM

Fridays: 8:00AM-Noon

Phone: 978.540.2410

Respectfully submitted,

Fred Freund, Chairman  
 Evelyn Masson, Vice Chairman  
 Pamela Campbell, Clerk  
 Donald Armstrong  
 Maureen Adema

**Parcel Count for Major Classes**

	Single Family	Single Family Values	Condo	Condo Values	Commercial/Industrial	Com/Ind Values
2017	2,919	1,172,168,700	146	39,056,700	181	303,880,100
2016	2,896	1,145,760,000	144	29,868,600	180	273,215,400
2015	2,870	1,066,173,700	142	22,662,700	180	247,580,600
2014	2,863	1,051,858,100	89	19,737,400	181	249,868,700

**Abatements Granted**

Veteran Work off Program	9
Senior Work off Program	114

**Exemptions**

Clause	Count
17(Surviving Spouse)	5
22(Veterans)	38
22E(Veteran/Spouse)	7
37A(Blind)	3
41C(Elderly 70+)	11
CPA	8

**Historic Tax Rates**

Fiscal Yr	Res	CIP
2017	18.15	28.37
2016	17.69	28.04
2015	18.10	29.89
2014	17.41	29.22
2013	16.98	27.23
2012	16.08	25.74
2011	15.33	24.40
2010	14.63	23.11
2009	13.85	22.76
2008	12.62	20.57
2007	12.11	20.11
2006	12.17	19.02

**Chapter Land**

	Parcel Count	Acreage
<b>2017</b>		
61(Forestry)	10	155.64
61A (Agriculture)	38	923.23
61B (Recreation)	12	294.71
<b>2016</b>		
61(Forestry)	10	155.64
61A (Agriculture)	41	982.56
61B (Recreation)	14	332.94

## SCHEDULE OF TAXES RECEIVABLE - Year Ended June 30, 2017

### REAL ESTATE

Fiscal Year	Outstanding July 1, 2016 & Committed FY17	Collected/Liened to Treasurer	Abated	Refunded	Balance
2017	\$33,358,892.01	\$32,990,369.71	\$135,377.20	\$65,177.93	\$298,323.03
2016	\$617,142.28	\$616,896.56	\$9,333.64	\$9,194.06	\$106.14
<b>TOTAL</b>	<b>\$33,976,034.29</b>	<b>\$33,607,266.27</b>	<b>\$144,710.84</b>	<b>\$74,371.99</b>	<b>\$298,429.17</b>

### PERSONAL PROPERTY

Fiscal Year	Outstanding July 1, 2016 & Committed FY17	Collected/Liened to Treasurer	Abated	Refunded	Balance
2017	\$1,479,565.93	\$1,414,154.79	\$90,294.35	\$34,979.18	\$10,095.97
2016	\$13,284.01	\$2,652.07			\$10,631.94
2015	\$498.57	\$498.57			\$0.00
2014	\$1,401.83	\$0.00			\$1,401.83
2013	\$11,615.20	\$384.52			\$11,230.68
<b>TOTAL</b>	<b>\$1,506,365.54</b>	<b>\$1,417,689.95</b>	<b>\$90,294.35</b>	<b>\$34,979.18</b>	<b>\$33,360.42</b>

### MOTOR VEHICLE EXCISE

Fiscal Year	Outstanding July 1, 2016 & Committed FY17	Collected/Liened to Treasurer	Abated	Refunded	Balance
2017	\$1,505,518.86	\$1,335,145.97	\$23,898.66	\$8,459.61	\$154,933.84
2016	\$320,419.96	\$300,062.03	\$9,198.82	\$7,646.99	\$18,806.10
2015	\$19,256.75	\$8,584.90	\$1,314.28	\$1,176.77	\$10,534.34
2014	\$8,073.58	\$1,665.23	\$421.25	\$325.00	\$6,312.10
2013	\$3,642.19	\$374.17	\$147.50		\$3,120.52
2012	\$2,051.68	\$233.23	\$51.25		\$1,767.20
2011	\$2,685.94	\$156.35	\$50.00		\$2,479.59
2010	\$2,505.85	\$124.80	\$25.00		\$2,356.05
2009	\$2,636.69	\$52.50	-\$52.50		\$2,636.69
2008	\$805.52		\$32.81		\$772.71
2006	\$0.00	\$180.00	-\$180.00		\$0.00
<b>TOTAL</b>	<b>\$1,867,597.02</b>	<b>\$1,646,579.18</b>	<b>\$34,907.07</b>	<b>\$17,608.37</b>	<b>\$203,719.14</b>

### COMMUNITY PRESERVATION ACT SURCHARGE

Fiscal Year	Outstanding July 1, 2016 & Committed FY17	Collected/Liened to Treasurer	Abated	Refunded	Balance
2017	\$267,499.82	\$263,503.16	\$1,515.08	\$97.69	\$2,579.27
2016	\$6,368.14	\$6,368.14	\$91.93	\$91.93	\$0.00
<b>TOTAL</b>	<b>\$273,867.96</b>	<b>\$269,871.30</b>	<b>\$1,607.01</b>	<b>\$189.62</b>	<b>\$2,579.27</b>

**SEPTIC BETTERMENT ASSESSMENT (INCLUDES INTEREST)**

Fiscal Year	Outstanding July 1, 2016 & Committed FY17	Collected/Liened to Treasurer	Abated	Refunded	Balance
2017	\$23,509.57	\$23,509.57	\$648.26	\$648.26	\$0.00
2016					\$0.00
<b>TOTAL</b>	<b>\$23,509.57</b>	<b>\$23,509.57</b>	<b>\$648.26</b>	<b>\$648.26</b>	<b>\$0.00</b>

**STREET BETTERMENT ASSESSMENT (INCLUDES INTEREST)**

Fiscal Year	Outstanding July 1, 2016 & Committed FY17	Collected/Liened to Treasurer	Abated	Refunded	Balance
2017	\$4,793.20	\$4,572.90		-\$220.30	\$0.00
2016	\$511.73	\$511.73			\$0.00
<b>TOTAL</b>	<b>\$5,304.93</b>	<b>\$5,084.63</b>	<b>\$0.00</b>	<b>-\$220.30</b>	<b>\$0.00</b>

**WATER BETTERMENT ASSESSMENT (INCLUDES INTEREST)**

Fiscal Year	Outstanding July 1, 2016 & Committed FY17	Collected/Liened to Treasurer	Abated	Refunded	Balance
2017	\$3,810.04	\$3,512.79			\$297.25
2016	\$336.10	\$336.10			\$0.00
<b>TOTAL</b>	<b>\$4,146.14</b>	<b>\$3,848.89</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$297.25</b>

**ELECTRIC LIEN (INCLUDES INTEREST)**

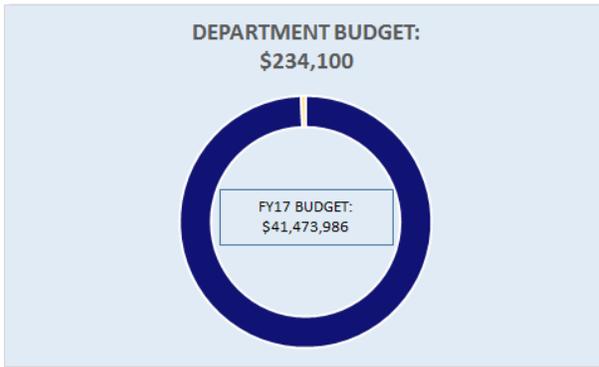
Fiscal Year	Outstanding July 1, 2016 & Committed FY17	Collected/Liened to Treasurer	Abated	Refunded	Balance
2017	\$8,465.81	\$6,478.32			\$1,987.49
2016					\$0.00
<b>TOTAL</b>	<b>\$8,465.81</b>	<b>\$6,478.32</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$1,987.49</b>

**WATER LIEN (INCLUDES INTEREST)**

Fiscal Year	Outstanding July 1, 2016 & Committed FY17	Collected/Liened to Treasurer	Abated	Refunded	Balance
2017					\$0.00
2016					\$0.00
<b>TOTAL</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>

**RESIDENTIAL TAX RATES per \$1000 VALUATION**

1993: \$13.82	1998: \$14.38	2003: \$11.15	2008: \$12.62	2013: \$16.98
1994: \$15.05	1999: \$14.89	2004: \$11.32	2009: \$13.85	2014: \$17.41
1995: \$15.65	2000: \$14.09	2005: \$11.35	2010: \$14.63	2015: \$18.10
1996: \$16.20	2001: \$12.32	2006: \$12.17	2011: \$15.33	2016: \$17.69
1997: \$15.58	2002: \$13.21	2007: \$12.11	2012: \$16.08	2017: \$18.15



**MISSION of BUILDING DEPARTMENT:**

The mission of the Building Department is to provide minimum requirements to safeguard life or limb, health, and public welfare and the protection of property as it relates to these safeguards by regulating and controlling the design, construction, prefabrication, equipment or appliance installation, quality of materials, use, occupancy, location and repair of all structures; through uniform building laws granting full justice to all building materials on a fair basis of true merits of each material; and to development on a sound economic basis for the future growth of our community through unbiased and equitable dealing with building construction. The department reviews applications for zoning compliance and issues permits for construction, repair, and remodeling.

**Report of the Building Commissioner**

The Building Department is pleased to report that during the calendar year 2017, fees were collected from **493 building permits totaling \$376,319.**

Fees were also collected from miscellaneous permits and services such as annual inspections, small lot determinations and trench permits.

The following lists the number of permit applications received and reviewed:

Commercial:	Residential:
1 New Construction	56 New Construction
28 Addition/ Renovation	103 Addition/ Renovation
1 Change of Use	157 Miscellaneous
18 Accessory Structure	40 Certificate of Inspection
14 Signs	6 Accessory Dwelling/ Renewal
15 Heating Appliances	1 Small Lot Determination
10 Swimming Pools	
11 Demolition	
32 Trench	

**Construction activity** for the calendar year 2017 remained strong for both residential and commercial construction.

The 40B complex located at 15 Great Road is nearing completion with the remaining single family detached dwellings under construction. New residential growth on Oak Hill Road, Sanderson Road, Cooper Farm and Grimes Lane are in progress and will provide the bulk of new residential growth in Littleton. New commercial construction continues to be represented by “The Point”, a multi-use, multi building complex located at the intersection of Russell Street and Great Road. Phase two is near completion with the beginning of phase three underway. FIBA continues to revitalize the Ayer Road San-Vel pre-stress building, expanding its operation into the once vacated sections of the structure which now features a new Hydrogen distribution station.

The warnings regarding non-vented fossil fuel heating appliances will forever be repeated. Said installation requires specific built-in safeguards, and are restricted to areas not used as bathrooms and bedrooms. As with any non-vented fossil fuel appliance, caution should be exercised in their use as they introduce carbon monoxide gas into the living area. If you are contemplating using such a product, please contact this office, the Gas Inspector or the Fire Department for more information.

**Zoning enforcement** remains active involving site assessment, monitoring, issuing orders, aiding all concerned parties through the local appeal process and pursuing legal avenues as necessary to resolve violations. Presently there are no active court case pending.

As with all construction and alterations governed by the 2015 International Residential and Commercial Building Code, permits are required to ensure proper application of the building codes. Lending institutes

are increasingly investigating properties prior to offering financing to minimize their exposure regarding their investments. Failure to secure proper permits often affects the resale or refinancing of a home. It is in the best interest of the property owner to secure the proper permits.

In closing, I would like to thank the following individuals who, by their dedication and assistance, help provide the consistent service the Town of Littleton has come to expect from the Building Department. Mr. Bill Morehouse as Inspector of Wires, Mr. Ed Sullivan as the Gas, Plumbing, and Sheet Metal Inspector, Mrs. Michelle Cobleigh Business Administrator, Mrs. Susan Raymond who provides additional clerical assistance and Mr. Gabriel Vellante who acts as the alternate Building Commissioner.

ROLAND J. BERNIER  
 Building Commissioner  
 Zoning Officer  
 Telephone 978-540-2420

### Report of the Inspector of Wires - Year Ending December 31, 2017

**436 Electrical permits were issued; collecting a total of \$57,906 in electrical permit fees:**

Commercial	76
Residential	348
Municipal	12

I have enjoyed serving the Town of Littleton in the capacity of Inspector of Wires and wish to thank all those concerned for their cooperation in helping me to execute my duties. A special thanks to Mr. Joe Gervais who acts as the alternate inspector during my absence.

Respectfully submitted  
 William Morehouse  
 Inspector of Wires  
 Telephone 978-486-0167

### Report of the Gas, Plumbing , Sheet Metal Inspector - Year Ending December 31, 2017

Commercial	7
Commercial Renovation	12
Residential	98
Residential Renovation	106

**223 Gas permits were issued; collecting a total of \$19,452 in gas permit fees.**

Commercial	23
Commercial Renovation	9
Residential	62
Residential Renovation	137

**231 Plumbing permits were issued; collecting a total of \$ 30,837 in plumbing permit fees.**

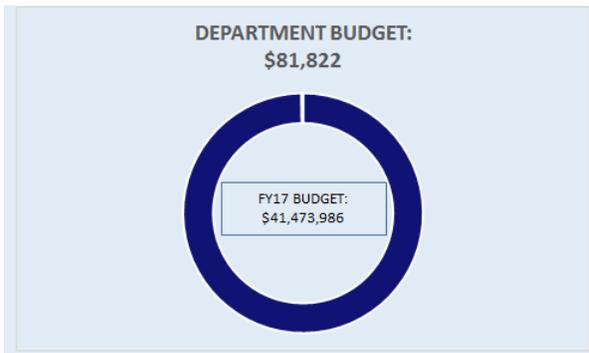
**77 Sheet Metal permits were issued; collecting a total of \$18,513 in permit fees.**

I have enjoyed serving the Town of Littleton in the capacity of Gas, Plumbing and Sheet Metal Inspector and wish to thank all those concerned for their cooperation in helping me to execute my duties. A special thanks to Mr. Joe Cormier who acts as the alternate inspector during my absence.

Respectfully submitted  
 Edward Sullivan  
 Plumbing, Gas, Sheet Metal Inspector  
 Telephone 978-540-2423

#### BUILDING DEPARTMENT OFFICE HOURS

Monday, Tuesday, Wednesday	7:00 a.m. - 3:30 p.m.
Thursday	7:00 a.m. – 4:00 p.m.
Friday	7:00 a.m. - 12:30 p.m.



- The Littleton BOARD OF HEALTH is responsible for the administration and enforcement of Title 5 of the State Environmental Code and public health regulations and laws.
- The Board plays a prominent role in monitoring and preventing disease, preventing tobacco sales to minors and preparation for emergency response.
- The Board hears variance requests and issues subsurface disposal permits for new construction, upgrades and single component repairs, annually reviews and issues tobacco permits and stable permits.
- The Board along with the Fire Chief oversees the activity of the Littleton Volunteer Corps.

Board members include:

- Chairman John Davis,
- Vice-chair Gino Frattallone
- Clerk Erin Healy
- Lisa Flanagan
- David Locke

The Board meets the second and fourth Tuesday of the month, during the calendar year 2017 the Board held 22 meetings. All Board members are available to the public for questions at their homes. Additional public health information and contact information is available on the website [www.littletonma.org](http://www.littletonma.org). The Board of Health office is open Monday thru Friday 8 a.m. to 3:30 p.m.

The Board of Health continues to be dedicated to serving the Town of Littleton and welcomes all comments that may assist us in improving our level of service.

Respectfully submitted by,  
John Davis, Chairman

## NASHOBA ASSOCIATED BOARDS OF HEALTH

The Board of Health is a member of the Nashoba Associated Boards of Health (NABH). Health agent James Garreffi, R.S. holds office hours in Littleton on Tuesdays from 12 – 1 p.m. and Thursdays from 9:30-10:30 a.m. or can be reached in the NABH office at 978-772-3335. Additional information is available on the NABH website [www.nashoba.org](http://www.nashoba.org).

Nashoba Associated Boards of Health continues to serve the local Board of Health in meeting the challenges of environmental and public health needs in Littleton. In addition to the day to day public health work conducted for Littleton, NABH also provides the following services:

- NABH assisted the Board with a school located seasonal flu clinic at Littleton Middle School.
- Response to health related impacts of beavers through coordination with the local Board of Health in the issuance of the necessary permits.
- Response to state mandated changes in regulations requiring more frequent beach sampling through sample collection, submittal for analysis, and follow-up when results were obtained.

We look forward to continuing our work with Littleton's Board of Health. Included in the day-to-day work of NABH in 2017 were the following:

- Through membership in the Association Littleton benefited from the services of NABH staff including: Registered Sanitarians, Certified Health Officers, Registered Nurses, Nutritionists, Registered Physical & Occupational Therapists, Licensed Social Workers, Certified Home Health Aides, and Registered Dental Hygienists.
- Collaborated with Minuteman Home Care around elders at risk and other safety issues.
- **Title V Inspection Reports** -Reviewed Title 5 State mandated private Septic System Inspections for Littleton Board of Health. Received, reviewed, and filed these State mandated (but unfunded) Title 5 inspections. Corresponded with inspectors regarding deficiencies; referred

deficient inspections to Littleton Board of Health for enforcement action

- **Food Service Licenses & Inspections** -NABH annually mails out and receives applications from both restaurants and retail food businesses. Licenses are renewed for existing facilities. Plans are submitted and reviewed prior to initial licensing. Where deficiencies are found, a re-inspection is scheduled to insure compliance. When a complaint from the public is received an inspection is also conducted.
- **Beach/Camp** -Camps are inspected at least annually at opening for compliance with State Sanitary Code, Chapter IV, 105CMR430.00. Public swimming beaches are sampled for water quality every week during the summer and more often if a problem is suspected.
- **Housing & Nuisance Investigations** - NABH, as agent for the local Board of Health, inspects dwellings for conformance with State Sanitary Code, 105 CMR 410.00, issues orders for correction, and re-inspect for compliance. Similarly, complaints from residents concerning unsanitary conditions or pollution events are investigated.
- **Septic System Test Applications** -Applications from residents proposing to build or upgrade a septic system are accepted, a file created, and testing dates are coordinated with the applicants engineer.
- **Septic System Lot Tests** - NABH sanitarian witnesses soil evaluations, deep hole tests, and, usually on a separate date, percolation tests conducted by the applicant's engineer which serve as the basis of the design of the septic system.
- **Septic System Plan Applications** - Detailed plans created by engineers hired by residents proposing to build or upgrade a septic system are received, filed, and routed to the NABH sanitarian for review.
- **Septic System Plan Reviews** -Engineered plans are reviewed according to State code, Title 5, and local Board of Health regulations and review forms are created and sent to engineer for review.

tion. Subsequent re-submittals by the engineer are also reviewed.

- **Septic System Permits Issued** – Applicants' approved plan submittals and Board of Health requirements for new construction, upgrades and component replacement are incorporated into a permit to construct the septic system. Permits are signed by the Littleton Board of Health
- **Septic System Construction Inspections** -NABH Sanitarian is called to construction sites at various phases of construction to witness & verify that system is built according to plans.
- **Septic System Consultations** - During all phases of application, design, and construction the NABH Sanitarian is called upon for legal details and interpretation.
- **Well Permits &Well Consultations/Water Quality** -Private wells are regulated solely by local Board of Health regulations, The NABH Sanitarian assist the Board of Health by reviewing well plans, securing well water samples, and interpreting water quality test results.
- **Rabies Clinics** - NABH arranges for local clinics with cooperating veterinarians, arranging for dates and location, placing ads in local newspapers, and sending home flyers through local schools.

## Nashoba Nursing Service & Hospice

### Home Health

- **Nursing Visits**- NABH Certified Home Health Registered Nurses visits provide skilled services to patients in their home under physician's orders. These services include assessment of physical, psychological, and nutritional needs. Skills include teaching/supervision of medications, wound care, ostomy care, IV therapy on a 24 hour basis, catheter care, case management and referral to other services as needed.
- **Home Health Aide Visits** -NABH Certified Home Care Aides provide assistance with daily activities of daily living including bathing dressing, exercises and meal preparation.

- **Rehabilitative Therapy Visits** - NABH Therapists provide skilled physical, occupational, speech, and dietary therapeutic interventions through assessment, treatment and education. Their integration of client, caregiver, and medical outcomes aims at attaining maximum functional dependence.
- **Medical Social Service Visits** - NABH Social Workers provide short-term assistance to patients at home for counseling and referral to community resources.

### Community Health Nursing

Nashoba’s Community Health Nursing program provides an essential public health service to its member communities guided by the American Nurses Association (ANA) 16 Standards of Public Nursing Practice.

Our staff serves as a resource to the community, addressing questions and concerns from the public on a variety of health and safety issues (immunizations, head lice, chronic disease management, safe drug/sharps disposal etc.) in a variety of ways.

- We conduct regular well-being clinics for health assessment, screenings and education to all, especially the underserved and at-risk populations.
- We report and investigate communicable diseases to formulate and implement control guidelines and strategies that protect the health of individual and the community at large (mandated by the Massachusetts Department of Public Health).
- We make well-being visits to assess needs, coordinate appropriate care and services and provide case management as needed (health promotion).
- We provide public health education.
- We address psych-social issues that may impact general health and safety (i.e. hoarding).
- We are available to collaborate with all municipal staff to address public health nursing questions, work closely with Councils on Aging to assist elders in the communities and are available for consultation with school nurses caring for children and families. The nursing staff also works with the Sanitarian for your community, as needed, to address issues of unhealthy living conditions.

Listed below is summary of the activities of the Community Health Nursing program.

- NABH conducted clinics offered your citizens: blood pressures screening, annual sugar and eye screenings, flu shots and an opportunity to consult with the nurse to address questions.
- Our staff conducts health promotion/well-being/social worker/volunteer visits in your communities.
- NABH reviewed, investigated and reported on the cases of communicable diseases from your community. Though the daily reporting and investigating work is not always visible it is vital to protect the public from the spread of disease.

### Dental Health Department - Examination, Cleaning & Fluoride - Grades K, 2 & 4

Nashoba’s Registered Dental Hygienists, operating out of the school nurse’s office and records, provide these services to those children whose parents have given written consent.

This report is respectfully submitted to the Littleton Board of Health

James Garreffi, Director, Nashoba Associated Boards of Health

### Littleton Animal Inspector

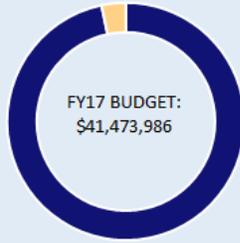
Quarantines: 7  
 Barn Book: 69 residents are known to own livestock

Respectfully submitted,

Phyllis Tower, Animal Inspector

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DEPARTMENT BUDGET:  
\$1,415,513



## 2017 Review

2017 was a very active year for the Littleton Fire Department with our emergency response volume increasing by 3.42% over 2015. On several occasions, we exceeded our resources and had to request mutual aid for assistance, primarily for medical emergencies and motor vehicle accidents. We had several major crashes on Interstate 495 and Route 2 that taxed the services of the fire department. Mutual aid was requested along with Medflight on several occasions to assist with auto extrication and the transport of multiple victims.



In April our new Forestry unit was put into service. This is a converted military surplus vehicle that allows for easier accessibility to brush fires and other difficult to reach locations.

During the year, LFD recruited 3 new call firefighters to our ranks. These 3 individuals attended a five-month call/volunteer recruit training program at the Massachusetts Fire Academy in Stow. The time requirement for the program consist of two nights per week and every Saturday. They graduated with a certification level of Firefighter I/II. Additionally we added an EMT to our call staff that will assist in covering the ambulance.

## Department Overview

The Littleton Fire Department is a combination career/call department. We know this to be an extremely cost effective means to provide fire and emergency services to the Town. 9 career firefighter/EMT's work alternating 24 hour shifts while the Chief, the Deputy Chief and the Fire Prevention Officer are available during weekdays. This schedule ensures that 2 firefighter/EMT's are on-duty every day, 24 hours a day. The call department consists of 25 dedicated firefighters and EMT's that augment the full time staff when needed. They respond to emergency incidents when paged from their homes to the fire station and then to an emergency scene with the appropriate apparatus.

Although a combination department is extremely cost effective, there are disadvantages. The time needed to travel from home and assemble a crew can take 8 or more minutes. Include a 1to 5 minute travel time to the emergency from the station and the result can be a delayed response in some instances. The national standard for emergency apparatus to arrive on scene is within ten minutes of the 911 call for help, eighty percent of the time. The only way to meet the standard is to have the fire station staffed at all times. With the development of The Point, 15 Great Road and other areas of town, the calls for emergency service will continue to grow. Clearly with budgets as they are, we will continue to assess creative and cost effective ways to achieve additional coverage.

## Student S.A.F.E.

This 2017 year was another great year for the S.A.F.E. program here at Littleton Fire Department. A strong foundation has been established with the schools. The programs were expanded in 2017 and the reach into the schools was increased and refined. The schools have been very receptive to having the fire department in the classrooms teaching. The program

was continued with the same reach covering the younger generation completely. Our commitment to creating a “heart smart” program in the high school continued this year. The program certifies the entire 8th, 10th and 12th grade in CPR / AED and is required for seniors to graduate.

### Senior S.A.F.E.

The Senior S.A.F.E. program continued to place smoke and CO detectors in the homes of our senior citizens. We were able to meet our goal of visiting the COA Diner for lunch on Thursdays. During these weekly visits, members promote the program, provide blood pressure checks, and distribute File of Life cards and other safety information. The seniors of the Littleton community latch on to our weekly visits and we enjoy the partnership we have created with COA.

The Veterans breakfast has been another source of reach this year for our program. On the last Wednesday morning of each month, we partner with the police department and provide breakfast for all of the veterans of the community. The veterans are another untapped source of reach for our Senior S.A.F.E. program.

### Fire Station Project

Another important milestone was reached by the department this year, was the renovation and expansion of the fire station at 20 Foster Street. Construction began at the end of 2016 and continued throughout 2017. Weekly meetings occurred between the architect, construction team, Chief and Deputy to ensure the station was completed on-time and within budget.



**Fire trucks parked in the Middlesex Corp Building**

The department spent the year at temporary headquarters located at 80 Ayer Rd, the Middlesex Corporation Building. They provided us with both office and garage space for our apparatus while we waited for the Fire Station at Foster street to be completed. Thank you to Middlesex for allowing us to continue smooth operations during construction.



### Training

Fire department personnel train 3 times each month on the first, third and last Monday evening. Training is an essential part of the fire service and our firefighters and EMT’s must be familiar with the safe and efficient handling of many incident types. Knowledgeable and highly skilled personnel are more likely to perform in an emergency situation and are less likely to be injured while doing so. Members must attend trainings to maintain their status on the department.



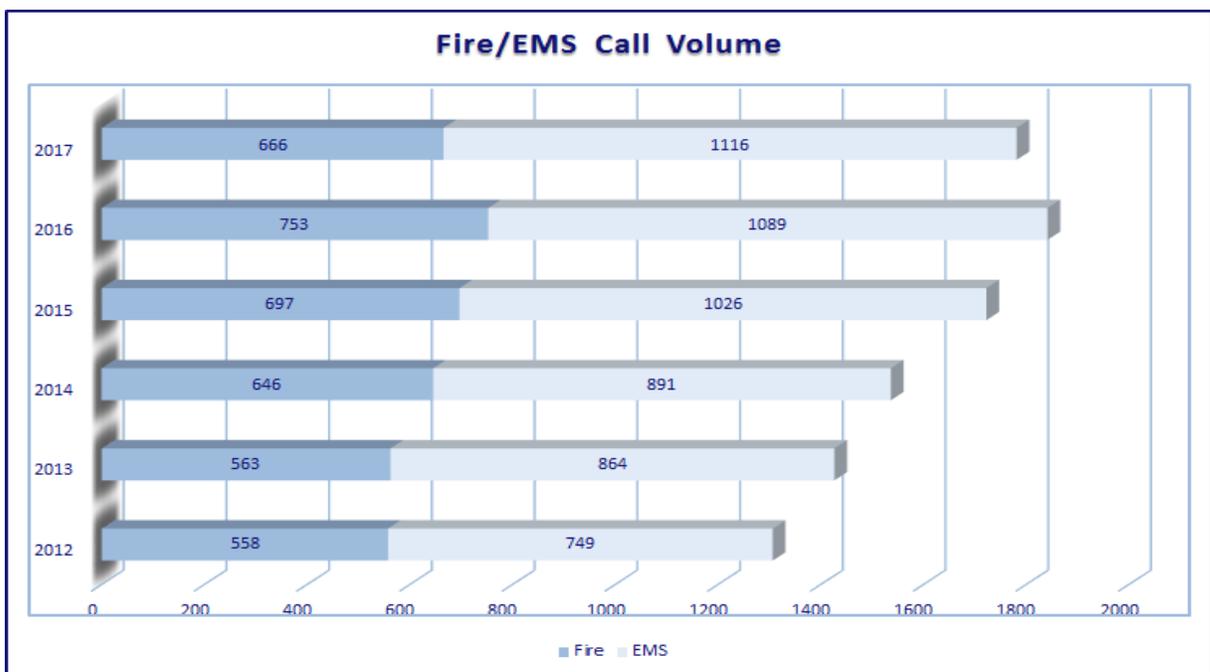
Firefighters opening a hole for ice rescue training



Firefighters participate in night training on drafting

### Emergency Responses

- Fires
- Medical Emergencies
- Motor Vehicle Crashes
- Hazardous material incidents (e.g. spills, leaks, and releases)
- Rescues (e.g. vehicle entrapment, confined space incidents, structural collapse and water rescue)
- Hazardous conditions (e.g. electrical wires down, and carbon monoxide inside homes)
- Alarm calls (e.g. fire alarms, carbon monoxide, and medical alert)
- Service calls (e.g. water leaks and house lockouts)
- Severe weather emergencies and related incidents



In 2017, the Littleton Fire Department responded to 1782 emergency calls.

## Statistical Summary

 <b>Littleton Fire Department Call Responses</b> 						
Incident Type	2012	2013	2014	2015	2016	2017
Medicals (Non-MVA)	679	769	826	941	970	926
Other Fire Incidents	84	91	159	123	208	258
Fire Alarm Investigations	149	136	177	188	204	212
Motor Vehicle Accidents (MVA)	119	127	152	173	158	152
Service Calls	32	58	12	52	83	90
Carbon Monoxide Investigations	38	33	25	19	33	29
Flammable Gas Release	18	45	28	37	31	25
Lock Outs	35	28	40	37	33	21
Smoke Scares	23	27	20	24	26	15
Electrical Hazards	25	19	17	21	16	11
Car Fires	11	14	6	6	6	10
Cover Assignments	16	15	14	27	21	10
Structure Fires	11	9	7	11	13	9
Brush Fires	18	26	13	25	14	6
MVAs with Entrapment	3	3	0	3	5	3
Oil Burner Malfunctions	3	5	5	3	1	2
Flammable Liquid Spills	12	8	8	5	5	2
Illegal Burning	21	10	9	19	10	1
Chimney Fires	5	2	0	7	3	0
Citizen Complaints	5	2	2	2	2	0
<b>Total</b>	<b>1307</b>	<b>1427</b>	<b>1537</b>	<b>1723</b>	<b>1842</b>	<b>1782</b>

## Explorer Post 1

The Littleton Fire Explorer Post 1 continues to be a valuable resource in augmenting the department. This group of teenage men and women assist the department during training exercises and major incidents when called upon. The Post meets every Tuesday for training. Membership is open to young men and women ages 12-21 that have an interest in learning about the fire service and helping the community.

## Fire Prevention

The Fire Prevention Officer (FPO) remained extremely busy in 2017. The FPO conducted 290 plan reviews of commercial and residential buildings. These plan reviews assist with the placement of smoke detectors and carbon monoxide detectors which are required by Massachusetts General Law Chapter 148 § 26F.

As the town continues to grow, the fire prevention office will have an increasing demand for permits and inspections. Each new commercial building or multiple family dwelling under construction requires between 5 and 8 hours of work from the FPO to ensure the safety of the future occupants. The Fire Prevention Officer is also part of the daily staffing to ensure that EMS and rescue services are met. Emergency calls, at times, can delay inspection of projects requiring multiple trips to complete the inspection.



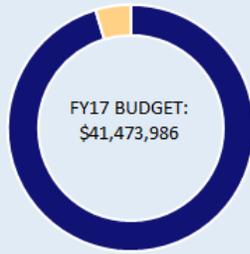
## Pre-Incident Planning

Pre-incident planning is the process of gathering and recording information that could be critical for public safety personnel making life-saving decisions at an incident, such as a fire or natural disaster. In 2007, the Littleton Fire Department started an aggressive pre-incident planning effort to identify properties with specialized needs in the event of an emergency. The result has been the ability to provide responding personnel with critical site information before they arrive on scene. Pre-planning is a team effort between department personnel and the citizens of the Town. This effort allows the Littleton Fire Department to provide improved and more comprehensive services in the event of an emergency.

## Department Roster

<b>Fire Chief</b> Scott Wodzinski		
<b>Deputy Chief</b> Thomas Clancy	<b>Executive Assistant</b> Kim Fleck	<b>Deputy Chief</b> James Ray
<b>Company 1</b> <b>Captain</b> - Joe Rock <b>Lieutenant</b> - Dave McGloughlin FF/EMT Justin Aubert FF/EMT Don Beltrami FF/EMT Lindsay Byrne EMT Jake Carboneau FF/EMT Brian Chabot FF/EMT Derek Dirubbo EMT Suzanne Klein EMT Ryan Johanson EMT Denise Moniz FF/EMT Steve Mulone EMT Nicole Patterson	<b>Company 2</b> <b>Captain</b> -Jim Cahill <b>Lieutenant</b> -Mike Denehy <b>Lieutenant</b> -Tom Kneeland EMT Brenda Alcott FF/EMT Richard Duong FF/EMT Mike Gassiraro FF/EMT Dan Kane FF Sean Parlon FF/EMT Theresa Rock FF Ryan Valcourt	<b>Career Staff</b> FPO Keith Dunn FF/EMT Scott Holt FF/EMT Tyson David FF/EMT Mike Deblasio FF/ EMT Sean Coffey FF/EMT Terence Gardner FF/EMT Brian St. Gelais FF/EMT Tim Powers FF/EMT Matt Maciel FF/EMT Stephen Wright
	<b>Specialist</b> Photographer John McNamara <b>Senior volunteer</b> Toni Anderson <b>Chaplin</b> Lee Atherton	<b>Per Diem</b> FF/EMT Eric Byam FF/EMT Mike Doherty

DEPARTMENT BUDGET:  
\$2,018,929



It is my pleasure to present the Littleton Police Department Annual report for 2017.

The department currently has nineteen full-time officers and ten part time officers, five 911 Call Takers, four part-time Call Takers and one Executive Assistant to the Chief of Police. The department also has control and care for the Regional Animal Control with the Town of Boxboro.

With the growth of our community we are seeing an increase in general calls for service. The Department also is spending an increasing amount of time on investigations that are very technical in nature and time consuming. Traffic and its ensuing problems continues to increase, considering that the town has four exits from major highways. The town is also bisected by four other lesser state highways that travel directly through the middle of our community. Our community like many others has not been left behind by the opiate crisis. We have felt the loss of our residents and the pain from Fathers, Mothers, Brothers and Sisters when they have lost a loved one to this crisis. The Town and the department have teamed up with all phases of the community to fight the stigma and have opened pathways for individuals to get the help they need. This is a top priority for the Town and the Department and will continue in to the future.

The department continues to target persons that bring this opiate crisis to our community. These dealers are actively pursued and investigated by the department with the intention of bringing them to justice. To succeed against this crisis we must have a plan moving forward that includes partnerships at all levels of Federal State and Local Law Enforcement to



succeed. Besides Law Enforcement we must continue to break down the barriers that keep those affected by this scourge to have better and long term access to treatment and counselling. The partnership needs to include Law Enforcement, the Community, Faith Based Organization's government agencies and the Court System and any other entity that can assist. We are heavily involved in Community Policing throughout the community and sponsor the following events just to name a few, Veterans Breakfast on a monthly basis, Coffee with a Cop on a monthly basis,

The Student Police Academy yearly, Rape Aggression Defense Training R.A.D. several times a year and twice yearly Senior Luncheons in our community. The officers are continually making contact with our most vulnerable citizens to ensure their safety, by training and support so that they can make decisions that keep them safe.

The Department is always willing to meet with any organization to assist with or speak to any subject that is within the public safety domain.

### Calls for Service/Time of Day

Incident Type	2016	2017
Domestic A&B	2	25
Break and Entry	15	27
Arrest	60	91
Vandalism	41	22
O.U.I Alcohol / Drugs	7	15
Illegal Operation of M.V.	42	55
Noise Complaint	54	61
Suspicious Activity	361	321
Assist other Agencies	134	165
Burglar Alarms	426	448
MVA Personal Injury	12	10
MVA Property Damage	225	229
Total Traffic Citations	1415	1452

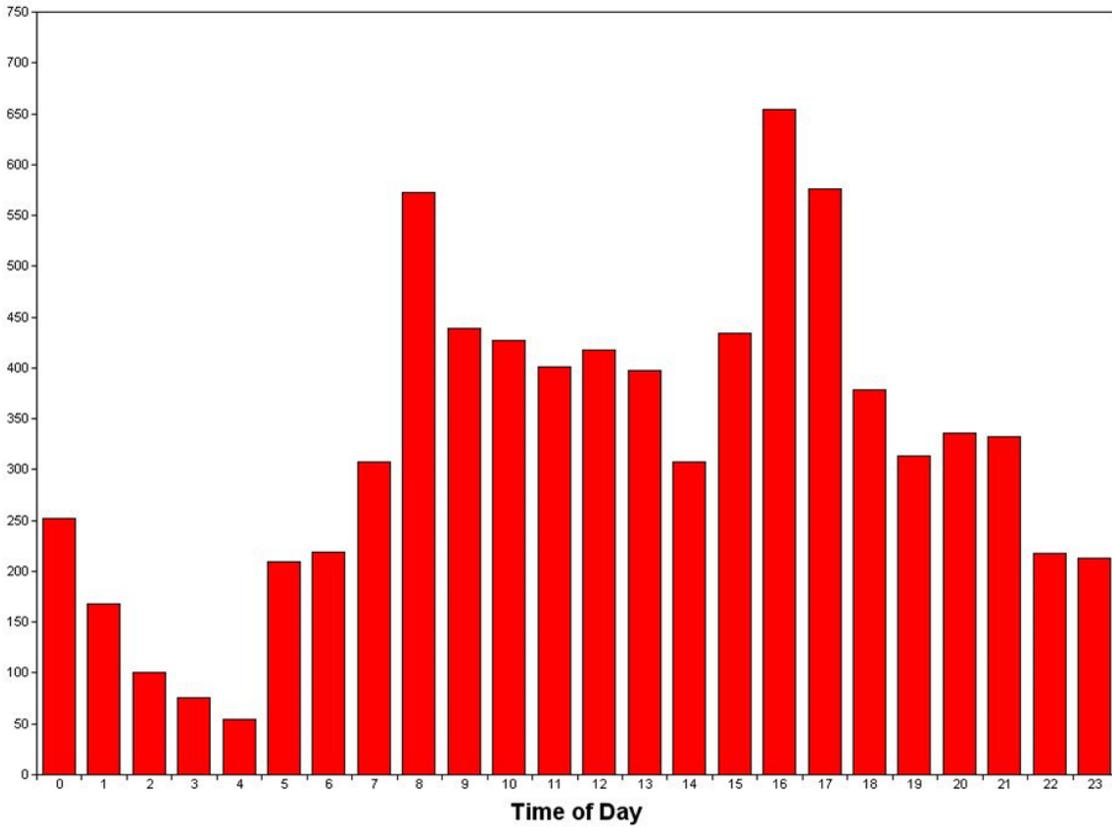
The police Department continues to see a rise in calls for service and activity from the patrols. As the economy improves and with the continued growth

throughout not only are community by neighboring towns this will only continue to rise. With that said Littleton is an extremely safe place to live and work and the department will strive to work with the town to ensure that it stays that way. I have included

some selected call comparisons and also a time of day chart which shows the department peaks in call volumes.

### Call Analysis for 2017

POLICE DEPARTMENT



### Community Policing

The department continues to participate in the community and form partnerships with all to make Littleton a Great place to live, work and visit. I think the following photo's speak for themselves.





**Accreditation** by Deputy Chief Patterson

The Littleton Police Department achieved a long time goal of becoming an Accredited Agency recognized by the Massachusetts Police Accreditation Commission (MPAC). Chief King began this process during his time as Deputy Chief. Upon his promotion to Chief he designated Deputy Chief Patterson as the Accreditation Manager to continue to work towards the goal of full Accreditation. Deputy Chief Patterson assisted by Sgt. Pinard achieved Certification level of Accreditation in September of 2016. They continued their efforts through 2017 and achieved our goal of full Accreditation in September of 2017. We would like to thank all the members of the Littleton Police

Department for their efforts in obtaining full Accreditation.

The Massachusetts Police Accreditation Program offers an accreditation process for police agencies across the Commonwealth. Like other accreditation programs, the process consists of two major components: (1) the establishment of a body of professional standards for police agencies to meet, and (2) a voluntary assessment process by which agencies can be publicly recognized for meeting those standards considered best practices for the profession.

Standards generally dictate which topical areas an agency must have policies and procedures on leaving

the development and enforcement of agency-specific policies and procedures up to the agency's Chief, Accreditation Manager and supervisory staff. The vast majority of the Commission's standards require agencies to commit their often unwritten policies and procedures to writing. The remaining standards are equipment or facility related generally found in communication centers, holding facilities and property/evidence rooms.

The program involves a thorough examination of the agency by the agency to determine compliance with program standards. That internal review or self-assessment that is initiated by the agency's Chief is then followed by an external, peer review by Commission-appointed assessors. Assessors are typically Police Chiefs and Accreditation Managers who have been specially trained to conduct on-site assessments on behalf of the Commission.

Assessments for these awards are similar in purpose to line and staff inspections in that they both serve to monitor compliance with standards and provide a timely means for corrective action to be taken when necessary. There are two levels of Accreditation:

**Certification Program** consists of 159 standards, all of which are mandatory. Since these 159 standards are part of the 257 mandatory standards for accreditation, certification is a significant milestone towards accreditation. It is the policy of the Commission that agencies must successfully achieve certification before being assessed for accreditation.

**Accreditation** is the higher of the two program awards consisting of 382 standards: 257 are mandatory; 125 are optional. Mandatory standards that do not apply to the agency are waived. Only a percentage of the optional standards must be met; the percentage is based on agency size.

### **Criminal Investigation Division** by Detective Sergeant Fernandez:

The Littleton Police Departments Criminal Investigation Division (CID) is responsible to complete follow up investigations on cases that require more time than patrol officers can devote to a case. In 2017 the CID consisted of 2 detectives. 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. Detectives assigned to the detective bureau in Littleton have to be prepared to investigate a large

variety of crimes.

The CID for the Littleton Police Department consistently investigated a variety of crimes in 2017 and facilitated the prosecution of a majority of those more serious cases. In 2017, Littleton Detectives investigated several burglaries into residences and motor vehicles. Detectives also investigated financial fraud, identity theft, and larceny cases. The CID also follows up cases of family offenses and assault and batteries.

Littleton police detectives investigated information related to drug activity in and around Littleton Massachusetts and continues to work closely with area detectives in investigations related to narcotics activity. Since crime is not restricted to city or town lines, we must work closely with surrounding communities, State and Federal agencies. The CID works closely with other agencies to share information about crime patterns, known offenders and to identify property. Many of the suspects that the detective's bureau investigates do not reside in the town and often cross over into other states. The opioid epidemic has hit Littleton Massachusetts as hard as it has hit the rest of the nation. No community big or small has gone unaffected by this problem. Detectives in Littleton worked closely with advocacy programs to assist members of our community with seeking help in battling addiction. We strongly believe that assisting in seeking help for those affected with addiction is as important and investigating and prosecuting individuals selling and distributing dangerous controlled substances.



In 2017, Littleton Police arrested 3 individuals in 3 separate ongoing investigations for burglaries and larceny that occurred in the town of Littleton. Multiple search warrants were executed from these investigations and the recovery of hundreds of stolen property occurred in 2017, all stemming from these

investigations. Littleton detectives worked with outside agencies, other officers and detectives to culminate in the prosecution of these individuals and the return of a high percentage of stolen property.

Detective Sergeant Fernandez on an Emergency mission to assist the residents on the hurricane ravaged Island of Puerto Rico.

## Prescription Drug Take Back Program

Littleton Police continues to participate in the Middlesex County prescription drug take back program. There is a receptacle placed in the lobby of the police station and several times a year we work closely with the DEA to hold drug take back days. The federal Drug Enforcement Administration works with Littleton Police and other area agencies to assist in the proper disposal and destruction of unwanted and unused prescription drugs. Please bring by any unwanted or unused prescription drugs to the Littleton Police Station at your convenience and we will facilitate the proper disposal of those prescription drugs. You can also pay attention to upcoming collection days if you wish to turn over your unwanted or unused prescription drugs to an officer.

## School Resource Officer by Detective Crory:

Detective/Sro Michael Crory has been assigned to the position of School Resource Officer for the Littleton Public Schools for the past three years. The school resource officer is currently responsible for all four schools in the school district. The school resource officer attends monthly safety meeting with school administration and members of the Littleton Fire Department.

One of the school resource officer's responsibilities is to enhance the safety of all students in the district. The school resource officer continues to teach Alert Lockdown Inform Counter Evacuate (A.L.I.C.E) yearly to every staff member in the district. The Littleton Police Department and every member have rolled out several active shooter trainings at the Littleton High School, where faculty and students have been asked to participate. For the past two years the school resource officer has assisted the Oak Meadow Montessori School with A.L.I.C.E. training for faculty and staff.

The school resource officer is in constant communication with office staff about the attendance of all students. He is also the truancy officer for the district and is charged with assisting students to school when possible. He's attended several

attendance summits with school administration, presented by the Middlesex Partnerships for Youth.

The Littleton Police Department along with several other communities brought High Five Fridays to the Middle School, Russell St. School and Shaker Ln. School over the past two years. Everyone at Littleton Police Department and the Littleton Public Schools feel that it is important to build relationships between police and students.

The school resource officer is also responsible for investigating any reported crimes that may take place at school or home and carrying into the school. A school resource officer is required to maintain an open line of communication with the students and school administration when dealing with domestic or social issues involving the students.

The School Resource Officer is an active member in the community. The school resource officer is charged with running a one week student police academy during the summer for student's grades 6-8. This one week class gives students a glimpse into a police officer's start to their career. He volunteers as a coach for the Littleton youth football program, grades 3-5. He is currently on the High School Varsity/VJ football coaching staff and was recently selected as the Varsity girl's lacrosse coach.

The role of the School Resource Officer has changed over the last ten years. We continue to break down barriers that have existed between youth and law enforcement the school resource officer position has grown into a very important position and has been well received by students, staff and parents.



## K-9 Program

Officer Brian Casey is the handler of K-9 Vojak who is successfully certified in patrol procedures and drug detection. K9 Vojak will maintain his dual purpose certification.

Officer Casey and K-9 Vojak will continue a strong collaboration with the Boston Police Department and NEMLEC to ensure optimal training experiences and to meet the rigorous requirements for standardized training. Both Officer Casey and K9 Vojak have built an inter-departmental relationship with the Northern Massachusetts Law Enforcement Council and area communities. Given the affiliation within the professional networking system, Officer Casey and K9 Vojak will be a proactive component to assist the department with both its law enforcement needs and community policing.

A K9 is a valuable resource for Police Officers. 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. In addition, the K-9 team Vojak will work closely with the Littleton School District as well as other local schools. They will continue with their community service work 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.



### Training by Deputy Chief Patterson:

During the year, as in every year, our officers attended the state mandated recertification in-service training comprised of 32 hours of academy time and 8 hours of department selected training. The academy hours consisted of instruction in First Responder/CPR, Critical Incident Stress Awareness, Combating Extremism & Radicalization, Procedural Justice/Legitimacy, Legal Updates, Domestic Violence, and Defensive Tactics. We then recertified all officers on the use of the Taser for our 8 hour department selected training. Our Communications Officers are also required to attend 16 hours of in-service training per year as well.

Our training does not stop at the mandated training level for our officers. We strive to enhance our department and enrich our officers through education and training. At the start of every year we ask our officers what their interests are. We take that information into account when selecting additional training opportunities for them to attend throughout the year. During 2017 we sent patrol officers and sergeants to the following trainings:

- Break & Entering Evidence Recovery
- Marijuana Law Legal Updates
- Interview and Interrogation
- Sexual Assault Investigator
- Cell phone Forensics Investigations
- Mental Health First Aide
- Mental Health First Aide Train the Trainer
- Field Training Officer

Our sergeants and command staff also attended several Leadership and Command Development trainings throughout the year:

- Management Rights/Police Negotiations
- Bulletproof Leadership
- Sergeants Assessment Center Preparation
- Command Staff Academy
- 5 day Supervisory Leadership

Providing the opportunity for our officers and communications staff to continually enhance their skills and professionalism benefits them, our department and ultimately the residents of the Town of Littleton.

### **Critical Skills/Lifesaving Training** by Sgt. Doug Landry:

LPD continues its commitment to meet and exceed the required training standards set forth by the Massachusetts Police Training Council and best practices found in modern day policing. It is the aim of the Department to provide its officers with the finest available critical skills training and tools which will allow its officers to best perform their duties while keeping themselves and citizens safe. All training is intended to provide each officer the greatest potential of preparedness for duty and service to our community.

***Firearms Qualification and Training:*** Annual Firearms Qualification is intended to document the individual officer's existent marksmanship proficiency and safe firearms handling skills. Successful firearms qualification is required of each officer. At qualification officers prove their ability to complete established courses of fire with both their issued handguns and department owned patrol rifles.

Firearms Training is separate from qualification and is intended to improve the officer's marksmanship, reaction and decision making skills under stress in a variety of potential shooting situations, as well as to enhance officer safety and safety of the public. Training sessions are set up to be diverse and realistic in nature. Live fire training, utilizing skill building drills and scenarios on the range, is critical to officer success in potential deadly force encounters. LPD utilizes the Harvard Sportsman Club for its firearms qualification and training needs and is appreciative to the Club's administration and membership for the use of their facility, Thank you HSC!

In 2017, LPD was fortunate enough to enlist the use of the Middlesex Sheriff's Officer Mobile Training Center (MTC). The MTC is a portable, self-contained, firearms trailer, which allowed officers to train on multiple live-action interactive scenarios (video display), utilizing live fire issued firearms and ammunition. Since the scenarios are interactive, officers were able to simultaneously work on their communication and decision making skills, unlike traditional firearms training. You may have seen the MTC trailer parked in our back lot this summer. It surely provided an invaluable training opportunity to our officers, Thank you MSO!

***Taser/Defensive Tactics/Simuniton Training:*** In 2017, after 10 years with the previous model in use, LPD upgraded its Taser equipment to the newest generation of Taser Smart Weapons. Taser is another invaluable tool for law enforcement in today's policing environment. For the abundant encounters law-enforcement face on patrol every day, it's nice to know LPD has the tools to keep everyone safe, save lives, and reduce injuries in more ways than one. Taser requires annual department training to ensure proficiency with the tool and knowledge to know how and when to deploy it. Taser training involves an 8 hour course consisting of classroom presentation and hands on practical training encompassing both drills and scenarios.

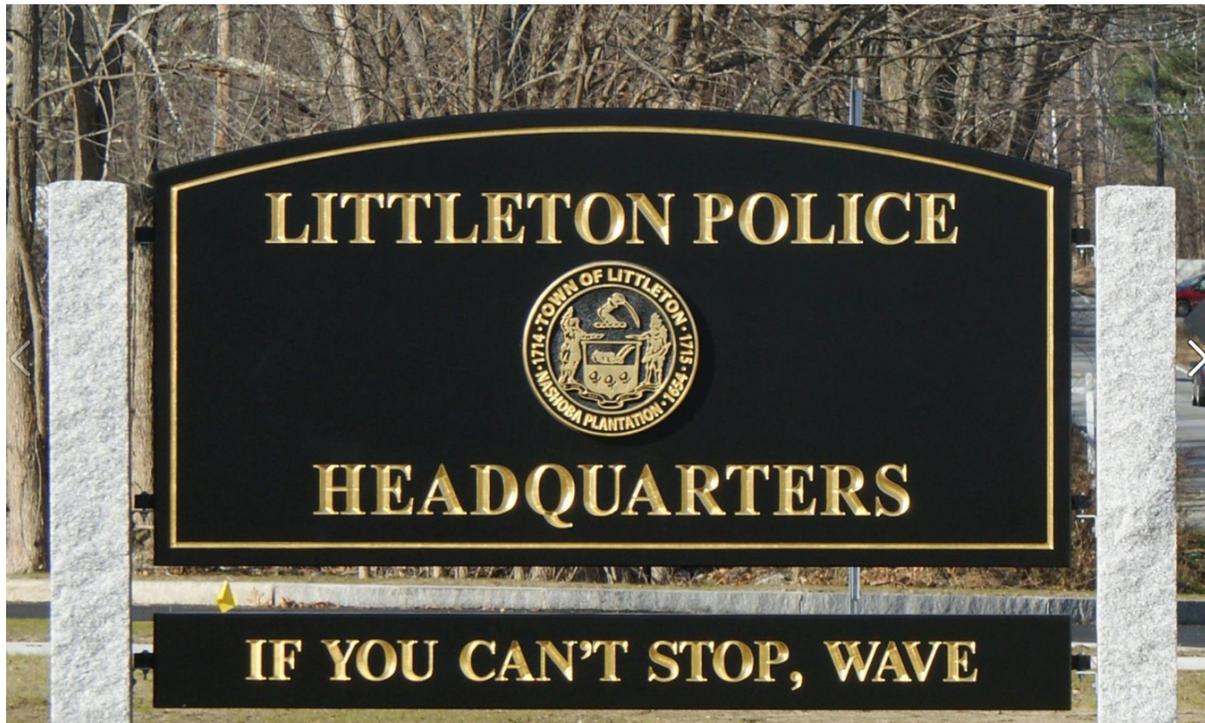
This year Defensive Tactics training was incorporated along with our Taser training. Defensive Tactics is also part of the additionally received state mandated in-service curriculum as well. In 2017, during practical in-house training we reviewed weaponless defense and controlling techniques, handcuffing, searching, OC spray, and baton use. Department Use of Force policy was reviewed and the responses and techniques to escalation and de-escalation of force were covered.

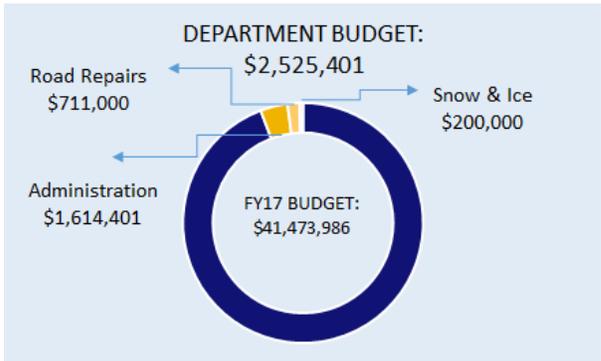
I am pleased to have this opportunity to publicly commend all the members of this department for their integrity and professionalism. I look forward to the future and the challenge of bringing the finest police services possible to the citizens of Littleton. It is only possible with the hard work and dedication of the members of the Littleton Police Department.

I would also like to thank the Board of Selectmen, other boards, Town Departments and would like to highlight the partnership between the Littleton Fire and Department and Police Department. I would also like to thank the citizens of Littleton for their support. I would like to recognize the community organizations that form such important part in making Littleton the great community that it is.

On a personal note, this will be my last Town report as I am retiring on July 1st 2018. I would like to thank the Town of Littleton, its residents, business members and Town staff for the last thirty seven years. I have spent my entire full-time career in Law Enforcement working for the Town of Littleton. I can truly say that I never regretted one day of making the choice to work in this community. It truly is a great place to live, work and visit. While I am eternally grateful to the residents of this town, I would like to publicly thank the following individuals, Joe Knox who has been with me since the beginning, Chief Thomas W. O'Dea who hired me, Chief John M. Kelly who I can never repay for his mentorship and friendship, Paul Glavey who has always looked out for me and this community, My first partner Wendell Brown, My Academy mate Sgt. Robert Romilly, we went through many a door together back in the day, my second in command Deputy Chief Jeff Patterson who assisted me in oh so many ways and to all members of this community, but most to the Men and Women of the Littleton Police Department/911 Call Center, you truly are the core of this department. It is with great pride and pleasure that I present this annual report to the Town. I would like to say Thank You, Goodbye and Godspeed to all of you.

Respectfully submitted,  
Matthew J. King  
Chief of Police





**Pavement Management-**

The Highway Department received \$395,107 in Chapter 90 funds, and another \$711,000 in Town funds. This funding is used to maintain 62.2 miles of public roads in Littleton. In 2017 we were able to complete crack sealing, fog sealing, micro surfacing, and full depth reconstruction on over 12 miles of town roads.

Administration consists of a DPW Director, Highway Superintendent, and a Business Administrator

Crack Sealing was conducted on: Adams Street, Baldwin Hill Road, Bulkeley Road, Colburn Lane, Edsel Road, Elizabeth Street, Elmwood Road, Farmstead Way, Fox Lane, George Street, Grove Road, Janes Drive, Juniper Road, Lake Drive, Laury Lane, Lochslea Road, Middlesex Drive, Partridge Lane, Porter Road, Snow Drive, Snow Terrace, Stony Stream Lane, Valley Drive, and Woodridge Road.

The Highway Department consists of 6 full time staff members, a mechanic and 1 seasonal staff member. In October the Town implemented SeeClickFix as a new reporting/work order system. In that time the town received and responded to over 30 requests from residents as well as over 150 work orders.

Fog Sealing was conducted on: Bumblebee Lane, Curtis Street, Green Street, Harwood Avenue, Lake Warren Drive, Mill Road West, Nancys Way, Pleasant Street, and White Pine Drive.

The Highway Department took over all maintenance of McIntosh Lane.

**Capital Equipment:**

The Highway Department was able to replace aging equipment with the following equipment through the Town’s capital plan:

- 2018 Ford Escape
- 2017 Ford F-550 with Plow and Spreader
- 2017 John Deere 544 Loader

Micro Surfacing was conducted on: Delaney Drive, Drover Lane, Grist Mill Road, Highland Lane, Lincoln Drive, Mary Shepard Lane, Mill Lane, Old Farm Road, Park Drive, Surrey Road, and Woodland Drive. Reconstruction was conducted on Nagog Hill Road.



Through a complete streets grant \$394,970 was awarded to construct/reconstruct 3,600 feet of sidewalk and curb on Russell Street from Great Road to Russell Street School. This grant also allowed the town to install various speed feedback signs, add a pedestrian crosswalk on Shattuck Street, and add several bike racks throughout town.



The Highway Department has also conducted countless repairs on the remaining roads in town, and



placed over 140 tons of asphalt on various roads in town.

The Highway department conducts street and sidewalk sweeping, cleans and maintains over 1,200 catch basins, and conducts roadside mowing and brush clearing around town.

### Winter Operations

The Highway Department plows and treats 62.2 miles of public roads, 14 miles of sidewalks, 7 miles of private roads and all the municipal and public safety buildings, schools, and parks. Fifteen pieces of town equipment and 18 contracted pieces were used. There were 26 weather events the highway department had to respond to in 2017. Town and Contract equipment traveled a total of approximately 60,000 miles to plow and treat the town in 2017. This equates to over 2,000 man hours.

### Parks Department

The Parks Department consists of 3 full time staff members and 1 seasonal staff member that are responsible for maintaining 62.5 acres of municipally owned buildings, sports fields and various parks. Operations consist of irrigation and water use management, turf maintenance, mowing, weeding, field lining, town beach maintenance, tennis court and playground maintenance, and infrastructure repairs.

### Transfer Station

The Transfer Station consists of 2 staff. In 2017, 1,787 residential vehicle sticker permits were issued.

In 2017 the Town received the Central Mass Municipal Recycling Council Recognition Award for

reaching their 30% waste reduction goal. In 2017 the Town generated the following:

### Waste

- 852.44 Tons – Municipal Solid Waste
- 296.28 Tons – Construction and Demolition Materials

### Recyclables

- 53.46 Tons – Glass
- 76.29 Tons – Metal
- 69.01 Tons – Plastic
- 19.80 Tons – Tin
- 330.39 Tons - Paper/News

Calendar Year	Municipal Solid Waste (TONS)
2009	2,185.94
2010	1,990.67
2011	1,193.16
2012	1,213.68
2013	1,184.99
2014	1,247.20
2015	1,146.84
2016	1,190.82
2017	1,148.72

These figures show a reduction in the Waste stream of 47% as compared to before Pay-As-You-Throw was implemented.

The Town of Littleton is a member of the Devens Regional Household Hazardous Collection Center. Being a member entitles you to dispose of unwanted hazardous products from both residents and businesses. The facility is open 10 months per year starting in March through December on the first Wednesday and Saturday of each month. The facility is located at 9 Cook Street Devens, MA 01434 and the phone number is (978) 501-3943 or [www.info@DevensHHW.com](mailto:www.info@DevensHHW.com).

Respectfully Submitted,

Chris Stoddard, P.E.

Director of Public Works, Town of Littleton



The Board of Electric Light Commissioners is pleased to present the annual report of the Electric Light Department for the calendar year 2017.

The department continues to advance its tradition as a progressive public utility committed to quality, reliability, and service. As your local electric company, we consistently strive to be amongst the region’s low-cost providers for residential customers, while offering superior customer service and outstanding value to the community.

Littleton Electric Light Department has been recognized as a Reliable Public Power Provider by the American Public Power Association (APPA) — a trade group in Washington, D.C., that represents more than 2,000 not-for-profit, community-owned electric utilities, such as LELED. This recognition is based on reliability, safety, workforce development, and system improvement.

The Green Rewards program has become very popular in its third year, saving residents \$20,000 in energy conservation measures through rebates on new appliance, heating and cooling systems, and home improvements. Littleton residents are also taking advantage of our free home energy audits that help identify energy-saving opportunities.

Another popular offer is our Free Shade Tree program. In 2017, LELWD planted 128 maple trees for Littleton residence. Mature trees can lower cooling cost in the summer and lower heating cost in the winter, all while consuming carbon dioxide for cleaner air quality.



Green Rewards continues to benefit our customers by saving money and natural resources.

A review of residential rates charged by municipal and investor owned utility companies show that LELED’s rates are consistently and significantly lower than our neighbors. In fact, LELED’s electric rate was again one of the lowest in the state for 2017. For purposes of comparison, a Littleton customer using 750 kWh per month has a monthly bill of \$87.64. The same usage in Ayer, served by National Grid, would cost \$164.93; while in Concord, served by Concord Municipal Light, would cost \$108.70. LELED continues to keep these rates low, and at the same time reinvest into our local distribution system in order to improve overall system reliability.

<b>Did You Know...</b>
<ul style="list-style-type: none"> <li>• LELED serves about 7,335 customers in Littleton and Boxborough.</li> <li>• 80 utility poles were tested and replaced in 2017.</li> <li>• 25% of our energy comes from renewable sources.</li> <li>• There are 745 street lights throughout Littleton</li> </ul>

The Green Communities grant supported the retrofit of town-owned street lights. The conversion began in 2016, and ended in 2017 by successfully converting 745 street lights to LED. As a result, we could expect to reduce our energy consumed by streetlights by almost half annually. Town owned lights before the upgrade consumed about 300,468 kWh, which is now down to 104,040 kWh a year.



LELD's net metering program has increased interconnecting customer owned photovoltaic generation to approximately 800 kW. LELD's net metering program has been so successful, that the newly redesigned cap for residential customers has reached 67% and the commercial cap has reached 39% subscribed.

Operation crews were busy installing new electrical infrastructure for large customers such as Patriot Beverage, Middlesex Materials, and Alumni Field. At the substation, two 2 MW generators were rented through Energy New England in an effort to lower the annual capacity charge from ISO New England by 4 MW.

The business office continues to offer an online bill presentation and payment program that offers our customers a secure, convenient way to view and pay their bills.

In 2017, LELD provided annual financial and in-kind contributions to the town and continued to support many programs and initiatives, including athletic and science grants to the high school, Littleton robotics league, the annual holiday tree lighting on the Common, and the senior citizen luncheon. Also, as part of Littleton being a Green Community, LELD was instrumental in assisting the town for applying for a Green Communities grant.

For more information, please visit our website, [www.llewd.com](http://www.llewd.com).

Respectfully submitted,

Board of Electric Light Commissioners

Tom Rauker, Chairman  
 Dick Taylor, Vice-Chairman  
 James Karr, Secretary/Clerk  
 Ivan Pagacik, Member  
 Bruce Trumbull, Member



LIGHT DEPARTMENT



Littleton Electric Light Department	December 31, 2017	<b>**unaudited**</b>	
<b><u>Assets</u></b>		<b><u>Liabilities and Surplus</u></b>	
<u>Utility Plant</u>		<u>Surplus</u>	
Total Electric Distribution Plant	\$24,459,205	Unappropriated Surplus	\$40,580,422
Total Electric General Plant	\$16,304,459	Direct Charge to Surplus	-\$792,409
		Restricted for OPEB	\$2,253,322
TOTAL UTILITY PLANT	\$40,763,664	Capital Gains and Losses	\$62,657
		Current Surplus	\$1,080,280
Accum. Depreciation Distribution Plant	-\$9,897,077		
Accum. Depreciation General Plant	-\$6,662,141	TOTAL SURPLUS	\$43,184,272
TOTAL DEPRECIATION	-\$16,559,218	<u>Long Term Liabilities</u>	
		Bonds Payable	\$130,000
NET ELECTRIC PLANT	\$24,204,446	Post-Employment Benefits Payable	\$281,024
Construction in Process	\$54,838	TOTAL LONG TERM LIABILITIES	\$411,024
		<u>Current and Accrued Liabilities</u>	
<u>Fund Accounts</u>		Accounts Payable	\$412,745
Depreciation	\$2,537,775	Miscellaneous Accrued Liabilities	\$2,323,603
Construction	\$2,989,687	Customer Deposits	\$145,300
Rate Stabilization	\$6,678,100		
Operating Cash	\$660,808	TOTAL CURRENT/ACCRUED LIABILITIES	\$2,881,648
Pension Fund	\$1,072,495		
OPEB Fund	\$2,253,322	RESERVED FOR UNCOLLECTIBLE ACCOUNTS	\$47,260
TOTAL FUND ACCOUNTS	\$16,192,186	TOTAL LIABILITIES	\$3,339,932
<u>Current and Accrued Assets</u>		TOTAL LIABILITIES/SURPLUS	\$46,524,204
Accounts Receivable Rates	\$2,699,189		
Accounts Receivable Jobbings	\$1,211,711		
Inventories	\$752,399		
Prepayments	\$1,409,434		
TOTAL CURRENT/ACCRUED ASSETS	\$6,072,734		
TOTAL ASSETS	\$46,524,204		



The Board of Water Commissioners is pleased to present the annual report of the Water Department for the calendar year 2017.

Littleton water customers experienced a new water bill format in 2017. The bill was designed to allow customers to easily understand and track their water usage, in order to encourage water conservation. A significant improvement to the bill format is the unit of measure, which went from cubic feet to gallons. LWD has been actively replacing water meters throughout the entire town. These new meters will help track usage and improve accuracy and efficiency, since they can be read simultaneously with the electric meters.

As a result of a town grant through the Green Communities designation, the department is operating four new Variable Frequency Drives (VFD) at the Treatment Facilities. With the use of the VFDs, the annual cost savings from this efficiency upgrade is calculated to be \$14,846.

LWD's primary goals are to provide safe, clean drinking water to our customers, and adequate water storage to meet the fire protection demands of Littleton. In meeting these goals, LWD currently operates four pumping facilities and two water treatment plants in Littleton. Over the past year, LWD pumped over 350 million gallons of water for our customers. With the continued growth of Littleton, LWD's primary focus at this time is developing new sources of water to continue to meet the ever growing demand.

The Water Department continued on its path to bringing the Cobb's Well site online by working with the state on the extensive permitting process and design of the required long-term pumping test, which is scheduled to be completed in June of 2018. The department also prioritized additional projects that will provide the town with increased water availability to meet the rapidly increasing demands. These projects include increased withdrawals at both the Beaver Brook Well site and the Whitcomb Ave. Well site. Hydrogeological testing was completed at both of these sites in 2017 and permitting and design

## Did You Know...

- LWD serves about 3,300 customers in Littleton, Westford, and Boxborough. The majority is in Littleton.
- There are currently 81 miles of water main throughout the system, ranging in size from 4" to 14".
- The oldest main line is 105 years old!
- LWD replaced 2,000 linear feet of water main through

phases are currently underway, with construction of replacement wells at Whitcomb Ave. planned for 2018.

On all water quality issues, we serve as consultants to the town, particularly the Planning Board and Board of Health, to ensure that all proposed developments are constructed without adverse impact to capacity or infrastructure. With several major projects in the pipeline, our efforts in this regard are aimed at making certain that the objectives of commercial development and environmental protection are both properly served.

The department also continues to collaborate with the Clean Lakes Committee on several important initiatives, including invasive plant management at Spectacle Pond and Long Pond, outdoor water conservation, and low impact development.

Our operations staff continues to perform a number of important functions, including the installation of new water services, the repair of emergency water main breaks and the monitoring of water quality. Our

certified drinking water operators keep the treatment plants running efficiently through regular maintenance and equipment upgrades. Both our operators and utility specialists are on call 24 hours a day, 7 days a week to respond to emergencies.

The department's accomplishments are chronicled in our annual Water Quality Report, which affirms our water is of the highest quality. As the stewards of an exemplary water quality program, we proudly present this report, which validates our efforts to provide clean, safe drinking water to our customers.

For more information, please visit our website, [www.lclwd.com](http://www.lclwd.com).

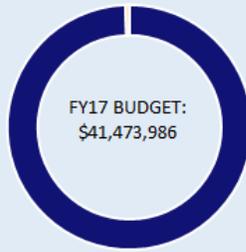
Respectfully submitted,

Board of Water Commissioners  
Tom Rauker, Chairman  
Dick Taylor, Vice-Chairman  
James Karr, Secretary/Clerk  
Ivan Pagacik, Member  
Bruce Trumbull, Member

<b>Littleton Water Department</b>		<b>June 30, 2017</b>	
<u>Assets</u>		<u>Liabilities and Surplus</u>	
<u>Current and Accrued Assets</u>		<u>Current Liabilities</u>	
Cash and Cash Investments	\$1,097,360	Wages Payable	\$396
Accounts Receivable	\$257,451	Accounts Payable	\$1,494
Accrued Unbilled Revenues	\$283,166	Bond Anticipation Notes Payable	\$870,000
Merchandising and Jobbings	\$10,842	Accrued Interest Payable	\$49,547
Intergovernmental	\$40,000	Compensated Absences Payable	\$23,619
Materials and Supplies	\$69,689	Due to Municipal Light Department	\$50,000
		Bonds Payable	\$341,052
<u>Total Current and Accrued Assets</u>	\$1,758,508	<u>Total Current Liabilities</u>	\$1,336,108
<u>Noncurrent Assets</u>		<u>Noncurrent Liabilities</u>	
Prepaid Bond Costs	\$0	Compensated Absences Payable	\$55,111
		Other Post-Employment Benefits Payable	\$276,575
Total Plant, at cost	\$21,099,151	Net Pension Liability	\$1,243,478
Less: Accumulated Depreciation	\$7,868,215	Bonds Payable	\$4,367,889
<u>Net Plant in Service</u>	\$13,230,936	<u>Total Noncurrent Liabilities</u>	\$5,943,053
<u>Construction in Progress</u>	\$0	<u>Total Liabilities</u>	\$7,279,161
<u>Total Noncurrent Assets</u>	\$13,230,936	<u>Net Assets</u>	
<u>Deferred Outflows of Resources</u>		Net Investment in Capital Assets	\$7,671,686
Pensions	\$204,933	Unrestricted Net Assets	\$243,530
		<u>Total Net Assets</u>	\$7,915,216
<u>Total Assets and Deferred Outflows</u>	\$15,194,377	<u>Total Liabilities and Surplus</u>	\$15,194,377

DEPARTMENT BUDGET:

\$215,249



## Elder and Human Services FY2017

Address: 33 Shattuck St, Town Hall, Second Floor

Hours: 8:30a - 4:30p, Monday - Friday

Telephone: 978-540-2470

Email: [etretiak@littletonma.org](mailto:etretiak@littletonma.org)

Monthly newsletter, The Broadcaster, available at [www.littletonma.org](http://www.littletonma.org)

**Mission Statement:** *The mission of the Department of Elder and Human Services and the Council on Aging is to identify and serve the social, recreational, health and educational needs of older adults (60+) in the community. We strive, to the greatest extent possible, to maintain dignity, independence and support for their role as community members. To this end we provide opportunities for seniors to build physical, emotional, intellectual and social wellbeing. In addition, we provide human services for all residents of the town, especially assisting low-income and distressed individuals with securing needed services.*

The Town of Littleton's Elder and Human Services department is charged with establishing priorities and offering opportunities to older residents, as well as their families, caregivers and additionally, people of all ages. Programs and services are offered through the Senior Center, which are designed to support the transition of residents through later life by promoting health and wellbeing. As a town committed to the concept of an Age-Friendly Community, we are here

to encourage and promote optimizing opportunities for health, participation and security to all ages in order to enhance quality of life for all residents throughout the spectrum of their aging.

The functions of the Littleton EHS (Elder and Human Services) department are not confined by walls. We fulfill our mission as a true community partner by delivering programs and services in a variety of places, and wherever needed throughout the town. The Senior Center offers programs and services five days a week where the professional staff has oversight for services and programs. The EHS staff consists of the Director, Outreach Coordinator, Van Drivers, and many active volunteers and Tax Work Off Program members all of whom contribute to the fulfillment of the department's mission and goals.

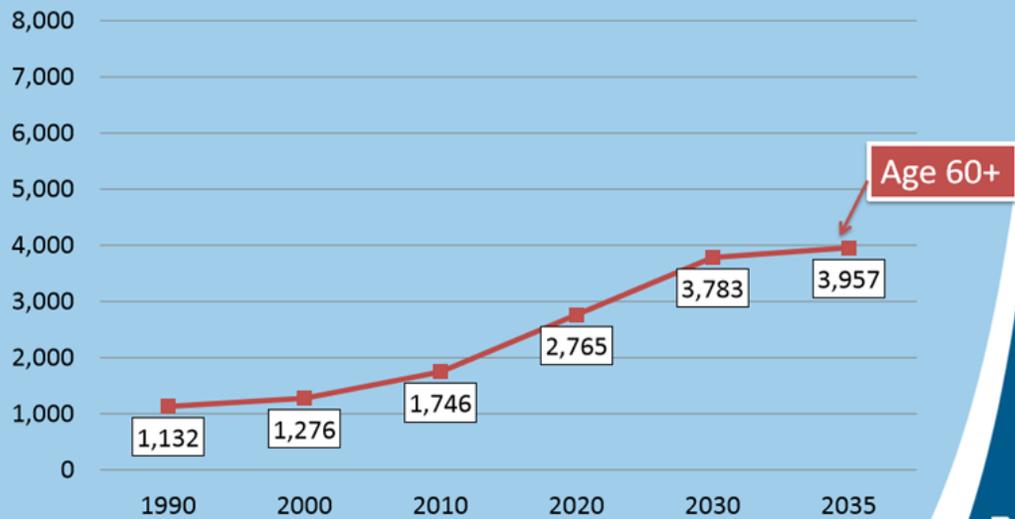
The Center is the focal point for aging service issues in our community and acts as a gateway to information and services that support and enable a multigenerational group to maintain health, independence and the highest level of functioning in many aspects of life. The growing aging population requires continued support at this level and the we continue to fulfill this role by offering relevant programs and services for residents of all ages wherever they may reside in Littleton: in their own homes; congregate housing; assisted living facilities or in some cases nursing facilities.

## Growing Senior Population:

In FY 2015, a Comprehensive Needs Assessment on those over the age of 50 in Littleton was completed. This initiative followed from the Board of Selectmen's goal to improve the services offered to town seniors by Elder and Human Services. Complete results from the Assessment, which was conducted by the UMass Boston Gerontology Institute, can be found on the Town website, [www.littletonma.org](http://www.littletonma.org).

One of the most important aspects of the results concerned demographics. Littleton's older population has grown in the last decade, increasing by 37% between 2000 and 2010. Currently in Littleton, the over age 60 population totals 2,407 individuals, a 37.8% increase since 2010. Additionally, the 55-60 age bracket totals another 884 individuals indicating continued future growth. According to the Donahue Institute, whose figures are used by the state of Massachusetts for planning purposes, the percentage of adults over the age of 60 is expected to grow steadily statewide until 2030.

## Growth in older age groups is expected to continue in Littleton



### Programs and Services:

In Fiscal Year 2017 the Center recorded at least 14,345 visits from at least 781 unique individuals. Programs and services offered through Littleton’s Elder and Human Service department included but were not limited to the following:

#### Outreach Services:

Over 1,300 unduplicated people assisted by Outreach

Our Outreach Coordinators provide assistance to all eligible residents in the community. In FY 2017, over 6,000 units of service were provided through outreach sessions, including information and referral services, to our residents. Individuals were assisted by our staff, approximately 80% of whom were age 60 and above. The Outreach Coordinator collaborated with many town departments and community organizations including Minuteman Senior Services, a non-profit organization that provides services for eligible seniors with state and federal funding. In FY2017, Minuteman provided services to over 1,076 residents of Littleton, at a total value of \$967,370.

#### Nutrition Programs:

6,261 meals served to the community

The Senior Diner, in partnership with Minuteman Senior Services, serves

lunch every weekday and assembles and packages Meals on Wheels for daily deliveries. A total of 37 unduplicated residents were served 3,052 congregate meals on site, while 47 unduplicated residents received over 6,261 meals in the Community. In response to Senior requests for more “home style” meals, a weekly homemade soup-and-sandwich lunch, prepared by volunteers, is provided on Thursdays. Men’s and Women’s Breakfasts are offered once a month served on average 90 additional meals to add at least 1,000 meals to those served on site.



#### Transportation:

6,056 rides were provided

MART and EHS/COA Vans provided transportation at nominal cost on weekdays for medical appointments

and various other destinations. Rides were provided to 114 unduplicated residents. Of these trips, 1,612 were for medical purposes (26% of the rides). This suggests on average 500 rides per month is being provided through this program. 1,730 of the total rides provided were provided for people with various disabilities. In addition, an average of 10 rides per month for medical appointments are accommodated through our volunteer program.

**Littleton Social Club:** LSC is a supervised social day program held at the Senior Center for people over 60 with a cognitive decline. In FY '17 we serviced 18 unduplicated adults, for a total of 1,139 sign-in's.

5,056 hours of Senior Property Tax Work-Off Program

**Senior Property Tax Work-off Program:** The EHS department helped to place 94 workers in town offices and departments through the Senior Tax Work-Off Program. Seniors performed needed services, with their earning applied to a reduction in their real estate property tax. These workers contributed 5,056 hours and close to \$58,000 worth of service in FY2017.

**SHINE:** Our SHINE (Serving the Health Insurance Needs of Everyone) Counselor assisted 83 Littleton seniors with questions on HMOs, Medicare, Medicare D and Medicaid.

**AARP Tax Assistance:** AARP-trained volunteers provided free tax assistance to 108 elderly and low-income taxpayers.

**Community Education:** Included but not limited to an AARP Driver Course, Diabetes Self-Management, Emergency Preparedness, Fraud and Scams, Legal Assistance, Tiger Tech Computer Help program

**Fitness and Exercise Activities:** Programs such as regularly scheduled fitness classes, Stretch and Flex, Fit-4-Life, Tai Chi, Gentle Yoga, and Line Dancing were held regularly.

**Health Events:** Such as a Blood Pressure Screening clinic, a bi-monthly Podiatry clinic, bi-monthly Chair Massage, vision and hearing screenings, a Wellness Fair, an annual flu clinic, and a Hearing screening

**Social and Recreational Activities:**

Intergenerational programs, Holiday parties, birthday parties, movie screenings, Summer Cookouts, Wii bowling, craft classes, art classes, Loving Stitches Knitting Group, Davis Bates Tales and Songs, Scrabble, and a Thrift Shop Fashion Show were held in FY 17.

**Council on Aging Board Members:**

NAME	POSITION	TERM EXPIRATION
MARJORIE C PAYNE	CHAIR	06/30/2018
MARY (PADDIE) HUNT	VICE CHAIR	06/30/2019
ROBERT STETSON	SECRETARY	06/30/2020
MARY PICKARD		06/30/2018
MARY CATALANOTTO		06/30/2019
MAUREEN DONNELLY		06/30/2018
JEAN (JANET) JOHNSON		06/30/2020

**Friends of the Council on Aging:**

We thank The Friends members for providing fund raising activities for the Littleton Council on Aging. They sponsor, staff, and host numerous social and recreational events. They also provide funding for equipment and supplies for our residents. In FY '17 requests for seniors in need was met with respect and consideration. The Friends provided financial support for snow removal, medical equipment, medications, fuel assistance, food gift cards, and scholarships for the Littleton Social Club, among other things, as well as supplementing some exercise classes and other programs.

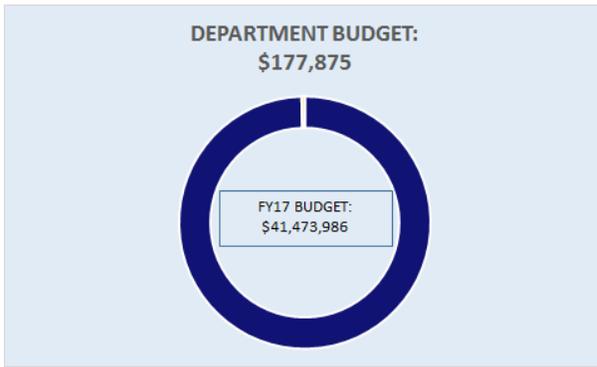


The Friends also offered a variety of Intergenerational Programs for our senior residents with children ranging from Kindergarten to the High School, and including the Girl and Boy Scouts. Through a contributor, they paid for the monthly mailings of the Broadcaster and as appropriate Town-Wide mailings. On a monthly basis the Friends held themed

luncheons, including Oktoberfest, Veteran’s Day, Valentine’s Day, St. Patrick’s Day, Volunteer Appreciation. Typically they served 70-100 seniors who attended these functions. The Friends manage the Thrift Shop to raise funds for the COA. The shop is located on the 2nd floor of Town House and is open 10 – 3, Monday – Friday.

3rd Graders Decorating the Senior Diner





Littleton Community Television (LCTV), although a town department, is fully funded through the franchise agreements between the town's two cable providers, Comcast and Verizon. We operate three (3) cable channels, described by the FCC as PEG Channels. PEG is an acronym for Public, Education, and Government. If you are a Comcast subscriber your Public Channel is 8, Government Channel is 9, and Educational Channel is 99. For Verizon customers, Channel 38 is your Public Channel, Channel 37 is Government, and Channel 36 is the Education Channel.

### Continuing Boxborough IMA

Boxborough has continued their Inter-Municipal Agreement (IMA) with LCTV to provide management oversight of Boxborough's BXB-TV government channel. During 2017 all Board of Selectmen's meetings were televised "live" and recorded for playback on BXTV. In addition, the Annual Town Meeting, which is a multi-night affair, and the Special Town Meeting were broadcast "live". Video

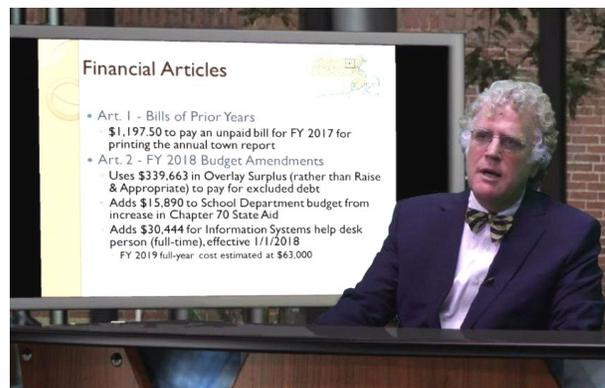


production training was provided to Boxboro residents for the production of "Why go to The Annual Town Meeting" series of video shorts. Littleton Production Supervisor and Boxborough's Access Coordinator, Kirby Dolak, worked closely with the town's Building Commissioner and Town Administrator on the Grange Hall renovation project. A Conflict of Interest seminar was filmed in room 103 of Littleton's Town Hall for use by Boxborough town residents.

### Government Channel Content

Residents in Littleton have no excuse for not being informed when it comes to their local government. LCTV provides regular coverage of the Board of Selectmen, School Committee, Planning Board, Finance Committee, Zoning Board of Appeals, Board of Health, Conservation Commission, Library Trustees, Council on Aging, and the Master Plan Implementation Committee.

LCTV also covered the Annual and Special Town Meetings. LCTV provides sound and video to all those in attendance, which this year included two-way communication for an overflow crowd from the LMS Cafetorium. Videos were shown before and during town meeting, providing voters with crucial information regarding specific articles on the warrant.



During election season, LCTV kept you informed by providing coverage of the Annual Candidate's Night event, as well as Candidate Public Service Announcement (PSA) Spots. We produce the Town Meeting Preview shows for the Annual and Special Town Meetings. These shows are co-hosted by the Town Moderator and Town Administrator, respectively, and go over all items in the town warrant articles.

LCTV supported the Selectmen's initiative to combat the alarming opioid problem by helping to produce a series of informative PSA's with real people talking

about the real issues of opioid abuse. In addition we covered three public forums on opioid awareness. Two of these events were held at the high school and one was in the multi-purpose room at Town Hall.



LCTV covered grand openings for Alumni Field, Emerson Urgent Care and O’Neill Cinemas, as well as the groundbreakings for Alumni Field and Complete Streets.



LCTV Supervisor, Kirby Dolak, has been working closely with the Littleton Fire Department Project Manager in the design and implementation of the additional studio space at the renovated fire station. This space will feature 3 robotic HD cameras, a control room, and the ability to broadcast meetings, trainings, and emergency information from the fire department facility. LCTV also produced several “walk-thru” videos with the fire chief to update residents on where they were on the renovations.

LCTV also provides sound systems for various events in town, most notably, the Memorial Day Ceremony at Westlawn Cemetery.

As a town department, LCTV supports other departments in training, publicity, and outreach. We have filmed or taken photos for events such as the Littleton Police Departments “High Five” day and the Summer Student Police Academy, Friends of the Council on Aging lunches, special events, and Bar-B-Que’s with the LFD, LPD, and State Representatives. LCTV taped and made available for employees to view or review the Health Insurance Training Session, as well as Alumni Field Training Videos for irrigation, lift, electrical, turf management/maintenance, and the amenities building.

### Education Channel Content

LCTV has continued its joint agreement with Littleton High School in offering a credited TV Studio class for its students. Students learn all aspects of video production and utilize those skills in producing a weekly newscast called “Tiger News Network”. LCTV



in coordination with student videographers has expanded coverage of LMS academic school-wide events. This cooperative endeavor covered the yearly Spelling Bee, the Science Fair, and a very popular show called “Comedy on the Loose”. Also airing regularly on the Education Channel are all LHS Football games including the Super Bowl game at Gillette, Social Skits (a show to help children with autism), Fun with Science, and Your Back Yard. Once again, LCTV rolled out the Marshmallow (our nickname for our production van) to cover the high



school graduation ceremony which was held at the field behind the high school because of Alumni Field renovations.

Parents interested in covering an upcoming student event should contact LCTV for training.

## Public Channel Content

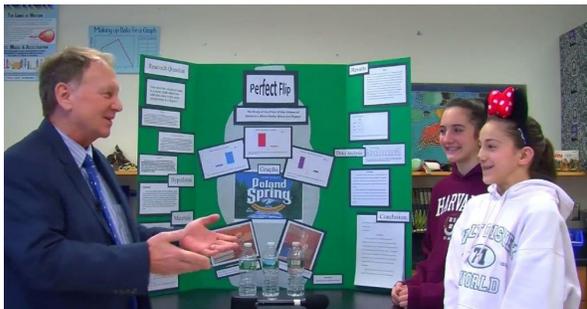
LCTV has a wide variety of programming on our Public Access Channel. Shows that are produced “in-house” by Littleton residents include: Littleton Common, Your Back Yard, Fun with Science, Littleton Rocks, Tech Talk, Small Town, Long Live the Republic and Cooking with Hoppy.



**Barbara McRae—Littleton Common**



**Bill Vales—Your Back Yard**



**Bill Vales—Fun With Science**



**Bob Spinozzi—Small Town**



**Mark Crory & Carol Vales-Cooking With Hoppy**

We recently launched a YouTube Channel to make it easier to find and watch our great programming. Go to YouTube.com and search for Littleton Community Television and you will find our channel. Become a subscriber, and you’ll receive a notification each time we upload a new show to our channel. LCTV held several video production workshops to train residents how to produce a show of their own to air on our public channel. We offer training classes for free on a quarterly basis and encourage anyone who has an interest in becoming a producer, or just learning some new skills, to sign-up for our classes by calling the studio at 978-540-2488.

### Future LCTV Growth

LCTV will be upgrading the cameras in Room 103 at Town Hall to HD. Be prepared to see your public officials in stunning HD!

We are always looking for new access producers. If you or someone you know wants to get involved with LCTV, please go to [www.littletonma.org](http://www.littletonma.org) and click on the LCTV tab for more information or stop by the studio at Town Hall, Monday through Friday from 10am-6pm

Respectfully Submitted,

#### CABLE ADVISORY COMMITTEE

Allen McRae, Chairman

Barbara McRae

David Sill

Nancy Hilsinger

Lesley Glorioso

Mildred McGovern

William Vales

Mark Crory, Executive Director LCTV

Kirby Dolak, Video Production Supervisor,  
LCTV & BXB-TV



LCTV on LOCATION

2017 Super Bowl Coverage

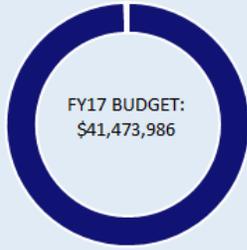


Spelling Bee

2017 High School Graduation



DEPARTMENT BUDGET:  
\$171,670



### **Parks & Recreation Commission:**

The Parks and Recreation Commission is made up of five residents elected by the Town of Littleton voters. The Commission is a policy-making board responsible for guiding the Park, Recreation and Community Education (PRCE) department in providing year-round, quality indoor and outdoor recreation activities and educational programs for children and adults.

The Commission focuses on meeting appropriate community-based needs that are cost efficient and within the reach of the overall community resource base while providing the highest level of participant satisfaction. All individuals with special conditions are entitled to participation and all efforts are made to make reasonable accommodations when needed. Commission meetings are open to the public and posted at Town Hall and on the Department's website—[www.littletonrec.com](http://www.littletonrec.com). Meetings are generally held on the second Tuesday of every month in the Parks and Recreation Conference Room (Room 121) in Town Hall at 7:00pm.

Park and Recreation Commission members for 2017 concluded as: Chairman, Gary Austin; Mike Proulx, member; Mike Levasseur – Member; Kevin Hunt, member; and Michael Crory, member.

### **Parks, Recreation, and Community Education (PRCE) Mission:**

The Littleton Parks, Recreation & Community Education department provides year-round high quality indoor and outdoor recreation and enrichment activities for children and adults in Littleton and the surrounding communities. Our goal is to provide cultural, social, and athletic programs in well maintained parks and facilities.

### **Major Departmental Operations:**

2017 was a big year for the PRCE department's major operations.

The department's Assistant Director, Sharon Martel, retired after 19 years of running the Community

Education programs for Littleton Parks, Recreation, and Community Education. We appreciate the years of dedication to the Town of Littleton and the excellent programming that she provided to the community.

PRCE reviewed and restructured the organizational chart of the department to include, PRCE Director, Assistant Director, in charge of Aquatics and Special Events; Community Education and Teen Program Coordinator, Recreation and Sports Program Coordinator, and Administrative Assistant. This brings the full time staff to five positions and our seasonal staff to approximately sixty.

We have continued our second year of the Youth scholarship fund thanks to the Mighty Oak Scholarship fund. We were able to provide 60 scholarships over the course of 2017 to Littleton Youth. The Mighty Oak Fund was also the recipient of the special citation award for Youth Outreach from the Massachusetts Recreation and Parks Association at the 2017 State Conference in Worcester, MA.

We also focused on improving our department's technology. This included updating our online interface with the community by switching to a new registration system that is easy to use and allows patrons to access it via computer or smartphone. We also started using an online employee scheduling system that allows for interactive and instantaneous communication.



The minimum wage increased to \$11.00 per hour; this is a dollar increase from fiscal year 2016. This most affects our seasonal and part-time staff. We have had to raise program fees to pay for this increase, however it brings our department up to the State average for minimum wage.

Lastly, we instituted policy that made our waterfront and summer programs compliant with the state

# SCHOLARSHIPS

## 2016 -2017

Scholarships given away

# 60

Total amount of Scholarships funded in 2016 -2017

## \$8,331

Sport	Percentage
Soccer	43%
Football	14%
Lacrosse	14%
Baseball/Softbal	14%
Basketball	11%
Cheer	3%

Hours of indoor Field use provided

# 48

Swim Lessons 24%

Camp T 76%

## 19 weeks of summer camp and 6 weeks of swim lessons

### THE MIGHTY OAK FUND

The Mighty Oak Fund is a non-profit charitable organization created to honor the memory of Bob Chrenc. Our goal is to connect people through giving. We endeavor to elevate awareness, raise funds and provide support to causes and organizations close to heart.

mandated Christian's Law which was effective as of May 5, 2017. This law requires that municipal and recreational programs and camps for minor children have Coast Guard approved Type I, II or III personal flotation devices available to non-swimmers and at-risk swimmers who will be present in a swimming or diving area. For our full Christian's Law policy please visit our website or watch our informative videos on our YouTube channel.

**Park Renovations:**

**300 King Street, Littleton, MA**

In September 2016 the Littleton Children’s Fund successfully completed a community build of the Castle in the Trees playground located in the park at 300 King Street. The previous Castle in the Trees



playground was built by the community in 1991 and was in need of a renovation with modern materials and hardware. This was a 2 week build and has been an overwhelming success for Littleton and surrounding communities.



In June 2017 Girl Scout troop 62024 built and installed a free library outside the Castle in the Trees playground for their Silver Award project. This free library location is officially registered with the Little Free Library organization.

**Long Lake Beach - 20 Town Road**

Our department obtained funding through the Community Preservation Committee to create a new design for the bathhouse at Long Lake Beach. The intention is that we would choose an architect and go through a public forum process in 2018 to create a design that meets both the needs of the public and the PRCE department and plan to build in 2019.

**Fay Park, Taylor Street, Littleton, MA**

Girl Scout troop 65012 built ADA compliant picnic benches as their Silver award project. The benches have been installed at Fay Park and at Long Lake Beach.



**Program & Event Highlights:**

Our department held nine special events this year. We had over 350 people at the Halloween Parade and the Trunk or Treat event in October, 200 runners in the Turkey Trot 5K race in November, and over 350 people at the Touch-A-Truck event in May. The events for 2017 included: The Father-Daughter Valentine’s Dance, Three Third Thursday Community Fairs held on the Common, Movie at the Beach, Touch-A-Truck Day, The Halloween Parade and Trunk or Treat, Turkey Trot 5k and the Holiday Helpers Gift Drive. All of these events were well attended and allowed community members to enjoy spending time with family and friends.



*2017 was the first year of the Colonial Faire at Fay Park. PRCE worked with His Majesty’s 10th Regiment of the Foot to provide activities for people of all ages to participate in including 18th century drill, sewing activities, 18th century dancing, and blacksmithing demonstrations.*



**May 20, 2017 :Touch A Truck; around 350 visitors.**



**The Halloween Parade and Trunk or Treat was held on October 29th, 2016 and had over 350 visitors.**



**Turkey Trot 2017**



**Father Daughter Dance 2017**

The PRCE department strives to provide special events for all ages and to the residents of the Town and its surrounding community. We hope to continue offering our popular events throughout the years and are determined to stay innovative with creating new community-building events and ways to support these endeavors for the future.

During the school year, our Community Education Division offers a wide range of learning opportunities for the adult learner. Students from Littleton and surrounding towns registered for classes in the areas of arts & crafts, photography, computer and social media skills. Options for fitness classes were larger than ever including everything from gentle yoga to intense circuit training. We also offered unusual and trending classes like Introduction to Woodburning, Enameling, Parent & Child Fairy Houses for the garden, Gingerbread House making, Phoneography, and Morning Yoga at Long Lake.

Our after school youth enrichment programs for Grades K-8 also follow the school calendar, in addition, we also offer classes geared to ages K-12 on the weekends. Our afterschool programs include the coding, arts, drumming, foreign language, Karate, and tennis. The youth programs are always changing in an effort to give children and parents a variety of enrichment options.

Kids' Adventures, our popular summer enrichment program for children ages 4-16 added some new programs including stop action filmmaking, a full day hands on science program, and the ever popular Camp Invention staffed with some of our dedicated Littleton Public School teachers. We also brought back popular programs like, cupcake decorating (and eating), rocket building programs, mine-craft and wood working for kids!

Highlights for youth sports included instruction in the areas of soccer, baseball and softball, basketball, tennis, archery, track, and field hockey. We have continue to collaborated with Littleton High School and varsity sports to successfully offer programs that serve as fundraising opportunities. This results in a positive outcome for all involved. The school sport is able to earn money for equipment or uniform upgrades, the participants work with great coaches and are able to interact with the "heroes" they see in the various sport venues and recreation is able to offer an expanding variety of sport offerings.

## Summer Season:

Our 7 week 2017 Kids' Adventures enrichment program offered over 65 programs in a variety of disciplines including S.T.E.A.M. (Science, Technology, Engineering, Art and Math) classes like Minecraft, rockets, catapults and slingshots, hands-on science investigations and engineering with Legos. We also offered a wide variety of art classes ranging from cartooning to wood working. We strive to assemble a team of talented teachers and instructors that enjoy instilling a love of lifelong learning in our youth.



In-service training sessions and staff meetings were held on a weekly basis to keep lifeguards up to date on their life saving skills and preparedness for an emergency that may happen at the waterfront. The lifeguards and waterfront staff work as a great team together and are excellent representatives for the Department and Town.



Camp Tahattawan increased participation this year, serving a total of 900 youth. Five weeks sold out, so we have increased the number of participants that we will accept in the upcoming 2018 season. Highlights to this year's camp season included trips to Canobie Lake, Co-Co Key Water Resort, and Southwick Zoo. Camp staff continued to incorporate learning components into camp including daily specialty sessions of: science and nature, music and drama, arts and crafts, and sports and games. During the season, Camp afternoons were filled with group-

play, fun on the inflatable water-slide, and trips to the lake for boating and free swim.

The Counselor in Training Program (CIT), which began in 2009, had another successful summer coming close to filling maximum enrollment in all 7 weeks of camp; fifteen (15) participants each week. CIT's volunteer to work and 'shadow' older Camp Counselors to learn how to become effective community leaders in the hopes of securing paid positions when they become sixteen years of age or older. Thus far, we have hired several Junior Counselors from this program, and have found it to be a huge asset to the department and the community.

Back for another year was the Tahattawan Extended (TX) program which runs for two (2) weeks after Camp Tahattawan ends. This program is offered by registering for one week or both. This program is mirrored after our TRAC program where the participants attend a different field trip Monday through Thursday, and Friday go to Long Lake for a day of relaxing, swimming and games.



One of the major successes of the year, again, was the middle school summer travel program entitled "TRAC" (Teen Recreation Adventure Crew) which began in 2012. TRAC is a full day program running from 8:30AM-3:30PM with extended day from 3:30-5:30 PM. The Recreation Program Coordinator; TRAC participants traveled to four fieldtrip destinations per week (M-Th) outside of the Littleton area and ended their weeks at Long Lake each Friday with a relaxing day at the beach. TRAC traveled in a coach bus to all fieldtrips which seemed to be the biggest draw to the pre-teen crowd; driving in air conditioned luxury definitely had its perks. TRAC offered a fun and safe environment for students in sixth to eights grades with a sense of structure and also the type of freedom that allowed them to fully enjoy their summer vacation in a structured environment free to television, video games and other more sedentary options. By summer's end, the program had traveled

to several popular destinations including: a Lowell Spinner’s Game, Boda Borg in Malden, Water Country in Portsmouth, Take Flight in Kittery, Pinz Bowling & Pizza, Canobie Lake Park and rock climbing at Metro Rock in Everett. The total participation was over one hundred and seventy five (175) kids; this program continues to be a favorite of parents and teens alike.

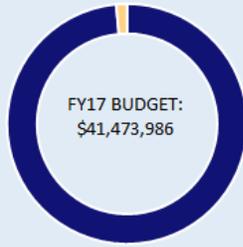


Lastly, we’d like to thank all of those who have participated in our programs. Please contact us with any suggestions that you have – we are here to bring the types of learning opportunities that the community would like to see! Our goal is to say that that every resident of Littleton has taken or participated in at least one class or program offered by the PRCE department.

Sailing Camp and Lessons continued their popularity again this year, filling to capacity every week offered. Children ages 8 to 14 learned the essentials and skills to sail a sunfish sailboat. While not sailing, participants learned knot tying, team building activities and the parts of the boat. Sailing camp was split into age groups to allow participants to be with friends of the same age and learn age appropriate skills. The Junior Guard program was offered again this year for 4 weeks during the month of July. This program allowed young adults to learn water safety and some lifeguarding rescues skills needed to be a successful lifeguard. Participants got to assist swim instructors with swim lessons, shadow lifeguards on stand, and learn techniques and skills that lifeguards use every day while on the job.

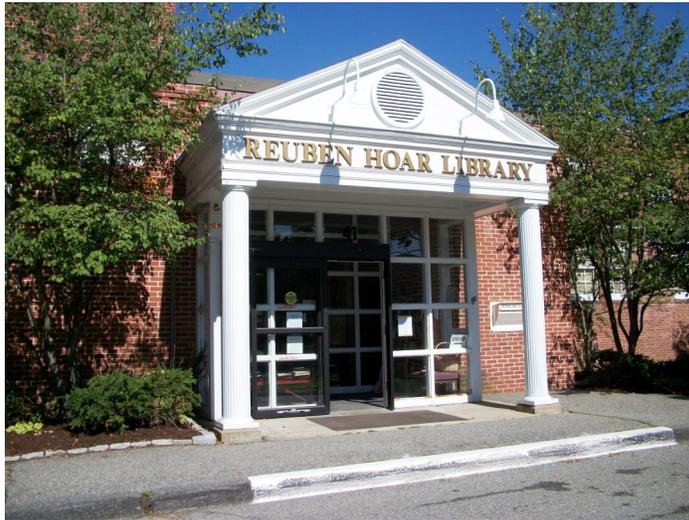


DEPARTMENT BUDGET:  
\$607,784



new website and online catalog to better serve our patrons. We've made some updates to the building such as changing the elevator so it no longer requires a key to operate. We also motorized our back door to make it handicapped accessible. In March of 2018 the Children's Room will get an update with some new shelving to create more space.

To top it off we also received a \$5.8 million dollar provisional grant that we hope to put towards a new library in the future. The Littleton community has been so helpful in making us a success; we are truly grateful.



## RHL by the Numbers

The Reuben Hoar Library remained a favored destination with residents of Littleton and nearby communities. Over 55,000 people used the library in FY17. More than 6,000 kids attended our children's programs, over 2,000 attended our adult programs, and 385 teens attended our Young Adult programs. We also circulated over 150,000 books, DVDs, eBooks and other materials last year.

When you walk into the Reuben Hoar Library today, you may notice some changes. We've spent 2017 working hard to improve and to grow to be the outstanding resource that Littleton wants and needs. We continued to see record attendance at the library and at our programs. We offered new and exciting resources such as tutor.com, which provides tutoring, homework, and resume help to our patrons; live every day from real people. We added thousands of books, DVDs, books on CD, music and videogames. The Friends of the Library provided an online subscription to the New York Times to our patrons for FREE and continue to offer museum passes to 29 area museums and other great attractions! We have a

We're not just about books! We also have two notaries on staff, fax machines, scanners, copiers and meeting spaces available to the public. Our meeting spaces are heavily used, 420 times last year with nearly half of those by outside groups such as COA, Park and Rec, the Girls Scouts and many other Littleton groups. The Couper Room is available to use after hours and on Sundays. If you haven't been to the library lately, why not stop by and check it out for yourself?

## Programming at the Library

We've offered some great programs this year that have educated, entertained, and hopefully inspired.

153,407 Items Checked-Out	4,503 Reference Transactions	Open 45 Hours Per week	55,653 Visitors
188 Children's Programs	193 Adult Programs	96 Teen Programs	2,753 eBook Downloads
6,773 Total Attendance at Children's Programs	2,227 Total Attendance at Adult Programs	385 Total Attendance at Teen Programs	869 Museum Pass Usages

Our programs included Girls Who Code -- a program designed to teach young girls how to code computers in a fun and friendly environment. The program -- meant to get young women interested in Science Technology Engineering and Math (STEM) -- proved so popular that a second, more advanced-level program was added. We also had a very successful Summer Reading Program and Winter Reading Program where both children and adults were



encouraged to read with fun programs and reading contests. We continued many programs from last year, including Dungeons and Dragons Club, Minecraft Club, and kid and teen movie matinees to name a few.

For the adults we offered book clubs, movie nights, adult coloring night, and great author talks. Of particular interest were Medical Quackery with Professor Mike Cross, a New England Pie program, Why Are Vampires Sexy?, and much more!

The world is constantly changing and public libraries need to evolve to keep up with that change. A popular resource we offered a Wi-Fi hotspot; patrons have taken it camping and to other locations where they wouldn't normally have Wi-Fi. We have six kindles which are loaded with the newest best sellers and some classics, too. We have a telescope and Nintendo and Super Nintendo Classic systems all available to our patrons to check out for free.

For fourteen years we have displayed the work of local artists from Littleton and the surrounding community. In addition, we have also spotlighted the work of students from Littleton schools. If you are an artist and would like to exhibit your work; the gallery space is available for shows eight months of the year. Various media is welcome, but due to the gallery's location only framed work can be considered. Submissions must be in by June 6, 2018. For an

application please visit the library website at [www.littletonlibrary.org](http://www.littletonlibrary.org).

## New Library Project

At May Town Meeting the community voted to allow the library to move forward with a Massachusetts Public Library Construction Grant. We are happy to announce that in July, the Massachusetts Board of Library Commissioners announced that the Town will receive a provisional grant for \$5.8 million dollars and we are ranked #5 on the MBLC waiting list. This ranking means that we are even closer to our goal of building a new library that will have more space, be



ADA compliant, and allow us to better serve the overall needs of the Littleton community.

## Fundraising Events

The Library Trustees, staff, Friends of the Library, and a newly-created Fundraising Committee under the direction of the Friends work to raise funds that will offset the costs of the project. Over the past year the committee has held several programs; including an "I Read Past My Bedtime" event where we invited kids and their parents to visit the library after we closed. Selectmen Joe Knox and Cyndi Napoli, Deputy Fire Chief Tom Clancy, Deputy Police Chief Jeffrey Patterson and nearly twenty other members of the Littleton community read to the children during this event. The kids were also invited to bring their favorite stuffed animal to "sleep over" at the library. Check out our photos on Facebook to see what kind of mischief the stuffed animals got into while the

library was closed. Due to your support we have raised \$388,000 through our fundraising events and the generous donations of our patrons. We hope to raise even more and invite you to attend our upcoming events.

To learn more about the project, and how you can help, please visit [www.littletonlibraryproject.org](http://www.littletonlibraryproject.org).

We'd like to offer a special thanks to the following donors for their generous contributions to the Library Building Fund: Joyce Williams, Judy Grande, and Hans & Marianne Heer.



## Library Staff

A member of the staff who will be missed is James Taber. He was responsible for bringing Girls Who Code, Teen Gaming League and many other teen programs to the library. He has moved on to a full-time position in New Hampshire, but don't worry! The teen programs that James made famous will continue with Catherine Sebastian who was promoted to Library Technician this year. We also had a new addition to the library staff this year. Tracy Delgado joined us as a new Library Assistant.

The library staff includes Sam Alvarez (Library Director), Helen Graham (Assistant Director), Andy Curran (Circulation Librarian),



Pictured above - back row from left to right, Jeanne Sill, Andy Curran, Diann Haduch, James Taber, Susan Palmer, Catherine Sebastian, Sam Alvarez. Front row - from left to right -

Diann Haduch (Children's Librarian),  
Linda Schreiber (Reference Librarian),  
Jeanne Sill (Senior Technician),  
Jenna Cantino (Senior Technician),  
Margaret Geanisis (Library Tech),  
Julie Bernardi (Library Tech),  
Cheryl Hardy-Faraci (Library Tech),  
Catherine Sebastian (Library Tech),  
Julie Fredericksen (Library Assistant),  
Tracy Delgado (Library Assistant),  
Atsuko Yamashita (Processing Clerk), and  
Susan Palmer (Office Coordinator).

## Friends of the Reuben Hoar Library

The Friends of the Reuben Hoar Library is a non-profit organization with over 200 members who support and volunteer to raise funds to augment the library's operating budget. Among their gifts in 2017 were the purchase of 29 museum passes and a subscription to the New York Times Online for patrons of the library. The Friends supported the Summer and Winter reading programs as well as other adult and children's programs throughout the year. This year, a subgroup of the Friends focused on fundraising for the new library building introduced a very popular "Reading Past My Bedtime" family event and Stuffed Animal Sleepover. The Friends of the Library board members in 2017 were Steve Byan, Jolanta Davis, Cris Miller Falato, Chuck Faraci, Judy Grande, Kathy Krystofik, Mary Martin, Laura Palaia, Sarah Rambacher, and Carolyn Stall.

### Library Volunteers

Our volunteers and senior workers provide a great service to the Reuben Hoar Library. Thirty volunteers have spent a combined 815 hours helping us in the Library. We are grateful to the many volunteers, adults and teens, who augment the work of the library across many functions. The Library Trustees also offer the Ray Grande Memorial Scholarship to a Littleton High School Senior every year in exchange for their time volunteering in the library. Volunteer tasks include processing books, shelving materials, assisting with cleaning/repair of damaged items, discarding items, and helping with the summer reading program. They help us to sort the thousands of book donations we receive every year and sell at the Friends of the Library Book Sale in the spring and the fall.

#### Senior Workers

Henry Christle  
 Andre Fredette  
 Rosemary Jackson  
 Janet Lawrence  
 Bob Meier  
 Lois Meier  
 Betty Smith  
 Elizabeth Schmidt  
 Margaret Zoto

#### Scholarship Recipients

Diana Kumykova  
 Kayla Palmer

#### Teen Volunteers

Adam Davis  
 Chance Digianvitanio  
 Ryan Donlan  
 Thomas Kazanjian  
 Anne Li  
 Priyanka Maudgal  
 Savannah Marcano  
 Jonathan McGurrin  
 Harry Palmer  
 Himani Patel  
 Ishan Phadke  
 Soham Phadke  
 Calvin Rambacher  
 Michel St. Germain  
 Cecilia Weitekamp  
 Cejai Weber  
 Luog Xu

## What We Do With Your Tax Dollars

The Library is funded through many generous sources. In addition to the Town, the Library services are supported via gifts, state aid, our Friends group, and Trust funds. The Town appropriation represents approximately 88% of our overall budget.

Here are some of the ways we spend your tax dollars:

- Purchase books, audiobooks, magazines and newspapers, DVDs, music CDs.
- Provide access to an eLibrary of research databases, eBooks, eAudiobooks, magazines, downloadable music, streaming video and online learning with more than 500 educational courses.
- Provide 12 public computer work stations where users can access the Internet or print documents.
- Maintain a library website at [www.littletonlibrary.org](http://www.littletonlibrary.org) where visitors can access online resources 24/7 or search the online catalog with access to materials from all over the Commonwealth.
- Provide public meeting rooms for community groups.
- Sponsor programs (including summer reading) for adults, teens and children.
- Help with your reference questions by phone, email, or in-person.
- Provide genealogy assistance through electronic

- resources and a monthly genealogy club.
- Assist library users in finding the best materials for your reading, watching or listening pleasure.
  - Pay the skilled and friendly staff who:
    - \* Get library materials into your hands.
    - \* Help you find materials that suit your needs.
    - \* Answer your research, school and general information questions.
    - \* Plan programming for every age group and interest.

## Board of Library Trustees

Jenna Brownson – Chair  
 Demetra Taylor - Vice Chair  
 Mark Rambacher – Secretary  
 David Sill – Treasurer  
 Katie Carruth – Member  
 Kristine Asselin - Member

## Reuben Hoar Library Fund

The Library Trustees are responsible for library oversight and strategic planning. Our collection services continue to grow, along with the programs and services we offer. It has become clear that the library needs to expand in the not too distant future. Your donations help fund this effort so that we can have an even better place for you to visit while limiting future tax increases to the town.

To safeguard these contributions, the Trustees have established The Reuben Hoar Library Fund. We thank you for your support, and it is vitally important that we continue to raise funds to reach our goal of expanding our library. To learn more about how you can help, please visit the library website at [www.littletonlibrary.org](http://www.littletonlibrary.org) or visit the library.

Donations to this fund are tax-deductible to the extent allowed by law. In anticipation of a new library, the Trustees moved the majority of the Funds intended for a new library out of the market into an MMDT Building Fund. We also received donations towards this fund from the community through the hard work of the RHL Fundraising Committee. As of February 1 2018, the balance of this fund is \$388,190.88.

The Bartholomew Report shown below represents funds available in trust as of February 1, 2018.:

REUBEN HOAR LIBRARY

ACCOUNT NUMBER	FUND NAME	BEGINNING MARKET VALUE	BEGINNING PRINCIPAL	BEGINNING EARNINGS	ENDING PRINCIPAL	ENDING EARNINGS	ENDING CASH VALUE	ENDING MARKET VALUE
<b>REUBEN HOAR - BOOK FUND</b>								
101	HOUGHTON FOUNDATION	\$13,071.30	\$5,000.00	\$1,093.03	\$5,000.00	\$1,403.07	\$12,602.83	\$13,195.97
102	AUGUSTUS K. FLETCHER FUNDS	\$2,747.08	\$1,000.00	\$381.55	\$1,000.00	\$446.34	\$2,633.47	\$2,773.14
103	LAWS FUND	\$2,747.08	\$1,000.00	\$381.55	\$1,000.00	\$446.34	\$2,633.47	\$2,773.14
104	GEORGE CHEYNE SHATTUCK FUND	\$5,868.09	\$2,000.00	\$1,055.99	\$2,000.00	\$1,194.38	\$5,625.41	\$5,923.74
105	JOHN MURRAY SPRAGUE FUND	\$2,747.08	\$1,000.00	\$381.55	\$1,000.00	\$446.34	\$2,633.47	\$2,773.14
106	VICTORY FUND	\$2,747.08	\$1,000.00	\$381.55	\$1,000.00	\$446.34	\$2,633.47	\$2,773.14
107	BRADFORD SAMPSON FUND	\$106,036.56	\$30,520.37	\$14,054.84	\$30,520.37	\$16,560.02	\$101,831.86	\$107,043.99
108	REUBEN S. & MARY ANN HOAR MEMORIAL	\$27,416.42	\$15,990.00	\$2,433.59	\$15,990.00	\$3,075.98	\$26,112.23	\$27,674.75
109	REITA I. BEAN FUND	\$9,396.53	\$3,862.00	\$185.78	\$3,862.00	\$407.72	\$9,021.42	\$9,485.78
110	JOHN HILTON STARR	\$47,295.21	\$20,000.00	\$928.53	\$20,000.00	\$2,037.81	\$45,090.58	\$47,741.30
111	DAVID F. ROWSE MEMORIAL	\$40,145.97	\$15,100.00	\$4,968.70	\$15,100.00	\$5,906.96	\$38,138.97	\$40,523.29
112	EDWARD POTTER SANDERSON	\$47,316.26	\$20,000.00	\$930.08	\$20,000.00	\$2,039.40	\$45,092.26	\$47,762.36
SUBTOTALS		\$307,534.66	\$116,472.37	\$27,176.74	\$116,472.37	\$34,410.70	\$294,049.44	\$310,443.74
<b>REUBEN HOAR - CHILDREN'S BOOK FUND</b>								
201	GEORGE W. SANDERSON FUND	\$2,725.30	\$1,000.00	\$378.35	\$1,000.00	\$442.62	\$2,612.58	\$2,751.14
202	CELIA M. HOUGHTON FUND	\$2,725.30	\$1,000.00	\$378.35	\$1,000.00	\$442.62	\$2,612.58	\$2,751.14
203	NATALIE R. CURRAN FUND	\$28,031.37	\$10,579.00	\$3,455.63	\$10,579.00	\$4,112.30	\$26,692.52	\$28,295.45
SUBTOTALS		\$33,481.97	\$12,579.00	\$4,212.33	\$12,579.00	\$4,997.54	\$31,917.68	\$33,797.73
<b>REUBEN HOAR - GENERAL FUND w/ NO PRINCIPAL PRESERVATION</b>								
401	SECOND CENTURY - UNSPECIFIED	\$134,871.45	\$45,692.00	\$24,358.61	\$45,692.00	\$27,535.35	\$129,129.64	\$136,148.95
402	GERTRUDE HOUGHTON FUND	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
403	GENERAL CONTRIBUTIONS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
404	BUILDING FUND	\$0.00	\$0.00	\$0.00	\$5,089.99	\$0.00	\$5,099.15	\$5,014.99
SUBTOTALS		\$134,871.45	\$45,692.00	\$24,358.61	\$50,781.99	\$27,535.35	\$134,228.79	\$141,163.94
<b>GRAND TOTALS</b>		<b>\$1,262,312.13</b>	<b>\$436,266.37</b>	<b>\$227,433.19</b>	<b>\$441,356.36</b>	<b>\$257,175.90</b>	<b>\$1,214,094.91</b>	<b>\$1,279,287.86</b>

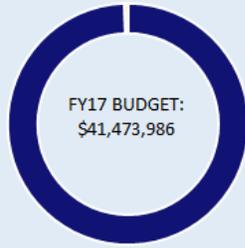
and advisory services offered through Commonwealth Financial Network, Member FINRA/SIPC, a Registered Investment Adviser. Past performance is no guarantee of future

								\$174.20
								\$0.00
								\$65,192.95
								<b>\$1,279,287.86</b>

<b>REUBEN HOAR - GENERAL FUND w/ PRINCIPAL PRESERVATION</b>								
301	SUBSCRIPTION FUND	\$4,900.10	\$1,514.00	\$1,150.02	\$1,514.00	\$1,265.58	\$4,697.41	\$4,946.57
302	LIBERTY FUND - JOEL EMERY FLETCHER	\$2,405.15	\$750.00	\$563.05	\$750.00	\$619.77	\$2,305.71	\$2,427.95
303	LIBERTY FUND - SPRAGUE FUND	\$820.27	\$250.00	\$193.28	\$250.00	\$212.63	\$786.36	\$828.05
304	NAHUM HARWOOD FUND	\$5,103.94	\$2,000.00	\$1,106.34	\$2,000.00	\$1,226.71	\$4,892.86	\$5,152.34
305	ELIZABETH G. HOUGHTON FUND	\$16,197.94	\$5,000.00	\$3,802.71	\$5,000.00	\$4,184.72	\$15,528.01	\$16,351.56
306	ANNIE C. SMITH FUND	\$10,581.35	\$1,520.00	\$2,862.11	\$1,520.00	\$3,111.66	\$10,143.69	\$10,681.71
307	ANNA H. BROWN BEQUEST	\$1,647.51	\$500.00	\$388.65	\$500.00	\$427.50	\$1,579.35	\$1,663.13
308	EDNA L. YOUNG FUND	\$3,225.39	\$1,000.00	\$756.26	\$1,000.00	\$832.33	\$3,092.03	\$3,255.99
309	DOROTHY HEMMINGWAY MEMORIAL	\$2,036.78	\$631.00	\$477.68	\$631.00	\$525.71	\$1,952.53	\$2,056.09
310	THEODORE FLETCHER COBB MEMORIAL	\$16,197.94	\$5,000.00	\$3,802.71	\$5,000.00	\$4,184.72	\$15,528.01	\$16,351.56
311	GEORGE & ROSE WOOD FUND	\$253,754.29	\$82,300.00	\$56,320.44	\$82,300.00	\$62,304.91	\$243,259.52	\$256,160.89
312	WALTER CLANCY FUND	\$46,241.16	\$16,040.00	\$10,473.52	\$16,040.00	\$11,564.06	\$44,328.72	\$46,679.71
313	EUNICE MORRISON FUND	\$74,050.80	\$30,000.00	\$15,558.92	\$30,000.00	\$17,305.31	\$70,988.18	\$74,753.10
314	SECOND CENTURY - LIBRARIANS FUND	\$287,588.79	\$95,280.00	\$59,902.93	\$95,280.00	\$66,685.34	\$275,694.66	\$290,316.27
315	SECOND CENTURY - DAVID GLUYAS WILLIAMS	\$32,118.03	\$10,238.00	\$7,470.15	\$10,238.00	\$8,227.61	\$30,789.69	\$32,422.63
316	SECOND CENTURY - MARION BROWN AHERN	\$22,347.23	\$7,000.00	\$5,224.27	\$7,000.00	\$5,751.30	\$21,422.99	\$22,559.17
317	JOHN D. HOUGHTON FUND	\$7,207.38	\$2,500.00	\$1,632.47	\$2,500.00	\$1,802.45	\$6,909.28	\$7,275.73
SUBTOTALS		\$786,424.05	\$261,523.00	\$171,685.51	\$261,523.00	\$190,232.31	\$753,899.00	\$793,882.45



DEPARTMENT BUDGET:  
\$194,060



## VETERANS SERVICE OFFICER'S REPORT

### MISSION OF THE OFFICE

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. I consider it a privilege to be able to implement this program to the veterans of Littleton.

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.

200% Federal Poverty Level (FPL)	
Number in Family	Maximum Monthly Income
1	\$2,010.00
2	\$2,706.00

Cash asset Limits (home and car exempt)	
Single-----	\$ 5,000.00
Married-----	\$ 9,800.00

As your VSO, I am here to assist Veterans and their Widows/Widowers in receiving all the state, federal and local benefits allowed by law. The financial benefit to Littleton, according to VA records, is that

over 101 recipients in town receive an aggregate of over \$118,000 annually. Additionally, MGL Ch.115 has authorized Littleton to spend over \$117,000 on its Veterans with 75% of that being reimbursed from the state to the town. Not sure if you are eligible? Ask me. I will do my best to ensure you receive all the benefits that you are entitled to.

My office is in Room 222 at the Town Hall. You will find me there every Monday and Thursday from 8am to noon. Phone is (978) 540-2485 and email is jboroski@littletonma.org.



All veteran's graves in town have been visited, mapped and had a flag placed for Memorial Day. All Veteran's Memorials are being suitably maintained and flags replaced as needed.

Respectfully submitted,  
John F. Boroski, VSO, Littleton



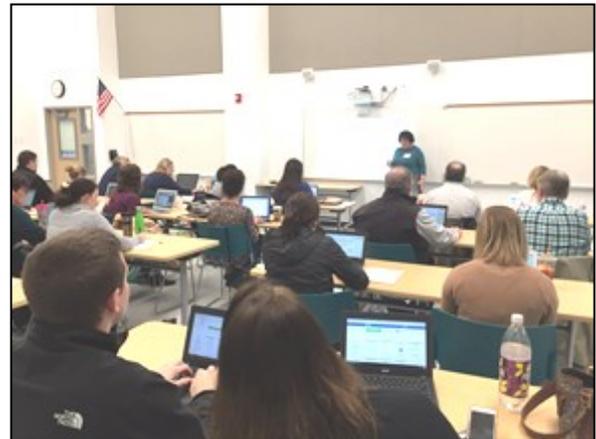


It is with great pride and enthusiasm that I write my seventh annual report for the Littleton School Department. Throughout the year, I have been witness to many great events within our schools. I have had the pleasure of witnessing incredible classroom lessons delivered to our students by various staff and have experienced top-notch extra-curricular and co-curricular activities throughout the year. We have also celebrated a number of staff and student successes during the year.

As a school district, we remain committed to the analysis of student achievement data to inform curriculum as well as to support targeted individualized instruction within our classrooms. Our administrators and faculty have consistently focused on data analyses that monitor individual student as well as sub-group academic growth from year to year. We continue to move forward as a district in regard to MCAS achievement within all of our schools. Data from the 2017 Grade 10 MCAS clearly demonstrates how over time within the Littleton Public Schools nearly all of our students reach Proficiency. On the 2017 Grade 10 ELA MCAS, 97% of Littleton students achieved Proficiency with 63% scoring at the Advanced Performance Level. On the Grade 10 Math MCAS, 94% of Littleton students achieved Proficiency with 71% scoring at the Advanced Performance Level.

In the spring of 2017, students in grades 3-8 were administered an updated version of the nearly 20-year-old MCAS assessment in English Language Arts and Math. The Next Generation MCAS is designed to focus on students' critical thinking abilities, application of knowledge, and ability to make connections between reading and writing. The Next Generation MCAS was also designed to be given on the computer. Students state-wide in grade 4 and grade 8 were required to participate in the computer version of the test in this initial administration. Littleton students in grades 3, 5, 6, and 7 were administered the paper version of the assessment. Our administration and faculty continue to be involved in detailed and extensive data analyses of

the spring 2017 Next Generation MCAS which were baseline results for the state as well as schools and districts.



Our school district continues to embrace the importance of staff development at the district and school level. The focus of our district's November 7th full in-service day for the PK- 8 faculty and staff was "Issues and Solutions for Inclusion and Co-Teaching." The inclusion workshops, which were presented by Teachers21 consultants, reviewed different models for co-teaching, helped staff develop a common language for differentiation in inclusion settings, and addressed classroom practices to support struggling students as well as technology aids to meet student needs. Also, on November 7th, Littleton High School faculty from selected departments were involved in an exciting cross-district Professional Development Day. Littleton joined with Harvard Public Schools and the Ayer-Shirley School district to offer content-based technology trainings in support of 1:1 technology initiatives launched in all three districts. LHS faculty, from the ELA, Social Studies, Science and World Language departments, had the opportunity to hear from curriculum and technology experts and share their ideas on infusing technology into their specific content area with their counterparts from Ayer Shirley and Harvard. All of the technology sessions took place at Ayer Shirley High School.

Access to quality professional development is essential in providing staff with opportunities to keep abreast of best practice as well as fostering an environment that is committed to excellence. District-based trainings this year involved a series of workshops on executive functioning skills presented by Sarah Ward, a consultant to schools nation-wide, Speech and Language Pathologist, and Co-Director of Cognitive Connections. The September 5, 2017 Opening Day Meeting for faculty and administration included a two-hour presentation in which Ms. Ward linked theory to practice regarding the development

of executive functioning skills and behaviors associated with skill deficits, to support students and teachers in getting the school year off to a solid start. Ms. Ward provided staff with concrete strategies to set up and organize a classroom to create an environment that fosters the development of executive function skills. The focus for the January Early Release sessions moved to practical strategies to help students manage their time and materials to complete homework, long term projects, and to prepare for tests. The May Early Release sessions will focus on practical teaching strategies to infuse executive function based instruction into existing writing curricula and assignments in order to support students in developing executive control for the writing process.

Site-based faculty-led PD comprises half of the professional development offered to staff during the three-hour early release days. Each principal has a site-based team to review and approve all site-based PD activities, which are required to align with the activities and initiatives in each school's School Improvement Plan. Examples of approved activities that faculty members at the secondary level are pursuing include curriculum reviews, the development of new courses and updating of curriculum, development of interdisciplinary units for PE, Health, Art and Technology, curriculum development for SEI (Sheltered English Instruction) in ELA and Social Science, Special Education curriculum development and transition planning, and analysis of the YRBS (Youth Risk Behavior Survey) and planning. Approved PD activities at the elementary level also included curriculum reviews, the development of new courses and the updating of curriculum. Elementary faculty also pursued PD focused on standards-based writing units and assessments, lesson planning in English Language Arts focused on non-fiction texts, and developing digital cross-curricular student portfolios. Additionally, there was an array of technology offerings at each of our four schools.

The Littleton Public Schools continue to make great strides in enhancing our curricular and instructional programs to advance student achievement. At the elementary level, our district implemented the updated version of the FOSS (Full Option Science Systems) Program for grades K-5. The FOSS Science program is aligned with the 2016 MA Science Frameworks and provides our students with exciting opportunities to pursue authentic scientific inquiry. This curriculum program reflects rigorous academic standards and provides foundational resources for teachers to utilize in developing instructional strategies that promote 21st century learning skills.

At the secondary level in mathematics, Littleton High School implemented a new textbook for Pre-Calculus building on the course sequence from Mc-Graw Hill which includes Algebra I, Geometry, and Advanced Algebra. The Mc-Graw Hill course sequence at both the Middle and High School levels, which include online student subscriptions, provide rigor aligned with current Frameworks and allow opportunities for differentiated instruction and blended learning.

The Program of Studies available to Littleton High School students continued to expand through ongoing partnerships. Through a partnership with Middlesex College, Littleton High School students enrolling in AP Statistics, Spanish IV Honors, and Latin V Honors courses could receive Dual Enrollment Credit. These courses were taught by Littleton High School faculty during the regular schedule at LHS and provided students with the opportunity to earn college credit transferable to all public colleges and universities in Massachusetts for successfully completing these courses during the 2017-2018 school year. Our district is entering our third year of partnership with LCTV. Students have access to a TV Studio course that produces a school and community news program that is featured on LCTV on various Fridays throughout the school year.

Our district continues to implement the Measures of Academic Progress (MAP) battery of assessments developed by Northwest Evaluation Association (NWEA) in grades two through eight. The MAP assessments are computer-based adaptive tests that are utilized to determine a student's instructional level and measure academic achievement and growth. By providing precise information regarding the academic skills and concepts students have acquired in English Language Arts and Mathematics, MAP assessments are utilized to target instruction to meet the needs of struggling and advanced learners. Administrators and staff at Shaker Lane, Russell Street and Littleton Middle School have utilized the results of these assessments to inform classroom instruction and intervention programming as well as student placement.

District-wide upgrades in technology remain a key factor in effectively implementing the MAP online assessments. Upgrades of the technology infrastructure at the Russell Street and Shaker Lane Schools in addition to increased availability of mobile technology for student use allow the MAP tests to be administered simultaneously in multiple classroom venues and lab settings thereby creating a more efficient, timely testing schedule. The availability of mobile technology for faculty and administration

allow our elementary and middle school staff immediate and 24/7 access to the MAP reporting tools and data. Furthermore, key infrastructure projects completed this year enabled the technology staff to have more control over creating a safer online environment for our students. A new system for content filtering in our district was purchased in addition to new firewalls for each school. Also, Internet speeds were upgraded at every school in the district.

Increased Internet bandwidth and speed was vital in launching the extremely successful 1:1 chromebook initiative at Littleton High School this year. The LHS 1:1 chromebook program has been a major focus of strategic planning for the technology department, as well as school administration and faculty. With this 1:1 chromebook program, LHS 9th and 10th graders were given the opportunity to purchase or lease a chromebook. The alternative option (BYOD) was to bring their own device to school. In the initial August rollout, 53% of students leased their chromebook: 47% of students elected to the BYOD option. The LHS chromebook program purposely educates students in digital literacy and the appropriate use of technology. Additionally, the 1:1 initiative allows students to access and evaluate online content and reliable sources including the online components of programmatic adoptions in multiple subject areas thereby furthering opportunities for blended learning.

Strategic planning in technology at the elementary level has resulted in the creation of a K-5 team of grade level Teacher Technology Leaders in order to provide building-based technology support for the integration of technology. Major projects being undertaken by this tech team involve the development and implementation of a digital citizenship program and the articulation of explicit Technology Goals by grade level.

Our district continues to move forward in integrating technology into instructional practices supported by upgrades of key classroom environments as well as the instructional tools utilized by faculty and students. The Russell Street School Think Tank, the first Maker Space created in our district, moves into its second year of operation. After an exploratory first year, students and teachers are involved in projects and activities with more explicit connections to grade level curricula and lessons as well as a greater emphasis on creative projects that students design. Our district's second Maker Space will be opened at Littleton Middle School in March 2018.

Like the RSS Think Tank, the LMS Maker Space is opening with the generous support of a grant from LELWD. With the support of a generous grant from the Kimball Fund, the Littleton High School Library Media Center was transformed into a more inviting innovative and collaborative setting for learning. This significant upgrade involved the infusion of new technology including the components of a Maker Space, 3D printers and Green Screens as well as collaboration stations for student projects. Again this year, participation in the national "Hour of Code" program was an important and exciting opportunity in technology for students at each of our schools. The program was designed by Code.org to introduce students to computer science and computer programming.

Our technology staff has played an integral role in providing faculty trainings throughout the summer and school year to support the effective utilization of technology in classroom settings. Additionally, our technology team has been selected to present a workshop each year at the New England League of



Middle School (NELMS) conference. Again this year, over thirty Littleton staff and administrators attended the two-day October 2017 MassCue (Massachusetts Computer Using Educators) conference.

Strategic Planning has been a primary focus for our teachers and administrators at both the school and district levels. Vision 2020 is our district's strategic plan and vision for excellence. It is a living document that guides all programmatic and budgetary decision-making. Our strategic plan encompasses the following five goal areas: 1. Curriculum/ Instruction/ Assessment 2. Professional Development 3. Community/ Communication 4. Climate / Culture 5.

Technology. Our schools have implemented School Improvement Plans (SIPs) that were in alignment with the five standards or goal areas in the Vision 2020 plan.

During the 2017-2018 academic year, our leadership teams embarked on a reflective and iterative process to revise Vision 2020, currently, for the years 2018-2020. This revision process commenced with a ½ day planning session at the August Administrative Retreat. A joint leadership team composed of the Administrative Council as well as the Elementary and Secondary Curriculum Councils were brought together to review Vision 2020 for 2013-2017 and ongoing initiatives in SIPs by standard in order to identify priorities for Vision 2020 in years 2018-2020. A reflective process was employed to evaluate, reaffirm and, at times, redirect the focus of various goals designed to enhance the educational success of our district and our schools. In the fall, we collected input on the joint leadership team's proposed revisions from our school staffs, School Councils, and school-based leadership teams. The Administrative Council then reviewed the collective input received to finalize a draft strategic plan that was presented to the School Committee in January and approved in February. During the Spring 2018, our administrators and teachers will continue to focus on "Best and Next" practices as they revise their respective School Improvement Plans, which encompass the same five goal areas for the years 2018-2020.

Last year, our district leadership team developed a schematic that visually illustrates "Meaningful Connections" between Academics and Social Emotional Learning encompassed within our Strategic Plan and School Improvement Plans. The schematic incorporates a number of initiatives that our district currently pursues and maps our various interconnections and interdependencies that focus on the development of the whole child. We have attached this schematic at the end of this section. We look forward to the continued use of this document as a means of reflecting and evaluating our effectiveness on these initiatives as we continue to actualize our updated Vision 2020 plan. I would encourage you to visit our district website to view our strategic plan, the district schematic on "Meaningful Connections" as well as our School Improvement Plans.

Budget considerations were a focus of conversation throughout the year. As a result of continued increases in costs as well as limited growth in revenue, the School Committee recommended a required services budget. Through the actualization

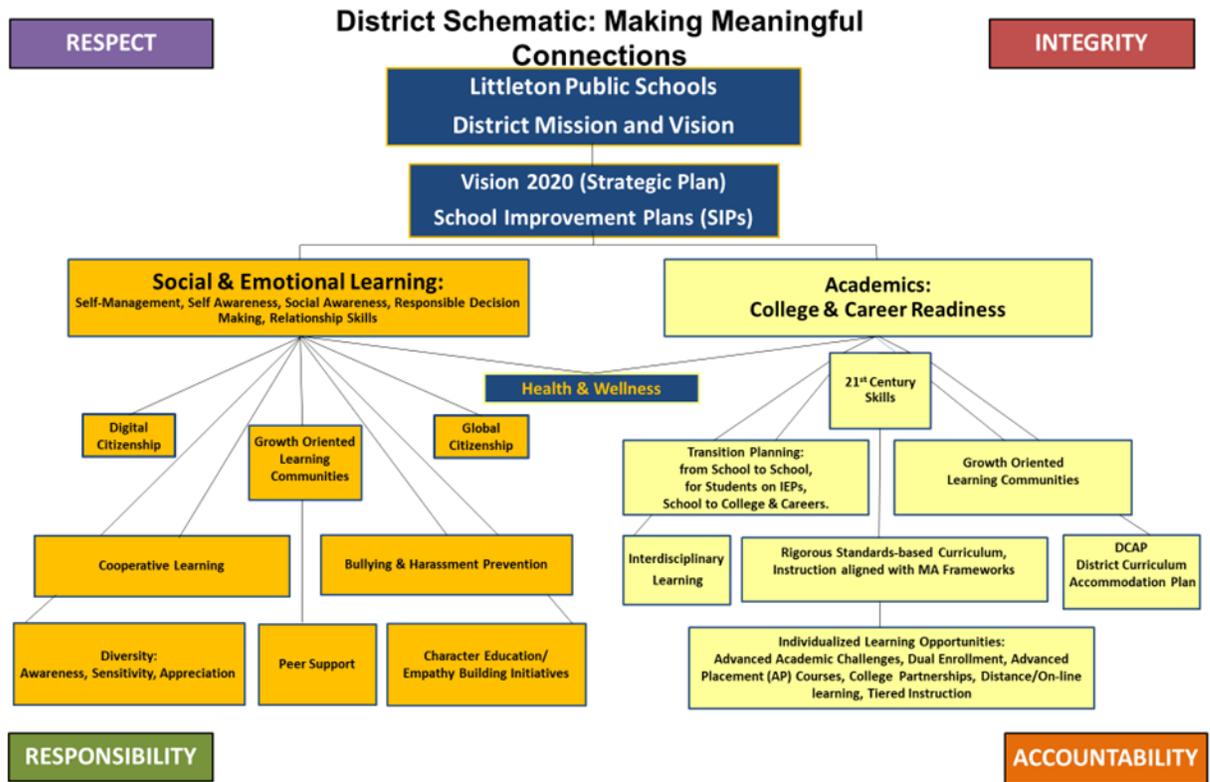
of the required services, we were able to continue to provide quality programming for our students. This was a direct result of the hard work of our administration and staff. With the current forecast for our FY19 budget, a lack of increase in State Revenue will continue to create challenges in our ability to maintain a level services budget. I would like to thank our staffs, administrators and School Committee for their hard work and dedication in ensuring that our students continue to be well supported. I would also like to thank our community for their continued support in ensuring that our students receive the necessary educational experiences that are paramount for continued success.

Throughout the year our students have had many opportunities to take part in co-curricular and extracurricular offerings that have provided invaluable educational experiences. As we all know, our students will cherish many of these experiences as they continue their educational journeys. I would like to commend our staff, students, coaches and community for supporting these programs throughout the year.

Special thanks go to the many citizens who continue to volunteer within our schools and to the many town organizations and citizens who have given funds, goods and services to support and enhance programs for our students. We are fortunate to have hundreds of volunteers who have donated their time, talent and resources to our schools.

Through these efforts and more we will continually aim to have all of our students reach their full potential and continue to actualize our Core Values of Respect, Responsibility, Integrity and Accountability.

Respectfully submitted,  
Dr. Kelly R. Clenchy  
Superintendent of Schools



<b>*Enrollment 2016-2017</b>		
	District	State
<b>Total Count</b>	1,646	953,748
<b>Race/Ethnicity (%)</b>		
African American or Black	1.1	8.9
Asian	7.0	6.7
Hispanic or Latino	2.0	19.4
Multi-race, Non-Hispanic	2.4	3.4
Native American	0.2	0.2
Native Hawaiian or Pacific Islander	0.3	0.1
White	87.0	61.3
<b>Gender (%)</b>		
Male	49.5	51.3
Female	50.5	48.7
<b>Selected Populations (%)</b>		
English Language Learner	2.0	9.5
Economically Disadvantaged	8.8	30.2
Students w/Disabilities	20.2	17.4
First Language Not English	4.6	20.1

\* DOE Website

\* Grades Offered:

PK, K, 01, 02, 03, 04, 05, 06, 07, 08, 09, 10, 11, 12
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<b>*Enrollment 2016-2017</b>		
	District	State
Total # of Teachers	110.0	72,090.0
Percentage of Teachers Licensed in Teaching Assignment	99.8	97.4
Total Number of Classes in Core Academic Areas	576	349,066
Percentage of Core Academic Classes Taught by Teachers Who are Highly Qualified	99.8	96.3
Percentage of Core Academic Classes Taught by Teachers Who are Not Highly Qualified	-	3.4
Student/Teacher Ratio	14.9 to 1	13.2 to 1
Percentage of Public Elementary and Secondary School Teachers Issued Waivers	0.0	1.1

	All Schools	High Poverty Schools	Low Poverty Schools
Percentage of Teachers Licensed in Teaching Assignment	99.8	-	99.8
Percentage of Core Academic Classes Taught by Teachers Who are Highly Qualified	99.8	-	99.8
Percentage of Core Academic Classes Taught by Teachers Who are Not Highly Qualified	-	-	0.2

<b>*Educator Quality Data for High Poverty and Low Poverty Littleton Public Schools</b>			
School	Highly Qualified %	Not Highly Qualified %	Licensed %
<b>Low Poverty</b>			
Littleton High School	99.3		99.4
Littleton Middle School	100.0		100.0
Russell St Elementary	100.0		100.0
Shaker Lane Elementary	100.0		100.0



As we reflect upon 2017, we see again that Littleton High School experienced an active year full of student accomplishments in academics, arts, and athletics. Consistent with our mission, we maintain a safe, caring, supportive, and academically challenging community that cultivates and models respect, responsibility, integrity, accountability, perseverance, and teamwork. We recognize and appreciate our talented faculty, motivated students, supportive parents and community members who keep Littleton High School a vibrant and thriving learning environment.

As part of the accreditation follow-up process, the Committee on Public Secondary Schools reviewed Littleton High School's Two-Year Progress Report in January 2016 and continued the school's accreditation. Among a number of commendations, the Committee praised the following aspects of the school:

- The development and implementation of a formal process to clearly identify in which curricular area each 21st century learning expectation will be emphasized, practiced, and achieved
- The increased use of formative assessments to inform instructional practices
- The implementation of a school-based technology plan that provides adequate and coordinated technology for student support services
- The creation of a technology office, new equipment, and the development and implementation of the school's technology plan based upon programmatic needs of the school's curricular, instructional, and assessment vision
- The provision of both appropriate technology and training to integrate technology into instructional practices
- The development and implementation of school-wide analytic rubrics addressing the social and civic expectations

The School Council conducted reviews of our School Improvement Plan goals and will continue to focus on the following areas in 2018-2020:

- Developing Digital Portfolios for documenting student work and the accomplishment of academic, social, and civic expectations
- Ensuring the curriculum emphasizes depth of understanding through inquiry, problem solving, and higher order thinking skills across all course levels and curricular areas
- Providing professional development about grading practices
- Creating a transitional services program for Special Education students
- Promoting social emotional learning
- Fostering executive function skills

Please read below for some highlights related to our School Improvement Categories: Curriculum, Instruction & Assessment; Professional Development; Community & Communication; Climate & Culture; and, Technology.

### **Curriculum/Instruction/Assessment**

Littleton High School offers a wide variety of courses based on the Massachusetts Curriculum Frameworks, Common Core, and College Board standards. Instruction emphasizes student engagement, critical thinking, and collaboration. Assessments range from informal to formal diagnostic, formative, and summative assessments. The following lists some activities related to curriculum, instruction, and assessment at LHS in 2017:

- Continued partnership with Middlesex Community College in offering Dual Enrollment courses
- Curriculum Development – Foundations Math, Algebra 2, AP Calculus, CP Chemistry
- Dual Enrollment Curriculum Development for Physics

- Curriculum alignment with the new 2016 Curriculum Frameworks for Biology
- Curriculum Revisions for Pre-calculus
- Reading/Curriculum Development for SEI Instruction
- Special Education - Curriculum Development and Transition
- Vertical Alignment of Mathematics Curriculum
- K-12 Fine and Performing Arts Curriculum Alignment
- Vertical Integration of English Language Arts
- K-12 Health and PE Curriculum Alignment Update
- ESL Curriculum Development and Documentation
- Chromebook 1:1 and Bring Your Own Device (BYOD) Faculty Forum
- Google Apps for Education
- Reducing Student Stress & Anxiety
- Special Education Process & Procedures
- Introduction to Adobe Creative Cloud
- Yoga & Mindfulness for Teachers
- Epi-Pen training
- Instituting comprehensible Input and TPRS Strategies in the Latin Classroom
- Supporting Social Emotional Learning

## National Merit Scholarship Program-Commended Students

LHS seniors Brian Provost, Camille Sawosik, and Anson Staples were named Commended Students in the 2018 National Merit Scholarship Program.

Commended Students throughout the country are recognized for their outstanding performance on the 2016 Preliminary SAT/National Merit Scholarship qualifying Test (PSAT/NMSQT) and their exceptional academic promise. Littleton High School's Commended Students placed among the top five percent of more than 1.6 million students who took the PSAT.

## Professional Development

Littleton makes a substantial investment in staff professional development with twelve dedicated early release days and abundant opportunities for staff to pursue professional learning via graduate courses, seminars, and workshops.

LPS also has a site-based professional development model that provides sessions for staff to collaborate and learn from each other on a routine basis. This model benefits both the individual development of teachers and school-wide improvement efforts by connecting meaningful, differentiated PD with school improvement goals.

Examples of ongoing professional development activities include:

- ALICE (Safety & Security Protocols) refresher training
- Inclusion & Co-teaching
- Executive Skills
- Managing and Changing Difficult Classroom Behavior

## Community/Communication

Littleton High School strives to maintain open, clear, and frequent communication among schools, parents, students, and community members. We also strive to build strong partnerships with local businesses, agencies, colleges/universities, and organizations. The following examples highlight some of our recent accomplishments:

- Continued collaboration with Littleton Fire Department in providing CPR/AED training to sophomores and seniors annually and staff bi-annually
- Continued to make Library Media Center into a more collaborative work space
- Expanded student internship and work study opportunities with local schools, businesses, and organization
- Advanced partnership with MCC (Middlesex Community College) for dual enrollment courses
- Engaged community with active volunteers and PTA (Parent Teacher Association), LEF (Littleton Education Fund), LABA (Littleton Athletic Booster Association), SEPAC (Special Education Parent Advisory Council), and Music Boosters
- Maintained partnership with Littleton Cable TV to offer a TV Studio & Production course
- Continued partnership with the CASE (Concord Area Special Education Collaborative) with the assignment of a classroom for students with significant special needs

## Climate and Culture

Littleton High School Best Buddies

Posted on [November 12, 2014](#) by [esullivan2017](#)

"Best Buddies® is a nonprofit 501(c)(3) organization dedicated to establishing a global volunteer movement that creates opportunities for one-to-one friendships, integrated employment and leadership development for people with intellectual and developmental disabilities (IDD)." [bestbuddies.org](#)

Littleton High School is committed to student learning and educational excellence. As we challenge students with high academic standards and high expectations for conduct and effort, we foster a positive and caring climate that supports students as they grow, learn, and develop. The following list highlights our school climate and culture:

- Student Support Team met bi-weekly to monitor student progress and recommend interventions as needed:
- Advisory activities this past year included the following:
  - ◊ Executive skills development
  - ◊ Anti-bullying education
  - ◊ Driver safety & substance use prevention
  - ◊ Career inventory
  - ◊ Signs of Suicide (SOS) Screening
  - ◊ Scholarship applications
- Students participate in Community Service projects throughout the year
- Participation in a National School Climate Survey
- Active National Honor Society, Student Council, and Best Buddies Program
- Accomplished Band and Drama Program
- Variety of clubs available per student interest
- High participation rate in athletics. 314 out of 461 students played at least one sport (68% actual participation rate) and we had 704 total participants in our programs (total participation tally)
- During 2016-2017, 8 League Championships, 1 District Championships, and 1 State Championship. 18 of our 22 varsity teams qualified for the MIAA Tournament
- Annual events such as our Music Concerts, Drama Productions, Art Shows, Prom, Homecoming Dance, Winter Semi-Formal, and College Fair

## Technology

The Littleton High School Technology Integration Plan is intended to support the school-wide integration of technology to assist faculty, staff, students, and families in effective and efficient communication, teaching, and learning. The district strategic plan and LHS School Improvement Plan prominently feature sections and goals dedicated to the improvement of instructional technology.

LHS launched a 1:1 Technology Program featuring Chromebooks with a BYOD (Bring your own device) option in summer 2017. Ongoing professional

development opportunities tailored to this program are underway.

Wi-Fi and server upgrades include filtering software & Securely.

We have greatly expanded our use of Chromebooks and flat panel displays in classrooms for research projects, instructional lessons, formal presentations, and collaborative activities. The Library Media Center now has 3-D Printers and additional technology tools to support learning.

We have a longstanding partnership with virtual high school (VHS), which allows students to enroll a wide variety of additional courses. Online learning opportunities from Coursera, Harvard edX, Keystone, Apex, and Edgenuity are also available to students.

During the last three years, LHS focused professional development on integrating instructional technology. Notable recent examples include the following activities:

- Faculty forum on 1:1 Chromebooks and technology in December 2017
- MASSCUE Conference in October 2017
- Google Apps & Technology Integration workshops in November 2017

As we continue to build upon our strengths, we also seek ways to innovate, refine, and improve our school culture and operation. You will see among the following seasonal highlights from 2017 that Littleton High School is an excellent school with engaged students and abundant student accomplishments to celebrate.

### Winter 2017

The Guidance Department hosted a College Planning Seminar on January 26, 2017. The presentation focused on the college admission process and timeline for juniors. An overview of the Naviance College Management System was also presented.

Students enjoyed the fourth annual Winter Semi-Formal at Devens Common Center on January 27, 2017.

Littleton High School screened the acclaimed film *Most Likely to Succeed* on February 6, 2017 at 6:30 p.m. in the Littleton High School Performing Arts Center. The purpose of this event was to foster meaningful discussion among educators,

administrators, parents, and students about our current school model and a vision for local school innovation. It was followed by a panel discussion and Q & A session.

The Town-wide Band Concert was held on February 9th in the LHS Performing Arts Center.

The third annual Best Buddies Talent Show was held March 3rd.

Our spring PSAT Bootcamp was held on March 4th.

The traditional LHS Spirit Week was held the week of March 13th.

The NHS led by their advisors, Mrs. Sarah Berlinger and Mrs. Danica Johnston, organized a successful Blood Drive on March 9th.

Parent Teacher Conferences took place on March 9, 2017 from 6:00 to 8:00 p.m.

The World Language Department hosted World Language & Cultural Festival on March 16th.

The Winter sports season featured a number of notable events. The Girls' Basketball team and Ice Hockey team qualified for the MIAA tournament. The Boys' and Girls' Indoor Track teams completed their tenth seasons as varsity programs. Girls' Indoor Track team won their first State Championship. The Ice Hockey team repeated as Conference Champions.



### Spring 2017

The high-stakes MCAS exams were administered between March and June. Ninety-nine percent of the participating students scored proficient or advanced in English Language Arts. Ninety-six percent of our participating students scored proficient or advanced in Math. Eighty-nine percent of our participating students scored proficient or advanced in Science. The faculty continues to do an excellent job of examining student results and making any necessary instructional adjustments.

LHS hosted its annual College Fair on March 21st. Over sixty colleges participated.

The Superintendent of Schools and LHS staff and students hosted a special luncheon for Littleton senior citizens and the Council on Aging on April 6th. The event featured music and songs performed by the LHS Band and Chorus.

This year's spring drama production ran April 7 through April 9 and featured the play, "Bye Bye Birdie."

The Junior/Senior Prom was held on April 29th at Mechanics Hall in Worcester.

The band and chorus performed at the annual spring concert on May 9.

Mrs. Hilary Bridge, Music teacher, was named the 2017 LHS Teacher of Year at our May 18th Awards Night.

The Humanitarian Club sponsored the May Relay for Life and raised thousands of dollars for cancer research. Ms. Susan Harvey, history teacher and club advisor, was once again instrumental in the planning and fundraising success.

Ms. Cheryl Harrington received the Littleton Public Schools Excellence in Teaching Award in June.

The Boys' and Girls' Lacrosse teams both won their League titles and qualified for the MIAA Tournament. The Baseball, Softball, and Boys' Tennis teams all competed in the MIAA Tournament.

LHS received recognition as a Special Olympics Unified Champion School for its new co-ed Unified Spring Track Program.

The June 3rd Littleton High School graduation took place outside on the field behind the high school due to construction at Alumni Field. We are once again grateful to the Littleton Scholarship Trust for awarding generous college scholarships to graduating seniors and alumni.



The Class of 2017 made a very generous class gift and donated an impressive bronze Tiger Statue for the entrance at the new Alumni Field.

**Summer 2017**

The summer brought our customary transitions with staff and students. We expressed best wishes to the outgoing faculty and education assistants, and offered a warm welcome to our new staff. Math teachers Mrs. Danielle Bearden and Mrs. Pamela Abate, and History teacher Mrs. Sarah Moore joined the faculty.

Math Department Coordinator/teacher Mrs. Danica Johnston left to become Assistant Principal of Hudson High School.

Longtime Guidance Department Secretary Mrs. Ginni Cormier and Special Education teacher Mrs. Maureen Palange retired. Nancy Benullo became our new Guidance Secretary and Ms. Amy Donato replaced Mrs. Palange.

Senior Kelly Davis started an Archery Club and led summer sessions at LHS.

Our welcome breakfast and orientation for freshman and new students was held on August 28th. Peer Leaders and advisors did a great job organizing all the student volunteers and helping the students feel welcome and more comfortable with their new school. Littleton Rotary generously donated t-shirts for all the new students and volunteers.

**Fall 2017**

Building upon our accomplishments and advancing long-range goals, we continue steady work on some important areas as a community:

- Integrating Social Emotional Learning into classroom practice and school climate

- Emphasizing Executive Skills development
- Partnering with Middlesex Community College in a Dual Enrollment program
- Improving instructional technology tools and strategies
- Enhancing behavioral and academic interventions
- Advancing our internship and work-study program with local businesses, organizations, and agencies
- Developing our transitional/vocational program for special education students
- Strengthening positive connections in advisories
- Assessing our School-wide Expectations for learning in Digital Portfolios
- Engaging students in the rights and responsibilities of citizenship

The Grand Opening and ribbon cutting ceremony for the new Alumni Field took place on September 21, 2017. Thank you for all who supported this major investment and made it a reality.

We are very grateful for Littleton High Students/ Scouts who lead Eagle Scout projects that improved the school grounds. Brock Davis conducted a major landscape upgrade at the front entrance; Kyle Bonacci painted and fixed Baseball dugouts; and, Zac Carelli built a much-needed maintenance storage shed. Thank you!

AP U.S. History students used the archives and worked with members of the community at the Littleton Historical Society for their local history projects.

U.S. I students again took a field trip to the Edward M. Kennedy Institute, participated in the Senate Immersion Model (becoming senators for the day) and voted on healthcare reform.

The Facing History & Ourselves students went on a Monuments & Memorials tour in Boston.

The Littleton Education Fund awarded the English department two noteworthy grants in 2017. The first grant allows ELA teachers to continue to invite professional writers to work with Creative Writing classes. The other grant supports the purchase of studio equipment specifically designed for multiple students to collaborate and create and publish their own podcasts.

LHS continues to build upon a new tradition at LHS, College Essay Conferences. Seniors meet with ELA teachers during an assigned week in October to receive personalized feedback on their college essays. Students from Burgos, Spain stayed in Littleton and visited our school for several days in September.

Engineering students participated in the first LHS Cardboard Regatta at Long Lake.

We made another comprehensive presentation to the School Committee in the fall about the results of our Advanced Placement (AP) Program. 105 students took 198 AP (Advanced Placement) exams in May. Littleton High School had ten students named AP scholars based on receiving a grade of 3 or higher on three or more AP exams. Nine students received recognition as AP Scholars with Honor based on an average grade of at least 3.25 on all AP exams taken, and grades of 3 or higher on four or more of these exams. Fourteen students received recognition as an AP Scholar with Distinction because of an average grade of at least 3.5 on all AP exams taken, and grades of 3 or higher on five or more of these exams. LHS had a total of 33 AP Scholars in 2017.

Our Back to School Night was held on September 14th and Parent/Teacher Conferences were held on October 19th.

The Littleton Student Council hosted another fun Homecoming Dance with large and enthusiastic student participation on October 7th.

A large number of students and parents continued the outstanding tradition of active participation in the Fundraising Drive for the Littleton Scholarship Trust on October 22nd. We are grateful to the Trust and Community members for the generous college

scholarships that benefit so many of our students.

Our Band hosted an enjoyable Sweets & Suites Music event on November 9th.

The National Honor Society inducted 37 members on November 8th.

LHS participated in the "Hour of Code" computer science experience in December.

The LHS Band and Chorus showcased their talents once again at the annual Winter Concert on December 12th.

Littleton High School Fall Athletic teams completed another successful season. The Girls' Cross Country team won their first ever District championship. The Girls' Soccer team qualified for the MIAA Tournament. The Girls Varsity Field Hockey team won the League Championship and once again qualified for the MIAA Tournament. The Varsity Football team enjoyed another strong season by finishing with an 11-1 record advancing to the State Championship game at Gillette Stadium.

In closing, we express our continual gratitude for the service of all our School Council members who gather each month to discuss and make plans for continuous improvement in key areas: Curriculum, Instruction, Assessment, Professional Development, Community/Communication, Climate/Culture, and Technology. We are also much appreciative of the PTA (Parent Teacher Association), LEF (Littleton Education Foundation), LABA (Littleton Athletic Booster Association), and Littleton Music Boosters who continue their generous support of initiatives at LHS.

As always, we appreciate the support of our community in making Littleton High School a great place to learn, grow, and prepare for life beyond school.

Respectfully submitted,  
John M. Harrington, Ed.D.  
Principal



The Littleton Middle School community is made up of approximately 366 students in grades six, seven and eight. LMS has dedicated staff members, a hardworking PTA and School Council. We are fortunate to have very supportive parents and a community that is dedicated to providing our students with a quality public school education. LMS is a “teamed” middle school. Each grade level consists of one teacher in each of the following subject areas: English/Language Arts, Math, Science, Social Studies, World Language and Special Education. Our Unified Arts team is made up of teachers in the following subjects: Band, Chorus, General Music, Computer Tech, Art, Physical Education and Health. As a result of this concept, teams are provided with common planning time, which is used in a variety of ways including designing interdisciplinary lessons, coordinating grade level activities, integrating technology purposefully and successfully in the classroom, and discussing the individual and collective needs of their students. Our students benefit greatly from this model as it provides each of them with a core group of adults that forms a small learning community within the larger school community.

In addition to grade level teams, LMS has an assistant principal, an adjustment counselor, learning assistants at each grade level, a school psychologist, ELL teacher, speech/language therapist, occupational therapist and nurse to assist in meeting the academic and social/emotional needs of all of our students. We are proud to offer an Academic Support Center, Literacy Lab and Mathematics Lab to students who need support.

At LMS we recognize the importance of educating the “whole child.” In addition to our core and unified arts curricula, we provide our students with a wide variety of extra-curricular, co-curricular and athletic programs that allow them to develop and apply new or developing knowledge and skills. We also provide a variety of opportunities for students to become active and supportive members of their school and local communities. Student organizations and middle school staff members are responsible for putting together numerous community service projects each year. LMS families demonstrate tremendous

generosity with our Food Drive and Season of Giving to benefit local food banks and homeless shelters and with our Veteran’s Day Celebration to honor local veterans.

We are committed to providing and maintaining a safe, welcoming, engaging, challenging, and well rounded learning environment for all members of our learning community that is focused on growth and continuous improvement. Students have opportunities to explore their musical, artistic, theatrical and technical talents and interests. Each year students have the opportunity to participate in a Geography Bee and a Spelling Bee Contest. They are also afforded opportunities to give back to the community with their participation in Community Service Clubs and a National Junior Honor Society.

Our middle school students continue to demonstrate academic strengths and growth in all of the major content areas. Our MCAS results remain strong and our students continue to demonstrate their knowledge and abilities in a variety of ways including: traditional assessments, project-based learning, interdisciplinary units and technology integration.

All of our departments review their curriculum regularly to ensure that students are presented with engaging and appropriately challenging content and materials. The ELA and Science departments recently completed a review of curriculum. The LMS History and Social Sciences department has recently



embarked on the initial stages of a curriculum review. This curriculum review will likely continue throughout the 2017-18 school year.

Littleton Middle School staff has worked collaboratively with our technology department to

create a new Makerspace. With a grant from LELWD and generous donations of supplies and materials from members of the community, we have been able to fill the shelves with cardboard, fabric, plastic bottles, small containers, hand tools and wire. The tables and stools are in place and the green screen wall has been painted. We are putting the finishing touches on the room and plan to formally introduce the space to teachers in early March. The possibilities for this space are endless, and we look forward to watching the creativity of our students.

In an effort to continuously improve our ability to meet our students' needs, we are using Measures of Academic Progress. MAP tests are web-based assessments that students take to help us determine the child's instructional level. The assessments are given at three points during the year, fall, winter and spring, to measure academic growth. These assessments provide specific student progress data to teaching teams throughout the school year. The data is accessible immediately after the students complete the assessments, and it is used to drive instruction and teaching practices specific to each class.

LMS continues to focus on social/emotional learning. All teachers have participated in professional development on strategies to incorporate and embed social/emotional learning into all aspects of a student's school day. LMS has a weekly advisory period in which teachers present a variety of lessons and activities for their students.

We are also a "Bucket Filling" school. (How Full Is Your Bucket? For Kids by Tom Rath) Students and



staff are recognized for their efforts in doing positive things that help to "fill someone's bucket." These programs are part of an ongoing effort to foster and maintain a school environment that is inclusive, supportive and enjoyable for all.

The Littleton Public School District continues to be committed to providing our teachers with opportunities to participate in professional

development. The Professional Development Council works collaboratively to provide and design excellent professional development at all levels. The district has provided professional development opportunities for all staff, and we also have site-based professional development opportunities to assist teachers in staying current with best practices that will help meet the needs of all of our students.

The LMS School Council, made up of staff and community members, continues to be instrumental in assisting with the development and implementation of the school improvement plan. This group guides and monitors the progress made in our school improvement goal areas, including updating our school handbook, and is charged with updating the School Improvement Plan for the 2018-2020 school years. I appreciate the time and effort dedicated by all of the members of this group.

The Middle School benefits greatly from a community that values and supports education. Without organizations such as the PTA, LEF, LCC, SEPAC, and Rotary, we would not be able to provide the same quality programs and/or materials that we do now. Our students benefit from volunteers who chaperone field trips, give presentations in the classroom, work with after-school clubs and teams, and provide opportunities for them to be together and have fun. By serving on School Committee, School Council, PTA, SEPAC, participating in public meetings, or working behind the scenes on any number of school related programs, parents and community members serve as

role models for our students. We value our current relationships with various stakeholders within the local community and look forward to developing new relationships as well.

I am honored to be a part of the Littleton Public School District. I am so proud of the efforts and accomplishments of the LMS students and staff. It is my hope that we will continue to work together in the best interest of all of our students and provide them with the highest quality

education possible.

Respectfully submitted,  
Cheryl A. Temple  
Principal



The Russell Street School, serving students in grades three through five, is the second stage of the child’s educational experience in Littleton. Providing a bridge between the primary school experience and middle school, RSS is committed to creating a rigorous academic environment while fostering the social and emotional growth of each child. Our standards establish high expectations of intellectual growth while maintaining sensitivity to the uniqueness of the individual and encouraging the creativity within each child. With an enrollment of approximately 390 students, we currently have six third grade, six fourth grade and six fifth grade classrooms with an average class size of approximately 22 students per classroom. The RSS team is comprised of a dedicated group of individuals, who include professional and support personnel to meet the needs of all of our students. We also work closely with the Concord Area Special Education Collaborative (CASE) and provide space for one classroom of students.

The team at Russell Street School is committed to ongoing professional growth and providing a cutting-edge educational experience for each child. The action items in our School Improvement Plan are varied in nature and designed to improve the educational experience for our students. The RSS School Improvement Plan aligns with Littleton Public Schools Strategic Plan standards listed below:

- Align and enhance curriculum, instruction and assessment to continually improve student achievement.
- Provide staff with a variety of professional development opportunities that are connected to the district Strategic Plan and individual School Improvement Plans.
- Preserve and enhance communication strategies between the school district and its constituents.
- Foster a respectful and responsive culture that provides a safe and secure learning and work environment
- Preserve and enhance the integration and utilization of technology for students and staff PK -12.

The RSS team has implemented many initiatives this year including:

- Intervention blocks in both ELA and Math
- Expanded Grade Level Data Team meetings
- Creation of an Outdoor Classroom space
- Continued focus on social/emotional learning
- Pilot technological interventions such as DreamBox Math

It was a busy year, but the RSS community pulled together. We’re proud of the way these initiatives are impacting student learning each day.

Children are celebrated at Russell Street School. We have high expectations of all members of our community as both academic learners and citizens. Standards for behavior and learning are set high, and students are provided the support necessary to find success and build confidence. We have a tremendous parent community who participate throughout our school in many ways and enrich the learning experiences of children. We strive to foster an atmosphere of mutual respect, tolerance, and optimism wherein each child can develop a positive self-image. Our focus on social development is fostered through our “Reach for the Stars” school

wide program, which focuses on monthly themes that are taught at each grade level in all classrooms. The monthly themes provide teachers opportunities to use activities that instill the values that all children will need to become responsible citizens in their school and community. Russell Street School has also completely implemented the Responsive Classroom approach. In fact, some staff members have had two full weeks of training from Responsive Classroom. Monthly All-School Meetings provide an opportunity to celebrate students academically and socially. It is also a venue where children may showcase their many talents in front of the school community and take on leadership roles. We also offer social action projects for children at each grade level. It is our goal that children leave Russell Street School confident learners who understand the importance of playing an active role in their community.

We are extremely fortunate to have the support of an active Parent/Teacher Association at Russell Street School. This dedicated group of individuals works extremely hard to enrich the experience our students receive at school through funding a variety of projects and hosting spirit events. From Bingo Night to the Basket Raffle, the PTA is always hard at work planning a fun event for members of the RSS Community. They are also quick to financially support our educators with enrichment materials and fun/educational programming for students such as visits from the Boston Museum of Science or Potato Hill Poetry. We value a well-rounded educational experience for the children of Russell Street School, and the PTA plays a major role in helping us make this a reality.

We realize the importance of the role technology plays in providing students with the skills they will



need to be successful in life and career. Russell Street School is fortunate to be equipped with interactive white boards, mounted LCD projectors, Apple TVs, document cameras, Chromebooks, and an iPad in each classroom. Both wired and wireless networks provide Internet access throughout the entire school. There are shared Chromebook carts throughout the building. We are extremely proud of our maker-space called the Think Tank where students are teachers, and learn and grow together through innovation.

As educators, we are extremely fortunate in Littleton. On behalf of the entire team at Russell Street School, I would like to extend our most sincere thanks to our parents, the greater community, our LPS colleagues, and our School Committee. We are ever cognizant that Russell Street is just one stop for a child on a much larger educational journey. When we work effectively together we can provide the most powerful educational experiences for the children of Littleton.

Respectfully submitted,  
 Scott R. Bazydlo  
 Principal





***In concurrence with the district strategic plan, the Shaker Lane School goals are to:***  
***Align and enhance curriculum, instruction and assessment to continually improve student achievement.***  
***Provide opportunities for continued growth for staff to support high standards in all district programs targeted toward identified needs.***  
***Continually improve communication among schools, parents, students, and community.***  
***Sustain an accepting, respectful, and responsive culture that provides for a safe and secure learning environment.***

The Shaker Lane School, serving grades Preschool through Grade Two, is the first stage of a child's educational experience in the Littleton school community. Our primary goal is to provide a nurturing, inviting, success-oriented environment that meets the cognitive, emotional, social, and physical needs of the whole child at his or her level of development. We believe in challenging every child and providing them with the opportunity and encouragement to reach the next stage in their academic development. In addition to encouraging optimum academic achievement, this supportive atmosphere also advocates human values that develop social awareness and mutual respect in our global society. Our dedicated staff provides quality-learning experiences for all members of our school family within a caring environment, setting high expectations for achievement, behavior and social interactions.

Shaker Lane offers preschool programs for three to five year old children. Our programs, all of which are inclusive, offer a three day half-day program for three year olds, a four day half-day program for four year olds, and a five day full-day mixed aged program. All our preschool classrooms provide secure, inviting success oriented environments that meet the cognitive, emotional, social and physical needs of the whole child at his or her level of development. In response to this philosophy, the program utilizes a developmental approach and provides experiences, which promote curiosity and develop cognitive, language, social and motor skills. Through teacher facilitation, the children are encouraged to actively explore their environment and acquire skills through a combination of play, small and large group activities, and direct instruction. Each child is provided open-ended curriculum activities where they can experience success as they learn and develop at their own rate.

In kindergarten, we offer a full-day kindergarten program for those families that are interested. The longer school day allows more time to explore concepts and more time to practice and learn the outcomes. We once again offered several options for children in Kindergarten at Shaker Lane. All kindergarten students attended kindergarten in the morning for the entire school year. In addition, parents could choose to extend their child's kindergarten day to 3:15 p.m. on a fee basis. Besides choosing a half-day or full day program, parents could choose to have their child attend two, three or four full-days. In September of 2010, we extended our school day by thirty minutes for all kindergarten students. Children who do not stay for an afternoon are bused home, leaving at 12:00 p.m. We continue to offer a transitional program that provides opportunities for children who may not be developmentally ready to enter grade one. Social/Emotional Learning continues to be a major focus at Shaker Lane.

### **Climate and Culture**

At Shaker Lane we focus on creating a responsive and proactive environment for students, staff and families.

At the core of our character education program is our HEART philosophy. HEART is an acronym for:

- **H**onesty in one's actions and words
- **E**ffort in both your work and your play
- **A**cceptance of the likenesses and differences in everyone in our community
- **R**espect for learning, for oneself, for others and for environment
- **T**aking Responsibility for what you do and say, and for each other

These ideals are a clear representation of what we believe in as a school community. They represent our standards for high expectations for learning and behavior for both students and faculty. We also use

the Second Step Program to instruct our students in empathy, listening skills, emotion management and problem solving. Our monthly Community Meetings focus on HEART and have entailed a number of service learning projects this year. As an example, students collected coins for Hurricane Irma & Hurricane Harvey.

The foundation for a strong home/school partnership is regular, open communication. We make every



effort to keep parents and community informed about what's happening at school through newsletters, teacher blogs, Twitter, newspaper articles, open houses, curriculum nights, parent/teacher conferences and other special events throughout the school year. This year, the School Advisory Council created a Communication Survey for parents. This information will be reviewed to strengthen the school to home communication.

We have a very strong base of volunteers at Shaker Lane, and we are very grateful to them for all that they do. Children enjoy having the involvement of their parents in their day-to-day school life. Volunteer programs also provide a vehicle for strengthening the home school connection. Parents are encouraged to volunteer at Shaker Lane in a variety of different manners.

We are very fortunate to have a very dedicated group of parents working to support the students and staff of the Littleton School District. The annual Winterfest and Basket Raffle continues to be a big success, bringing together students, parents and staff for an evening of fun. The Parent Teacher Association (PTA) supports the students, staff, parents and administrators at Shaker Lane financially, as well as by offering enriching activities and events for all to enjoy. Money raised by the PTA activities is used for a wide variety of activities such as cultural enrichment programs, author/illustrator weeks, classroom/school activities, field trips and materials and equipment that benefit our students.

In Mathematics, we continue to employ the newest edition of *Everyday Math* as the foundation of our instructional program. *Everyday Mathematics* is a comprehensive Pre-K through 6th grade mathematics curriculum developed by the University of Chicago School Mathematics Project and published by McGraw-Hill Education.

The *Journeys* Language Arts Program continues to provide a global reading support in grades K-2. Journeys is a research based comprehensive English Language Arts Program. This year all K-2 staff were trained in administering the Fountas and Pinnell Benchmark Assessment System. This comprehensive reading assessment provides staff with an in-depth evaluation of students' reading fluency, comprehension and use of reading strategies to decode.

Some of our Professional Development sessions this year included:

- Zones of Regulation
- Fountas & Pinnell Benchmark Assessments
- Keyboarding Without Tears
- Executive Functioning

All students at Shaker Lane are continuing to use iPads and Chromebooks across the curriculum. The pairing of this technology has enhanced our instruction in all curriculum areas. Teachers can facilitate small groups of students at different levels, allowing for more opportunities for differentiation. iPads have been easily incorporated to the present "work station" format in our classrooms.

The Arts continue to be an important part of the curriculum at Shaker Lane. A major goal of our art program is to provide our students with a comfortable and positive art experience, while instilling self-confidence and self expression. Our music program focuses on developing a love and appreciation for music.

Respectfully submitted,

Michelle Kane  
Principal

**Commission on Disabilities*****Members***

Diane Crory, *Chair*  
 George Sanders, *Vice Chair*  
 Heidi Madison, *Clerk*  
 Erich Manser  
 Michael A Crory  
 Keith Bergman, *ADA Coordinator*

**Registrars of Voters*****Members***

Diane Crory, *Town Clerk*  
 Sandra Clyde  
 Ellen Banks

**Conservation Commission*****Members***

	<b><i>Term Expires:</i></b>
James Pickard, <i>Chair</i>	2018
Julie Rupp	2018
Carl Melberg	2018
Sarah Seaward	2020
Anna Mayor	2020
Andrew Sammarco	2019
Rachel Robinson	2019

**Cultural Council*****Members***

	<b><i>Term Expires</i></b>
Margaret Low	2019
Margaret Ann Greanier	2019
Mark Tervo	2019
Christine Faulkner	2018
Arpita Pathak, <i>Chair</i>	2020
Laura Yates	2018
Kimberly Stoney	2018
Gabrielle Aynwnylde	2020

**Permanent Municipal Building Committee*****Members***

	<b><i>Term Expires</i></b>
Joe Collentro, <i>Chair</i>	2018
Richard Crowley	2019
Robert Romilly	2022
Stephen Moore	2020
Carl Bryant	2019
Bill Cole ** <i>Resigned</i>	2018
Daryl Baker, <i>School Committee Representative</i>	2020

**Agricultural Commission*****Members***

	<b><i>Term Expires</i></b>
Jamie Cruz ( <i>farmer</i> ), <i>Vice Chair</i>	2019
Christine Nordhaus	2019
Peter Yapp ( <i>farmer</i> )	2018
Brad Mitchell	2018
William Pickard, <i>Chair</i>	2017
Andrew Sammarco, <i>Clerk</i>	2019
Scott Matheson	2018

**Finance Committee*****Members***

	<b><i>Term Expires</i></b>
Allen McRae	2020
Gary Wilson, <i>Vice Chair</i>	2020
Gregg Champney, <i>Chair</i>	2018
Stephen Moore	2020
Betsy Bohling	2018
Fred Faulkner	2019
Thomas Porell, <i>Clerk</i>	2018

**Board of Appeals*****Members***

	<b><i>Term Expires</i></b>
Sherrill Gould, <i>Chair</i>	2019
Alan Bell	2019
Cheryl Hollinger	2018
Rod Stewart	2019
Jeffrey Yates	2020
Marc Saucier, <i>Alt</i>	2019
Jillian Shaw, <i>Alt</i>	2018
John Sewell, <i>Alt</i>	2020
Kathleen O'Connor, <i>Alt</i>	2018

<b><u>Personnel Board</u></b>		<b><u>Community Preservation Committee</u></b>	
<b><i>Members</i></b>	<b><i>Term Expires</i></b>	<b><i>Members</i></b>	<b><i>Term Expires</i></b>
Gary Wilson, <i>FinCom</i>	2018	Andrew Sammarco ( <i>ConsCom</i> )	
Kirby Dolak, <i>Emp Rep</i>	2018	Michael LeVasseur ( <i>Park &amp; Rec</i> )	2018
Anita Harding	2020	Jamie Marea Cruz ( <i>Planning Bd</i> )	
Steve Venuti, <i>Dept Head</i>	2019	Bartlett Harvey ( <i>Housing</i> )	
Joseph Knox, <i>Selectman</i>	2018	Fred Falkner ( <i>FinCom</i> )	2020
Bill Schmidt	2018	Samuel Bell ( <i>BoS</i> )	2019
Keith Bergman, <i>Town Administrator ex officio</i>		Mit Wanzer, <i>Chair (BoS)</i>	2020
		Carolyn Mueller	
<b><u>Council on Aging</u></b>		<b><u>Historical Commission</u></b>	
<b><i>Members</i></b>	<b><i>Term Expires</i></b>	<b><i>Members</i></b>	<b><i>Term Expires</i></b>
Mary Hunt	2019	Andrew Watt, <i>Chair</i>	2018
Mary Catalanotto	2019	Andrew Sammarco	2018
Robert Stetson	2020	Linda Stein	2020
Janet Johnson	2020	John Leger	2019
Maureen Donnelly	2018	Donna White	2019
Marjorie C. Payne	2018	Jonathan Liebowitz	2020
Mary Pickard	2018	Vacancy	2018
<b><u>LCTV Advisory Committee</u></b>		<b><u>Clean Lakes Committee</u></b>	
<b><i>Members</i></b>	<b><i>Terms Expires</i></b>	<b><i>Members</i></b>	<b><i>Term Expires</i></b>
William Vales	2019	Leon Weavor, <i>Spectacle Pond Member</i>	2018
Barbara McRae	2019	David Richard, <i>Spectacle Pond Alternate</i>	2018
Nancy L. Hilsinger	2019	Steve Sussman, <i>Mill Pond Member</i>	2019
Millie McGovern	2018	Timothy Wanzer, <i>Mill Pond Alternate</i>	2018
Leslie Glorioso	2018	John Folsom, <i>Long Lake Member</i>	2018
Allen McRae	2020	Charles Bush, <i>Lake Matawanakee Member</i>	2018
David Sill	2020	Gerald James, <i>Citizen at Large</i>	2019
		Sheryl James, <i>Citizen at Large</i>	2018
		James Barisano, <i>Citizen at Large</i>	2018
		Corey Godfrey, <i>Ex Officio</i>	
<b><u>Open Space and Recreation Plan Implementation Committee</u></b>			
<b><i>Members:</i></b>			
Peter Church			
Vera Cohen			
Andrew Sammarco, <i>Chair</i>			
Samuel Bell			
Gary Austin, <i>Park &amp; Rec</i>			
Jeanne Bracken			

**Bicycle & Pedestrian Advisory Committee**

***Members***

Jonathan Isaac  
 Nikolaus Bates-Haus  
 Ann Grace  
 Paulo Loureiro  
 Dulcey Lacroix, *Resigned*  
 Gerry Cavallo  
 Vanessa Strong  
 David DeMuth

**Economic Development Committee**

***Members***

Cornelius O’Leary, Jr., *Chair*  
 Delisa Laterzo  
 Lisa Flanagan  
 Paul Glavey  
 Ivan Pagacik  
 John Bergeron  
 Carolyn Armstrong

**Littleton Common Committee**

***Members***

Jennifer Cameron  
 Katie Carruth  
 Megan Rank, *Clerk*  
 Joseph Ficociello, *Chair*  
 Brandon Foye  
 Lynda Giannetta  
 Ronald Goddard  
 Nathan Whitney  
 Joseph Azzolino, *Vice Chair*

**Shade Tree Committee**

***Members***

Rick Findlay  
 Kim Ahern  
 Jim Clyde, *Tree Warden*  
 Eva Apfelbaum  
 Vacancy

**Sustainability Committee**

***Members***

Erin Healy, *Chair*  
 Brian Balukonis, *Vice Chair*  
 Katie Carruth  
 Rick Findlay  
 Donald MacIver  
 Sarah Rambacher  
 Janet Field  
 Renato Mikio Nakagomi  
 Gary Lacroix, *Resigned*  
 Vacancy (2)

**Housing Committee**

***Members***

David Campbell, *Chair*  
 Bartlett Harvey (*Housing Authority Member*)  
 Paulo Loureiro  
 Doug Shaw  
 James Karr (*Selectmen*)  
 Richard Crowley (*Planning Bd*)  
 Jeffrey Yates (*ZBA*)

**Master Plan Implementation Committee**

***Members***

Paul Glavey, *Selectman*  
 Jonathan Liebowitz  
 Mark Montanari  
 Gary Lacroix  
 Mike Fontenella  
 Michael Zeldin  
 Anna Hueston

**Master Plan Update Steering Committee \***

*Committee completed tasks 2017\**

***Members***

Paul Avella, *Chair*  
 Richard Crowley, *Vice Chair*  
 Peter Scott  
 Melissa Hebert  
 Gary Lacroix  
 Mike Fontenella  
 Paul Glavey, *Clerk*  
 Bartlett Harvey  
 Michael Zeldin  
 Anna Hueston  
 Renato Nakagomi  
 John Bielefeld

**Special Weighers & Sealers**

**W. J. GRAVES CONSTRUCTION**

Steve Baronoski  
Ed Nowers

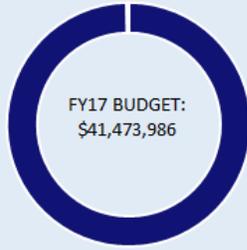
**FLAME**

Tom Wood  
Michele Roche  
Ronald Pollock  
Peter Wormell  
Cindy McNiff

**AGGREGATE INDUSTRIES**

Lonnie Brown  
Steven Martin  
Chad Abramson  
James Nicosia  
John Gintner  
Nicholas Signoretti  
Mark Landry  
Kathy Ubersohn  
Dawn Schildt  
Andrew Edmiston

DEPARTMENT BUDGET:  
\$121,365



The Littleton Cemetery Commission is charged with the stewardship and management of Westlawn Cemetery, as well as the Town's Old Burial Ground. The daily functions of our department, and the care of these special places, is carried out by a full-time Cemetery Superintendent and Groundskeeper.

In 2017, our department performed thirty full burials and nineteen cremain burials at Westlawn. At present, approximately 89.9% of the graves at the cemetery are either occupied or have been purchased.

This year, the Commission was pleased to make a number of improvements to the cemetery building and grounds. The original carpeting in the building's conference room and office was replaced with new and more suitable carpet for municipal use. And, the lobby entrance drapery, which had become severely faded, was replaced. At the May, 2017 Town Meeting, the Historical Commission was awarded \$9,500 in Community Preservation funds to conserve and preserved monuments at the Old Burial Ground. This work was carried out by Conservators Fannin and Lehner of Concord, Massachusetts. At the conclusion of the first phase of this project in the late fall of this year, twenty two tombstones were professionally cleaned, capped, re-set, drilled/pinned, adhesive repaired, and infilled at the site. We look forward to working with the Historical Commission on the second phase of this project.

In May, the Commission was the recipient of a most generous 15.7 acre land donation from the estate of Charlotte Hartwell. This large plot of land will be utilized for future cemetery expansions and open space on the property. The Commission would like to send our deepest gratitude to the estate and family of Mrs. Hartwell for this gift that will benefit the townspeople for generations.

Our department continues to plan for the future. With a fixed and decreasing number of grave lots available for purchase at Westlawn, the cemetery will



require more developable space in the near future. We have begun planning to have preliminary engineering completed on site to determine possible layouts and lot configurations for cemetery expansions to accommodate burials in the years to come. We are also exploring the possibility of constructing an outdoor niche wall columbarium at Westlawn, as more and more individuals are choosing cremation over full burials.

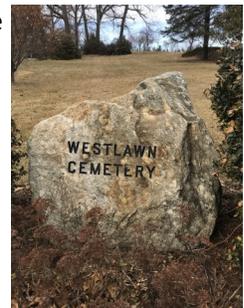
In the late summer, Mary Gosby retired from the Commission. We thank her for her many years of service to the Board and to the Town. In December, Carolyn Mueller was appointed to fill the remainder of Mary's term, through the May, 2018 Town election. We welcome her to the Board and look forward to working with her.

This year, Westlawn Cemetery was once again used as the site for the Town's annual Memorial Day ceremony, as well as flag retirement ceremonies by the Boy Scouts.

We wish to extend our great appreciation to Cemetery Superintendent, Thomas Bailey and Groundskeeper, Laurie Taylor for their continued dedication and excellent service to our department and to the townspeople. A special thanks goes to volunteers John Shepple and Bruce Russell for the many hours that they give at Westlawn each month to keep this cemetery a beautiful place to visit. We would also like to thank all of the other Town agencies and Boards that have assisted our department throughout the year, especially Town Engineer Chris Stoddard and Superintendent James Clyde of the Highway Department.

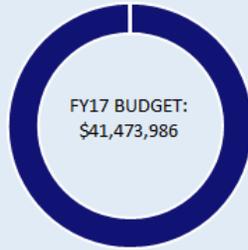
Respectfully Submitted by the  
Commission,

Janet Sullivan, Chair  
Andrew Sammarco, Clerk





DEPARTMENT BUDGET:  
\$46,000



## 2017 at a glance

- Mill Pond dredging by the US Army Corps of Engineers is in the planning stage
- Spectacle Pond, Long Lake and Doleful Pond were treated for invasive aquatic plants
- Water Quality Monitoring is being conducted for a 2nd year in our ponds and streams
- Spectacle Pond Flow Monitoring Equipment has been installed as part of a pilot program
- Funding for Municipal Storm water Discharge Engineering continues for a 2nd year

## Mission & Objectives

The Littleton Selectmen formed the Clean Lakes Committee (CLC) in 1999 as an ad hoc group to assess conditions and coordinate improvements to Littleton's lakes and ponds. Working in conjunction with the Littleton Water Department's Environmental Analyst Corey Godfrey, the CLC takes on initiatives that address public access, maintenance, water quality analysis and resource restoration in Long Lake, Spectacle Pond, Mill Pond and, Lake Matawanakee. The CLC has been funded from its inception through profits from the cellphone tower located on Littleton Water Department (LWD) property near Spectacle Pond. In November, 2011 at the Special Town Meeting, voters approved an amendment to establish the CLC as a standing committee of the Town.

The CLC brings together representatives from lake associations, interested town committees and concerned citizens to share ideas and objectives, and implement actions to help restore, improve and maintain water bodies, streams and wetlands town-wide. Meetings are usually held at 6:00pm on the first Wednesday of the month at the Littleton Electric Light and Water Department (LELWD) Operations Center, 39 Ayer Road. Links and meeting agendas are available through the Littleton Town website.

### Join the CLC

We invite any town resident who is committed to improving Littleton's publicly accessible waterways to attend our meetings or apply to become a voting member of the CLC. Please send an email detailing your interests to CLC Advisor Corey Godfrey, [cgodfrey@lelwd.com](mailto:cgodfrey@lelwd.com).

## Mill Pond Restoration

Plans for the project are developing as the designers at the New England Division of the United States Army Corps of Engineers (USACE) explore alternatives to trucking dredged materials from the site. Hauling all the dredged material away was abandoned in 2016 when no adequate destination could be secured.

The Army Corps' designers are modeling solutions for us based on lessons learned in Milford MA, where they recently completed dredging Milford Pond. The two projects are similar in that dredged soils there were also dug out and relocated on site. We believe Mill Pond's restoration plan will benefit directly from the success of the Milford Project.

At Mill Pond the USACE proposes to place excavated material behind natural retention barriers – coir logs – to create new land masses. As the coir logs deteriorate, the drying soils behind them will stabilize and support indigenous plants and trees. Reshaping the contours of the basins at Mill Pond to remove nutrient-laden silt and deepening some areas from 12' to 14' will necessitate modifying the configuration of the shoreline in places and the creation of low islands.

While most of the design work has focused on Basin 1, Basin 2 was added to the project this year. Basin 2 was privately owned but has been donated to the town with the stipulation that it receives the same improvements as Basin 1. This should be beneficial to the general success of the restoration, as it has always been hoped that the project be as comprehensive as possible.

The proposal should be brought to the public for review in 2018.



### 2017 Invasive Plant Management

As dominant as the Mill Pond Restoration Project has become, suppression of non-native invasive aquatic plants and nuisance vegetation continues to be a primary focus of the CLC. Curly-leaf pondweed, Variable Milfoil and Fanwort reoccur regularly and can spread rapidly in our mature lakes and ponds. Water Chestnut is an ongoing problem in Doleful Pond, at Newtown Hill. If left unchecked, these water-born plants can overtake native species and clog shallows, degrading our lakes' health and recreational value.

Solitude Lake Management of Shrewsbury MA treated Spectacle Pond and Long Lake for Curly Leaf Pondweed in mid-May. Applications addressing Fanwort in Long Lake were conducted in late June, late July and again in late August. No Fanwort was found in Spectacle Pond due to the effectiveness of the 2016 application. Water Chestnut was again treated in Doleful Pond in late July and late August. Annual inspections and timely application of appropriate herbicides by Solitude are crucial to maintain the health of Littleton's ponds.

### Water Quality Monitoring Program

Our volunteer-driven monitoring of lakes, ponds and streams continued this year. The accumulated data might help to identify issues and conditions that need attention and will be shared with MA Department of Environmental Protection (MassDEP).

### Spectacle Pond/Lake Matawanakee Flow Monitoring Project

Littleton's Spectacle Pond and Lake Matawanakee were selected to join a statewide pilot project to demonstrate the advantages of installing linked measuring devices that assess actual conditions

throughout a regional network of dams and other water control points. The equipment measures upstream & downstream water levels and water temperatures, estimated in- & outflow, as well as recording weather data like precipitation and current forecasts. The data is then made available in real-time on a common website called the Dam Dashboard. The accumulated data can then be analyzed to recognize trends and make decisions based on actual conditions. Such a system has not existed prior to this program. GeoSyntec, the engineering firm that conducted Long Lake's restoration project a decade ago, is sponsoring the program. We have wanted similar gauges and meters at Spectacle Pond since the outflow conduit was replaced, but had not imagined integrating the controls with a network such as this. The equipment has been installed and it is operational. We are pleased to have been selected as a participant in this program.

### EPA MS4 Municipal Stormwater Discharge Permitting Engineering

The CLC has budgeted for and is providing \$100,000.00 per year for three years to the town to cover engineering costs for Littleton to comply with the Environmental Protection Agency's new stormwater standards. 2017 was the second year of this contribution.

### LOOKING FORWARD

With most of our budget and focus finally shifting to the restoration of Mill Pond we anxiously await a comprehensive plan to bring to the public. We look forward to sharing next year's developments and trust that the project is in capable hands.

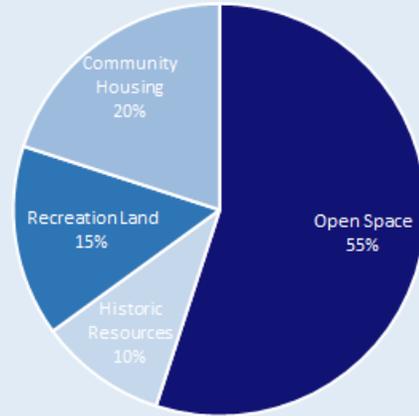
Respectfully submitted,  
Jon Folsom, CLC Chairman

## Mission Statement

Preserve the “small town feel” found in the historic, clustered village centers, surrounded by interconnected natural and agricultural open spaces. Specifically by:

- Preserving Littleton's historic resources and structures
- Preserving and enhance Littleton's open space for both conservation and recreation
- Preserving and increasing Littleton's affordable housing in order to foster economic, racial/ethnic and age diversity among its citizenry.

## Allowable Spending Categories



2017 Beginning Balance:	2017 Total Revenue(s):	2017 Total Expense(s):
\$1,750,771.21	\$458,621.00	(\$1,094,896.00)

Each year the Community Preservation Committee (CPC) oversees the spending of revenues generated by the 1% Littleton real estate tax surcharge and associated revenue streams on projects that meet guidelines established by Massachusetts law as determined by the Community Preservation Act.

The beginning balance includes over \$500,000 of revenue that was recently generated by the Town for deposit into the Community Preservation Fund as allowed by amendments to the Community Preservation Act. These ‘blended funds’ are called such because, together, with the normal revenue generated by the 1% real estate tax surcharge for CPA in Littleton, they may bolster revenues in any given year up to a 3% surcharge equivalence. In 2017 the CP Fund in Littleton benefitted from enough blended funds to bring it up to that maximum amount allowed by law. This resourcefulness of the Board of Selectmen and the Town Administrator reflects the continuing creativity of our community in leveraging the benefits of the Community Preservation Act and the matching state funds that come with it.



The spending policy of the CPC enables us to better meet the goals of our mission. The committee will hear any applicant (residents, private non-profits, committees, boards, and other town agents) about their project in the areas of Community Housing, Historic

Resources, Open Space and Recreational Land.

### Community Housing

Community Housing in Littleton has had support from the CPC for boiler systems, roof replacement, and other projects that ensure the preservation of public housing properties from injury, harm or destruction. Ongoing CPC support (\$5000 injury, harm or destruction. Ongoing CPC support (\$5000 for 2018) for Littleton’s involvement in the Regional Housing Services Office falls under this category. At the end of 2017, balances for this category are the greatest of any other and represent over \$300,000 in savings toward the next project.

### Historic Resources



With CPC funds, an updated Survey of Historic and Cultural Resources was conducted in 2017 to identify and characterize historic buildings. The Survey may be

useful for upcoming Littleton Common revitalization efforts. Also, a project at the Old Burying Grounds near the Common conserved and rehabilitated almost two dozen gravestones and monuments.

### Open Space



In 2017 the CPC contributed close to \$1M for the purchase of the Williams Property (32+ acres), another large, flagship property to add to Littleton’s exceptional natural resources. The construction of a parking lot at the Oak Hill and Tophet Chasm property of Littleton’s Conservation Commission was supported in 2017 by the CPC with \$17,000 and in-kind services from other town departments. This amenity has expanded access to this uniquely wonderful property for both citizens of Littleton and people from neighboring communities.

### Recreational Land



Past projects having a focus of active recreation projects have included a small boat launch on Mill Pond and the reconstruction of the basketball courts and parking area of 300 King Street. In 2017 following negotiations with a developer of a project in town, \$100,000 was given to the town for use on active recreation projects. This money was deposited



with the Community Preservation fund as “blended funds” and received about \$25,000 in state matching funds as a result.

### Looking ahead...

Ongoing, the committee receives correspondence on and has hearings about a wide variety of projects that we look forward to discussing in our monthly open meetings with you (usually evenings of the fourth Wednesday of the month). For more information and application forms:

<https://www.littletonma.org/community-preservation-committee>

### Community Preservation Committee

(As of 12/31/17)

**Mit Wanzer, Chairman**

*(Board of Selectmen appointee)*

**Andrew Sammarco**

*(Conservation Commission representative)*

**Linda Stein**

*(Littleton Historical Commission representative)*

**Carolyn Mueller**

*(Board of Selectmen appointee)*

**Bartlett Harvey**

*(Littleton Housing Authority representative)*

**Jamie Cruz**

*(Planning Board representative)*

**Fred Faulkner**

*(Finance Committee representative)*

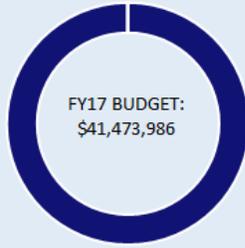
**Sam Bell**

*(Board of Selectmen appointee)*

**Mike Levasseur**

*(Parks and Recreation and Community Education representative)*

DEPARTMENT BUDGET:  
\$34,915



The Littleton Conservation Commission serves as the Town's agency for local environmental protection, enforcing the Massachusetts Wetlands Protection Act (WPA), as well as the Littleton Wetlands Bylaw. The Commission also provides stewardship to and management of all Town-owned conservation lands.



The Commission reviews Massachusetts Department of Environmental Protection filings as they are submitted. Public hearings are held in the town hall and site inspections are made to the respective properties. When the commission approves a project design, permits are issued. Throughout the year, the Commission received a steady stream of Notice of Intent applications, requests for Certificates of Compliance, requests for Determinations of Applicability, and Abbreviated Notices of Resource Area Delineations (ANRADs). In 2017, the Commission reviewed 26 Notices of Intent (12 of which were for individual lots at Couper Farm Estates) to perform activities within one hundred feet of a wetland, and granted 31 Orders of Conditions, authorizing work to be completed. The Commission issued 10 Certificates of Compliance for projects satisfactorily completed, and reviewed 4 Requests for Determination of Applicability, as well as 2 ANRADs. Two (2) enforcement orders were placed on landowners in violation of the WPA/local wetlands bylaw by the Commission. The year 2017 was a busy residential building year with the construction at Durkee Farm Estates, Couper Farm Estates and Bennett Orchard.

The Commission has in its custody a wide array of

protected open space properties and hiking trails available for public use. Our agency is charged with the management of these special lands on behalf of the townspeople. In performing its duties, the Commission partners with, and is greatly aided by, the Littleton Conservation Trust, the Town's private land trust, and its land stewardship program. Under the Trust's Director of Land Stewardship, a team of land stewards uniformly protect, monitor and maintain all Commission and Conservation Trust properties over hundreds of property visits and volunteer hours each year. Stewards and volunteers are active in property and trail maintenance, invasive plant control, wildlife preservation projects, and other activities that benefit Littleton's natural landscape.

This year, the Commission was proud to have a number of important projects and programs transpire upon its lands. Many tours were conducted on our properties for the public by land stewards and members of the Conservation Trust. We continued to partner with Mark 9 K-9 Search and Rescue, allowing the use of our properties for this team of dedicated volunteer's to train their impressive search dogs. This year, under the direction of Jim O'Neil and Rick Findlay, the Commission's Cloverdale property restoration project has been fully under way, and we look forward to the construction of a boardwalk that



will allow access across the old beaver meadows with expansive views. At Oak Hill, a new parking area on Harvard Road for this heavily used reserve was completed, thanks to the work of the Littleton Highway Department. In May, the Commission proudly co-sponsored a Freedom's Way National Heritage event at Prouty Woods with the Historical Commission, Historical Society, and the Conservation Trust. The Commission's Mill Hill Property continued as the site of an important beetle survey performed by the USDA. The community gardens at the Yapp and Newtown Hill properties continued to be well utilized by the townspeople. And, at Long Lake Park and other conservation properties, the Conservation Trust's bird box/habitat program orchestrated by resident Dustin Neild once again resulted in the hatching of dozens of baby blue birds, wood ducks, and tree swallows. We

look forward to the continued successes of these and other programs.

The Commission was also involved in the Town’s acquisition of the Joyce Williams and Massachusetts Department of Transportation land on Boxborough Road. These properties added over 40 acres of open space, and provide an important connection to the Newtown Hill Conservation Land and greatly extend the trail network for public use.

This year, the Commission welcomed Julie Rupp and Rachael Robinson as its newest members. It also said goodbye to Thomas Mann, who retired from the board after having served for a number of years. We thank him for his service to the Town!

In July, the Commission was saddened by the passing of Art Lazarus. For decades, Art was a pillar for conservation in Littleton, serving as a Trustee and Director of Land Stewardship for the Littleton Conservation Trust. He was instrumental in the creation of the Town-wide Land Stewardship program and most, if not all, trails in Town. We are grateful for the many years of dedicated service that Art gave to the Commission and the Town for his care of our land, and for all that he did for the conservation community.

The Commission would like to recognize and thank the Land Stewards and all volunteers for their efforts throughout the year. A special thanks also goes out to all of the town departments that have aided the Commission in performing its mission throughout the year, especially the Highway Department and its Director Chris Stoddard and Operations Manager,

James Clyde. We would also like to thank our Conservation Agent, Amy Green, for her continued expertise and dedication to our department, and all of the work that she performs on our behalf on a daily basis, in the office and out in the field.

**2017 Conservation Land Stewards:**

Rick Findlay	Keith Hevenor	Clayton Keller
Juliana Miller	Cammy Bean	Jim Campbell
Andrew Halloran	Richard Buckles	Dwight Long
Ray O’Neil	Karen O’Neil	Daniel Parvanov
Andrew Sam-marco	Jim O’Neil	Ed Franzek
	Kevin Spurr	Cal Yapp
Chris Mountain	Jim Cordingly	Chris D’Orizio
Bartlett Harvey	Dick Anderson	Sarah D’Orizio
Rick Roth	Bill Brown	Mit Wanzer
Russ Mullen	Andrea Curran	Erin Jade
Carl Rivenburg	Jeff Simmons	Art Lazarus
John Zimmer		

Respectfully Submitted by the Commission:

James Pickard (Chair), Anna Mayor, Carl Melberg, Julie Rupp, Andrew Sammarco and Sarah Seaward



The Littleton Historical Commission serves as the Town’s agency responsible for the preservation of the artifacts, places, buildings, and stories that have made, and continue to make, our Town a special place to live. Our Commission is charged with protecting these historic resources through public engagement and education; preservation, conservation and restoration projects, as well as through other activities that seek to showcase and preserve our unique past. The Commission also administers the Town’s demolition delay bylaw. The year 2017 proved to be another busy year for the Board, as it carried out its mission through a number of important works and events.

Throughout 2017, the Commission continued to explore various ideas to help re-build and preserve the historic c. 1740 Long Store building. The building, which was taken apart, inventoried, and moved to make way for “The Point”, is currently being stored in a trailer that is owned and regularly monitored the Commission. Board members and others continue to look into alternatives to re-build this important structure.

On April 19th, the Commission once again held its annual Patriots’ Day ceremony to commemorate the brave men from our Town that joined the march to Concord on the Isaac Davis Trail to encounter the British at the start of the Revolutionary War. The well attended event included costumed members of the

Historical Society, a firing volley by the Boxborough Minutemen Company, a speech by member Jonathan Liebowitz, and a wreath laying ceremony.

In May, the Commission was proud to once again co-sponsor a Freedom’s Way National Heritage event with the Conservation Commission, Historical Society, and the Littleton Conservation Trust at the Prouty Woods. This event, which attracted numerous visitors from Town and other places, showcased the impressive history, creatures, and natural wonders of this large and popular conservation preserve.

At the May 2017 Town meeting, the Commission was pleased to be awarded community preservation funds for two special projects, one to conduct conservation work at the Town’s Old Burial Ground, and the other to update the Town’s survey of historic and cultural resources. Since receiving this funding, both projects have been actively underway by the Commission. Fannin and Lehner of Concord, a firm that has previously done work at the Old Burial Ground, was selected to begin conservation efforts at this site. Phase one of the project was completed in the late fall, and resulted in the conservation of twenty-two monuments. Phase two of the project is currently being planned, and the Commission plans to reapply for CPA funding in early 2018. Much progress has also been made on the Commission’s survey of cultural and historical resources in Town. A list of approximately ninety historic buildings in need of priority inventory by the Town was organized by the



Commission, and the project has been moving at a great pace by the Commission’s hired consultant, Jenn Doherty. Ms. Doherty has been focusing on inventorying historically significant structures around the Common at the beginning of this project, and will gradually branch out to the other buildings identified by her and the Board as her work continues.

In the fall of 2016, it came to the Commission’s attention that the historical Quarantine Station marker on Harwood Avenue that had been destroyed during a car accident two years prior, had not yet been repaired or replaced. In July of this year, the Commission arranged for its replacement by Garside Monuments of Westford, Massachusetts. We are currently also focusing our attention on other historic markers and signs that may have fallen into disrepair throughout the Town. An inventory of monuments and signs and their current condition is currently in progress. We hope to replace or repair a percentage of these important markers each year.

Throughout 2017, the Commission continued to investigate the possibility of conserving and rehabilitating the historic Porter Road bridge. This important site is currently in need of structural repair. The planning for this project has been ongoing, and may include a request to the Community Preservation Committee for funding.

Commissioner Donna White began investigating the possibility of getting local Revolutionary War veteran Dr. Enoch Dole posthumously awarded the Purple Heart last year. Dr. Dole was killed at the battle of Dorchester Heights, but never officially recognized for his sacrifice to our nation. She is currently working with various groups including the U.S. Army, Wounded Warrior Project, and our local Veterans’ Agent to set up an event to accomplish this goal sometime in mid 2018.

With two historical structures being torn down last year under the current demolition delay By-law, 417 King Street (also known as the Daniel Burnham House) and 32 King Street (also known as the Jesse Kimball House), the Commission has actively been working to strengthen this regulatory ordinance during 2017. We hope to have a newly drafted By-law in place in 2018, so that we may better and more effectively administer our mission to protect historic sites in Town.

In 2017, members of the Commission continued to actively participate in the Town’s Master Plan steering process. Commissioners attended public forums and met with Master Plan consultants to ensure that preserving the Town’s history and rural

character is a top priority of this future guiding document. Member Jonathan Liebowitz, who joined the Master Plan Implementation Committee this year, is helping to ensure that the historical goals in this plan will be executed. He regularly updates the Commission on the work of the MPIC, and provides important guidance on how we as a Commission can work to achieve these goals for the Town.

This year, the Commission was saddened by the passing of former member John Bowers. John gave many years of service to the Commission and to the Town. He was a dedicated and much involved public servant and citizen of Littleton. We thank and honor him for all that he did to protect and to preserve our Town’s past for future generations, and for all that he contributed to help make Littleton the wonderful community that it is today.

We would like to thank all of the citizens, organizations, and other Town boards and staff that have aided us in carrying out our mission during the past year. Especially, the Littleton Historical Society and its Curator, Carolyn Mueller, and its President, David Whitcomb.

Looking to the year 2018, the Commission hopes to increase its efforts towards fulfilling our mission to the townspeople in a number of ways. Many projects are actively being planned by the Commission, and we look forward to working with you to see that our Town’s history is protected and preserved for future generations.

Littleton Historical Commission	
Members	
John Leger	Linda Stein
Jonathan Liebowitz	Andrew Watt
Michael Robinson	Donna White
Andrew Sammarco	

Respectfully Submitted by the  
Littleton Historical Commission

The 2017 Littleton Master Plan “Cultivating the Future” was approved by Town Meeting in May, 2017, and the Board of Selectmen and Planning Board established the Master Plan Implementation Committee (MPIC) on June 5, 2017. MPIC is tasked with promoting and guiding the implementation of the 2017 Master Plan.



**MPIC Members and their term expiration dates:**

Michael Zeldin, Chair	2020
Anna Hueston, Vice Chair	2019
Gary Lacroix, Clerk	2018
Michael Fontanella	2020
Jonathan Leibowitz	2019
Paul Glavey	2018
Mark Montanari	2018

The Master Plan includes 67 items that require implementation. MPIC members work to establish working relationships with Boards, Committees, residents, and key stakeholders: each member of MPIC works with one or more of these groups, providing guidance, information, and assistance to identify how the Town can focus on priorities outlined in the Town’s Master Plan.

MPIC began its work by identifying and starting work on high priority tasks, known as

**“The Initial 7” implementation tasks:**

**Transportation:** MPIC Member Gary Lacroix drafted a charter tasking a proposed “Transportation Advisory Council” to address coordination of transportation related projects and dissemination of information to the community. The concept was presented to DPW staff and several Boards and Committees; MPIC will next work with the Board of Selectmen on how best to implement this strategy.

**Housing: Targeted Development:** Town meeting passed 3 key items addressing housing: Senior Residential Development, Inclusionary Housing, and the Littleton Affordable Housing Trust Fund. Town Meeting voted to adopt these targeted development initiatives to address the housing needs of seniors. These actions have stimulated a positive response from the development industry and the

community; the Planning Board is now considering several Senior Residential Development proposals.

**Space Needs at Town Office Building:** The Board of Selectmen commissioned an architecture-design firm to assess the space needs at the Town Office Building. The report will serve as guide to further action.

**Historical Survey:** The Historical Commission has undertaken a survey and inventory of Littleton’s Historical and Cultural Resources with the aid of an expert consultant. The results are expected during 2018.

**Including Master Plan Project Costs into the early budgeting process:** The Board of Selectmen, Finance Committee, and the Town Accountant have been including anticipated costs and revenues when available for priority projects described in the Master Plan.

**Littleton Common:** The revitalization of the Common will require infrastructure improvements to spur economic development. The Board of Selectmen has been working with a consultant with extensive experience in waste management to further define the potential scope of a revitalized Common. Town meeting approved \$80,000 to provide design scenarios that depict different land/building use densities along with the economic and social costs and benefits of each. These will provide residents, property owners, and stakeholders options to see and express preferences. The MPIC was also awarded a \$50,000 Planning Assistance Grant from the Executive Office of Energy and Environmental Affairs (EEA) and the MPIC will select a consulting firm to assist the Town in this effort. These funds will also be used to assess what existing zoning regulations, if any, need changes to satisfy the preferred Littleton Common scenario.

**Zoning Diagnostic:** A portion of the appropriated and grant funds will also be used to assess the compliance of Town Zoning bylaws and regulations with State and Federal laws. Any recommendations on updates to the zoning bylaws will be submitted to Planning Board, Town Counsel, and ultimately to Town Meeting as appropriate.



**LOOKING FORWARD:**

For 2018 and beyond, the MPIC is planning Town wide community and neighborhood forums to gather input and feedback on the impacts of specific implementation tasks, such as zoning and housing options. MPIC meetings are open to the public, and your input is always welcome.

Respectfully Submitted,  
Michael Zeldin, MPIC Chair

2017 was a very busy year for the Permanent Municipal Building Committee (PMBC) with 2 major projects underway and the continued capital facilities improvements made to town buildings.

### Alumni Field

With the approval of the Alumni Field renovation at the 2016 fall special town meeting, the construction of Alumni Field began with the ground breaking in May. It was celebrated with the High School student athletes throwing the ceremonial first scoops of dirt.



Through-out the summer the project was underway with Classic Construction and Green Acres, under the supervision of the PMBC and our Owner’s Project Manager from Vertex. The facility opened to the public on September 21 to an overflow crowd to watch the High School Football team win on the newly completed facility. The project completed within the planned budget.

### Fire Station

The Fall 2016 Special Town Meeting approved reconstruction of the Fire Station. The project started in February 2017 with partial removal of the old building and major site work. Full construction was underway by Spring.



The project proceeded throughout the year with site work and construction by Castagna Construction under the supervision of the PMBC and our Owner’s Project Manager from Vertex.



The completed Fire Station opened for occupancy in January 2018, within the \$8.9M budget.

## Other Projects

- Houghton Building roof leak: The PMBC had the roof examined and determined there were some issues with the copper roof seams. Working collaboratively with the original installer, the repairs will be done at no additional cost to the town. In addition, a leak was repaired in the High School roof.
- Replacement of several RTU's on the Town Hall roof
- School facility infrastructure projects continue with first year work on an active classroom refinishing plan to ensure vibrant spaces for

student learning.

- Other on-going school projects included finishing the Shaker Lane Univents, seal coating the High School tennis courts and replacing Shaker Lane carpet and exterior doors.
- Repairs were done to the Library roof and the glass block wall.

## Thank You

Thank you to Sue Raymond who handles our administrative work and Marilyn Fedele who takes minutes at our meetings.

We also acknowledge the assistance and support received from: Bonnie Fleck, Jim Clyde, Michelle Reynolds, Chief Scott Wodzinski, Deputy Chief Tom Clancy and Town Clerk Diane Croy.

Respectfully Submitted from the Committee:

Joe Collentro, Chairman

Bob Romilly, Vice Chairman

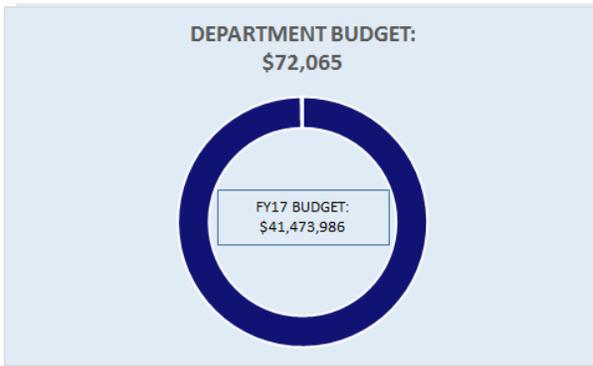
Carl Bryant, Clerk

Steve Moore

Richard Crowley

Bill Cole

Daryl Baker, School Committee Representative



**Introduction:**

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

Ed Mullen, Chair	2020
Jamie Cruz, Vice Chair	2021
Mark Montanari, Clerk	2022
Peter Scott	2019
Richard Crowley	2018

**Highlights:**

The Planning Board’s work in 2017 included finishing and adopting the Littleton Master Plan 2030 “Cultivating the Future” on April 20, 2017. Town Meeting voted to accept the Master Plan on May 1, 2017, officially kicking off the process of implementing the Master Plan to put the Town’s wishes in action. Initial Senior and Affordable Housing goals have been achieved, with the passage of new bylaws addressing Accessory Apartments, Senior Residential Developments, Inclusionary Housing, and establishing the Littleton Affordable Housing Trust. Through the Master Plan process, the Town has conducted the planning work necessary to determine what the residents want the Town to look like in the next ten to fifteen years. A great big “thank you” to all who participated in the Master Plan process, and all who are working now to assure that implementation continues.

**Meetings:**

The Planning Board held twenty regular meetings

during 2017; Planning Board agendas were dominated by a series of meetings devoted to working with the Council on Aging and the COA Housing Subcommittee to draft zoning bylaws to address senior and affordable housing. Applications reviewed by the Planning Board included a number of commercial development proposals as well as residential subdivisions.

**Master Plan:**

Planning Board members have been working closely with the Master Plan consultants, the Master Plan Update Steering Committee (MPUSC) and the new Master Plan Implementation Committee (MPIC). The MPUSC was sunsetted, and the MPIC is working to implement specific recommendations of the Master Plan’s Implementation Program. Staff time dedicated to the Master Plan process has been beneficial, allowing the Planning Board to expand the duties of the Board beyond reviewing project applications to help implement steps to reach goals the Town residents have set.



**Residential Development:**

While residential construction remains strong, there was only one application for a new Open Space Residential Development: Couper Farm Estates, approved with 25 lots plus 24 age-restricted units. Open Space subdivision layouts cluster residential development, and preserve land area as open space, providing opportunity for recreation sites, trails, and agricultural use. Construction at several prior residential subdivision sites continues, with Chestnut Lane, Bennett Orchard, and Durkee Farm Estates all currently under construction. The Planning Board utilizes construction oversight services provided by consultants for all new subdivision roadways.

A total of eight residential ANR (Approval Not Required) plans were endorsed by the Planning Board in 2017, creating four new residential lots. Scenic Road Approvals, reviewed jointly with the Tree Warden, were issued for the Harvard Road parking area (access to Oak Hill trails), and for a single driveway near 307 Harwood Avenue.

### Commercial Development:

The Planning Board reviewed and approved several applications for new commercial development and re-development of existing commercial sites in 2017, including Alumni Field, reuse of 6 Meetinghouse Road, and a proposed Town Fair Tire at 501 Great Road and new headquarters for Workers' Credit Union at 119 Russell Street. One application for a Medical Marijuana "grow-only" facility was approved for an existing warehouse site at 234 Taylor Street. Construction continues at "The Point", a commercial development including retail, restaurant, office, hotel, and theater space at the intersection of Route 119 and 495. Grand openings at The Point for numerous new stores and restaurants occurred in 2017 and are scheduled to continue in 2018.

### Planning Process:

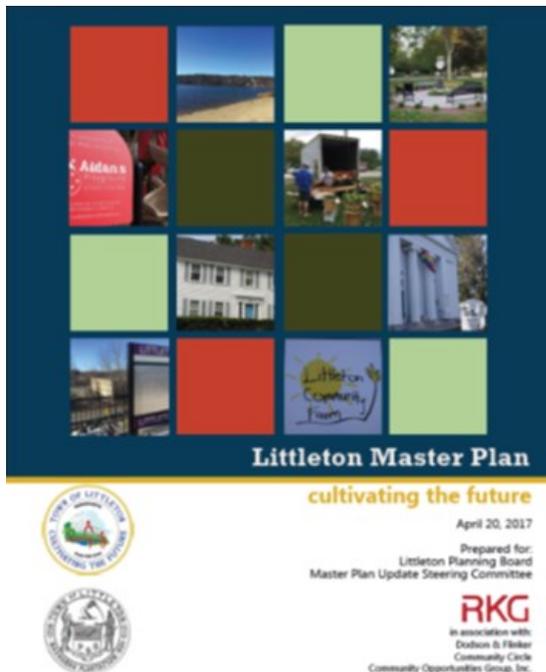
The Planning Board encourages developers to meet with the Planning Board early in the development planning process to allow for communication of the Town's goal to foster economic development that is consistent with community character. Planning Board members serve on numerous other Boards and Committees, including the Community Preservation Committee, Master Plan Implementation Committee, and the Permanent Municipal Building Committee. Goals for 2018 include a continued commitment to responding quickly to new applications, working closely with developers during project construction, and implementing the Master Plan.

### Planning Board Office:

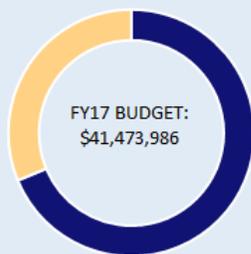
The Planning Board office, located in Room 303 of Town Hall, is open from 9:00 a.m. to 4:00 p.m. Mondays through Fridays; please call ahead 978-540-2425 for an appointment to assure focus on your question. Planning Board meetings are held on Thursday evenings as posted, usually the first Thursday of the month. The Board appreciates and encourages public attendance at its meetings and encourages citizens to offer their constructive comments. Planning Board meeting agendas are posted in Town Hall, and also for information, on the town Web site, [www.littletonma.org](http://www.littletonma.org).

The Board thanks Town officials and members of the various Boards and Departments for their cooperation and assistance throughout the year. Please feel free to call the Planning Board Office at 978/540-2425 or email Maren Toohill, the Planning Administrator [MToohill@littletonma.org](mailto:MToohill@littletonma.org) with any questions.

Respectfully Submitted,  
Maren Toohill, AICP - Planning Administrator



DEPARTMENT BUDGET:  
\$18,875,890



The previous year saw the students, teachers and staff of the Littleton schools continue their historical high-level of achievement in the standard curriculum while at the same time expanding their focus on social and emotional learning, educating the whole child, broadening curriculum materials through the use of technology and expanding learning opportunities through partnerships with other educational institutions.

Our teachers and administrators recognize that today's students face different social challenges and an increased risk of social isolation due to the increasing use of various social media platforms. LPS has implemented a variety of programs to address social and emotional learning, all of which have been incorporated into a "Meaningful Connections" document that demonstrates how these programs are integrated into the delivery of the classroom curriculum in a concerted effort to educate the "whole child."

Littleton High School has developed a dual-enrollment partnership with Middlesex Community College which allows our teachers to broaden their course offerings and provide our students with opportunities to achieve college course credit for the successful completion of course work in classes such as AP Statistics, Spanish IV and Latin V. LHS has also continued their partnership with Littleton Community Television, with students using the LCTV studios to produce broadcast content available to the school community and the community at large. LHS also saw the roll out of the 1:1 Chromebook program for 9th and 10th graders. This program will continue with incoming 9th grade classes and eventually result in all students at LHS having their own device for use during the school day and at home during their entire time in high school. Our teachers continue to use Professional Development to strengthen their use of technology in delivering meaningful learning resources aligned with our curriculum in all subjects.

Russell Street School saw the introduction of the

District's first Maker Space and the Middle School will be adding a second Maker Space in the spring of 2018. While Maker Spaces are aligned with the curriculum in multiple subjects, they allow students to foster creative thinking and problem solving skills beyond the normal classroom activities such as tests and papers.

The Littleton School Committee approved an appropriated budget of \$18,860,000 for FY2018. This was a 4.47% increase over the previous year's appropriation. The increase was driven primarily by contractually-negotiated raises for teaching staff as well as increases in SPED Out-of-District tuitions. The increased appropriation also resulted in the hiring of an additional classroom teacher at Russell Street as well as an English Language Learner specialist and a Math intervention instructor. Re-allocating resources from retirements and resignations also resulted in the hiring of a Unified Arts teacher to be shared between Russell Street and Shaker Lane. All of these hires are in direct response to increased student enrollment as the School Committee remains committed to maintaining effective student/teacher ratios.



Beyond the appropriated budget, the School Committee authorized the spending of \$778,016 in Circuit Breaker funds provided by the Commonwealth to support Special Education expenses. The School Committee also authorized the spending of up to \$404,000 from the School Choice revolving account. Part of these funds were to support the phase-in of tuition-free Full Day Kindergarten (FDK). Initially, the goal was to do a three year phase-in. However, due to budget constraints the School Committee voted to fund a five year phase-in. It should be noted that the topic of tuition-free FDK resulted in a tremendous outpouring of support from the parent community. Several School Committee meetings included debate on this topic. The debate included contributions from many community members who came out to these meetings in force to advocate for tuition-free FDK. While this initiative is currently being supported through the use of School Choice funds, it is clear to the School Committee that public sentiment clearly supports this being supported by the appropriated budget in the near future.

Early in 2018, the School Committee successfully completed negotiations with Littleton Educators Association on a new three-year contract. The School Committee is grateful to the LEA for their continued

demonstration of commitment and professionalism on behalf of our students and the greater community of Littleton.



The fall of 2017 saw the grand opening of a fully renovated Alumni Field facility. Football, cheer, field hockey and boys and girls soccer all played and practiced on the new synthetic playing surface, and the District looks forward to many hours of use by the boys and girls lacrosse teams this spring. In addition, youth tackle and flag football, cheer and lacrosse either have made or will make extensive use of the facility in the spring. The natural turf fields at the High School have been re-seeded and are now being rested and maintained, and it will be much easier to keep them in playable condition due to the reduced amount and type of traffic they had been forced to sustain in past years. The School Committee would like to thank the community for supporting the Alumni Field project as it will benefit thousands of high school and youth athletes for many years to come.

The finish of the 2016/2017 school year marked the end of Rich Faherty's tenure as Principal of Shaker Lane. Rich held that position for 18 years and shepherded more than 1500 students through their first years as Littleton students. The positive and lasting impact he had on those students was marked by the enthusiastic reception the graduating seniors gave him as he delivered remarks at Commencement. The School Committee thanks Rich for his devoted service to our students and staff and wish him the best of luck in his retirement. The School Committee

also welcomes Michelle Kane as the new Principal of Shaker Lane.

Last spring's Town elections resulted in Daryl Baker winning a third term on the School Committee and Jenn Wilson being elected to the seat vacated by Alex Pratt. Alex chose not to run again, but while a member of the Committee, he made a lasting impression as a passionate advocate for primary and secondary public education for all students. Alex was very active at both the local and state level, immersing himself in and contributing to policy discussions and debates on a wide-range of issues facing public school districts. The School Committee re-organized after the election with Mike Fontanella being elected Chairman, Mike Mizzoni as Vice-Chair and Daryl Baker as Secretary.

The School Committee would like to, as always, thank the hundreds of volunteers who serve in our classrooms helping our teachers and those who serve on bodies such as the PTA, School Improvement Councils, SEPAC and other committees and bodies that help support and promote the educational mission of the Littleton Public Schools. This includes the many teachers in our system that take their own time beyond the school day to offer their expertise and passion to these groups in an effort to keep the Littleton schools improving and moving forward.

While remaining a high achieving district, it is obvious to the School Committee that we are facing increasing pressure from both the budget and a growing student population. Local Aid from the State continued to be level-funded for the 4th straight year while Town expenses continue to rise. If this trend continues, difficult decisions will have to be made by the governing Boards and Committees in terms of how shrinking resources are allocated and which services might have to be reduced. At 1,587 students, our current enrollment of local students (excluding School Choice students) is still lower than our peak of 1,610 back in 2008-2009. However, with our current number of School Choice students, our total enrollment is at a 16 year peak of 1,670 students. We continue to monitor housing growth and other factors that could contribute to an even higher number of local students. At some point, it may become necessary to reduce the number of School Choice slots, which would have a negative budget impact. The alternative would be to add physical capacity in some manner. However, overall demographic trends suggest a sustained lowering of the school-aged children population as the Baby Boomer generation ages and the number of families with school-aged children declines as does the number of children they birth.

The School Committee will continue to work with the Board of Selectmen, Finance Committee and other Boards and Committees to continue to meet the challenges we all face regarding budget and resources as we continue to grow and evolve as a community. We are confident we will continue to be a high-achieving District that effectively and efficiently serves the needs of all learners. Our staff and students continue to innovate, improve and achieve while setting a standard of excellence that the Town should be proud of. We continue to be recognized as a Town and District that families want to live and send their children to school in. This would not be possible without the continued effort, support and co-operation of all the Town Boards and Committees as well as community members including both those that do and do not have children attending our schools. With this support, the Littleton School Committee, while acknowledging the challenges facing the Town and District, remain optimistic we can keep the schools achieving at the high level we have all come to expect.

Respectfully submitted  
by the Littleton School Committee:

- Mike Fontanella, Chair (2018)
- Mike Mizzoni, Vice-Chair (2018)
- Daryl Baker, Secretary (2020)
- Matt Hunt – (2019)
- Jenn Wilson – (2020)



**School Committee Members**



**Students presenting to the School Committee**



*Littleton Public Schools*  
*33 Shattuck Street*  
*P.O. Box 1486*  
*Littleton, MA 01460*  
*Phone: (978) 540-2500 • Fax: (978) 486-9581*

The Zoning Board collects application fees intended to cover Publication and Posting. In 2017, application fees collected by the board totaled \$1800.00.

Expenses for the year were \$ 6006.25. These expenses included salaries and supplies.

The Littleton Board of Appeals conducted hearings on Nine (9) new and continued applications during 2017.

Applications fell into the following distribution:

Three (3) Special Permit Request applications were submitted:

- One (1) application was to change, modify or expand a pre-existing non-conforming structure: Granted
- One (1) application was for conversion of a single family dwelling to a two family dwelling, as allowed by the bylaw: Granted.
- One (1) application was for an accessory dwelling, pursuant to Section 173-58 : Granted.

Six (6) Variance Request applications were submitted :

- Three (3) applications were for alteration of nonconforming structures with respect to a new nonconformity; all were granted.
- One (1) application was a retaining wall in excess of four ft with a reduced rear setback; granted
- One (1) application was for a reduced frontage lot; granted.
- One (1) application was for conversion of an existing two family dwelling to a four unit building; application was withdrawn without prejudice.

The Board also held five discussions relating to modifications to the 40B Comprehensive Permits at 15 Great Road, and an extension request for Kimball Farm Village on the Common.

The Board welcomed three new alternate members:

- John Sewall
- Kathleen O'Connor
- Jillian Shaw

### Membership of the Board

**Members:**

- Sherrill Gould, Chair
- Jeffrey Yates, Vice-chair
- Alan Bell, Clerk
- Rod Stewart
- Cheryl Cowley-Hollinger

**Alternates:**

- Marc Saucier
- John Sewall
- Kathleen O'Connor
- Jillian Shaw

**Administrative Assistant:** Michelle Cobleigh

Respectfully submitted,  
SHERRILL R. GOULD, CHAIRPERSON



## FEDERAL & STATE OFFICIALS

### President of the United States

#### Donald J. Trump

The White House  
1600 Pennsylvania Avenue NW  
Washington, D.C. 20500

### Governor of the Commonwealth

#### Charles Baker

(617) 725-4005  
Office of the Governor  
Massachusetts State House  
24 Beacon Street, Room 280  
Boston, MA 02133

### Senators in Congress

#### Elizabeth Warren

(202) 224-4543  
Washington, DC Office  
2 Russell Courtyard  
Washington, DC 20510

#### Edward J. Markey

(202) 224-2742  
Washington, DC Office  
255 Dirksen Senate Office Building  
Washington, DC 20510

### Representative in Congress

*3rd Congressional District of Massachusetts*

#### Niki Tsongas

(202) 225-3411  
Washington, DC Office  
1714 Longworth House Office Building  
Washington, DC 20515

### Senator in General Court

#### James B. Eldridge

(617) 722-1120  
Middlesex-Worcester District  
MA State House  
24 Beacon Street, Room 320  
Boston, MA 02133  
James.Eldridge@masenate.gov

### Representative in General Court

#### James Arciero

(617) 722-2019  
2nd Middlesex District  
MA State House  
24 Beacon Street, Room 172  
Boston, MA 02133  
James.Arciero@mahouse.gov

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## ELECTED TOWN OFFICIALS

POSITION	EXPIRATION YEAR	ADDRESS
<b>MODERATOR</b>		
Timothy D Goddard	2018	62 Edsel Rd
<b>TOWN CLERK</b>		
Diane Crory	2019	74 King St
<b>BOARD OF ASSESSORS</b>		
Pamela Campbell	2018	51 Boxboro Rd
Evelyn Masson	2018	175 Whitcomb Ave
Donald Armstrong	2019	15 Moore Ln
Maureen Griffin Adema	2019	5 Old Farm Rd
Frederick J Freund	2020	45 Birch Rd
<b>BOARD OF SELECTMEN</b>		
Charles J DeCoste	2018	4 Matthew Dr
Joseph Knox	2019	10 Brandy Hollow
Paul J Glavey	2019	54 New Estate Rd
Chase A Gerbig	2020	1 Oak Ridge Rd
Cynthia L Napoli	2020	47 Springfield Dr
<b>BOARD OF ELECTRIC LIGHT COMMISSIONERS/ BOARD OF WATER COMMISSIONERS</b>		
Dick Taylor	2018	109 Goldsmith St
Bruce Trumbull	2018	29 Mill Rd
James Karr	2019	12 Elizabeth St
Ivan Pagacik	2019	123 Whitcomb Ave
Thomas Rauker	2020	148 Russell St
<b>SCHOOL COMMITTEE</b>		
Michael R Mizzoni	2018	2.5 Spartan Arrow
Michael Fontanella	2018	213 Harwood Ave
Mathew J Hunt	2019	133 Mill Rd
Daryl Baker	2020	71 Grist Mill
Jennifer Ann Wilson	2020	22 Sanderson Rd
<b>PLANNING BOARD – 5 YEAR TERM</b>		
Mark J Montanari	2022	242 King St
Richard P Crowley	2018	359 King St
Peter Scott	2019	5 Scott Lane
Edward William Mullen III	2020	10 Grist Mill Rd
Jamie Marea Cruz	2021	571 Great Rd
<b>TRUSTEES OF THE REUBEN HOAR LIBRARY</b>		
David Sill	2018	53 Washington Dr
Demetra Taylor	2018	115 Taylor St
Mark Rambacher	2019	205 Hartwell Ave
Jenna Koerper Brownson	2019	142 Harvard Rd
Kristine Carlson Asselin	2020	19 Rita Ln
Catharine M Carruth	2020	58 Goldsmith St

## ELECTED TOWN OFFICIALS (continued)

ELECTED TOWN OFFICIALS

POSITION	EXPIRATION YEAR	ADDRESS
<b>PARK AND RECREATION COMMISSIONERS</b>		
Kevin S Hunt	2018	42 Nashoba Trl
Michael G LeVasseur	2019	51 Grist Mill Rd
Michael L Crory	2019	160 New Estate Rd
Michael G Proulx	2020	22 White Pine Dr
Gary E Austin	2018	162 Whitcomb Ave
<b>CEMETERY COMMISSIONERS</b>		
Mary Gosby	2018	11 Gray Farm Rd ** Resigned
Andrew J Sammarco	2019	20 Forest Rd
Janet Sullivan	2020	7 Robinwood Rd
Carolyn L Mueller	2018	8 E Roxbury Dr ** Appointed
<b>BOARD OF HEALTH</b>		
Peter A Yapp	2019	415 Newtown Rd **Resigned
John W Davis II	2018	13 Gray Farm Rd
Lisa Flanagan	2020	5 Pine Rd
Gino Frattallone	2020	26 Harwood Ave
Erin A Healy	2019	12 Lincoln Dr
David A Locke Jr	2018	2 Baron Way ** Appointed
<b>BOARD OF COMMISSIONERS OF TRUST FUNDS</b>		
Tyler Gray	2020	5 Cobb Ln
David Stevens	2019	4 Masonbrook Ln
Andrew Sammarco	2018	20 Forest Rd
<b>HOUSING AUTHORITY -- 5 YEAR TERM</b>		
Mildred McGovern	2022	38 New Estate Rd
Michael Morey	2018	50 New Estate Rd
Bartlett Harvey	2021	146 Mill Rd
Joanne Courtemanche	2020	19 Shattuck St Unit 33**
*Gino Frattallone	2020	26 Harwood Ave
*Commonwealth Appointee		
**Resident Elected		

**TOWN ADMINISTRATOR**

Keith A. Bergman (2019)  
 Metropolitan Area Planning Council  
 Representative  
 MAPC MAGIC sub-region representative  
 MART advisory board representative

**ASSISTANT TOWN ADMINISTRATOR**

Anthony M. Ansaldi, Jr.  
 Chief Procurement Officer

**TOWN COUNSEL**

Miyares & Harrington

**LABOR COUNSEL**

Darren Kline.  
 KP Law

**DIRECTOR OF FINANCE & BUDGET**

Bonnie-mae Fleck (2019)  
 Town Accountant

**TOWN TREASURER**

Steven Venuti

**CHIEF ASSESSOR**

Katherine Miller

**CHIEF OF POLICE**

Matthew King (2018)

**DEPUTY CHIEF OF POLICE**

Jeffrey Patterson (2018)

**TAX COLLECTOR**

Deborah Richards

**INFORMATION SYSTEMS MANAGER**

Nancy Glencross

**DIRECTOR OF ELDER & HUMAN SERVICES**

Pamela Campbell — Resigned

**ELECTION WARDEN**

Sandra Clyde

**FIRE CHIEF**

Scott T. Wodzinski (2018)

**DEPUTY FIRE CHIEF**

Thomas Clancy (2018)

**MAINTENANCE SUPERVISOR**

William Cole – Retired  
 George Dumas

**DIRECTOR OF PUBLIC WORKS**

Christopher Stoddard

**HIGHWAY OPERATIONS MANAGER**

James Clyde

**BUILDING COMMISSIONER**

Roland J. Bernier

**BUILDING INSPECTOR/ALT BUILDING COMMISSIONER**

Gabriel Vellante

**INSPECTOR OF WIRES**

Bill Morehouse

**ASSISTANT WIRING INSPECTOR**

Joe Gervais

**PLUMBING INSPECTOR**

Ed Sullivan

**DEPUTY PLUMBING INSPECTOR**

Joseph Cormier Jr.

**GAS INSPECTOR**

Ed Sullivan

**DEPUTY GAS INSPECTOR**

Joseph Cormier Jr.

**ZONING OFFICER/BUSINESS ADMINISTRATOR**

Michelle Cobleigh

**SEALER OF WEIGHTS & MEASURES**

Northern Middlesex Council of Governments

**GRAVES REGISTRATION OFFICER**

David Badger — Retired  
 Thomas Bailey

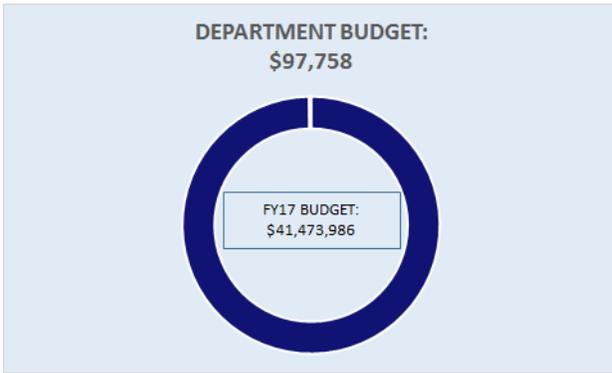
**NASHOBA VALLEY TECH. H.S**

Charles Ellis, District Representative

**CONSTABLES**

Chief of Police Matthew King  
 Deputy Police Chief Jeffrey Patterson  
 David Allen  
 Keith Leighton  
 Ronald Raffi

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**Vital Statistics:** At the recommendation of the Registry of Vital Records and United States Department of State we will no longer be printing vital records in the Town Reports. This will help to protect the privacy of the individuals as well as help to curb identity theft. We will maintain the lists of names and dates in the Office of the Town Clerk for anyone interested in reviewing them. The following statistics are filings in the Town for calendar year 2017:

<b>Number of Births:</b>	<b>81</b>
<b>Number of Marriage Intentions filed:</b>	<b>31</b>
<b>Number of Deaths:</b>	<b>111</b>
<b>Dogs Licensed in 2017:</b>	<b>465 (Unlicensed over 700)</b>

**TOWN MEETING & VOTER INFORMATION:**

<b>Annual Town Meeting</b>	<b>First Monday in May</b>
<b>Annual Town Election</b>	<b>Saturday following May Annual Town Meeting</b>
<b>Form of Government</b>	<b>Open Town Meeting</b>
<b>Absentee Voting</b>	<b>Town, State and National</b>
<b>Early Voting</b>	<b>State and National</b>
<b>Number of Registered Voters</b>	<b>6629</b>
<b>Population</b>	<b>9418</b>
<b>Size of Town</b>	<b>16 square miles</b>

To have an article on the Annual Town Meeting Warrant, a petition must be signed by 10 registered voters. To have an article on a Special Town Meeting Warrant, a petition must be signed by 100 registered voters. To call a Special Town meeting, a petition signed by 200 registered voters must be presented to the Board of Selectmen.

The Board of Selectmen must set a Special Town Meeting within 45 days of receipt of the petition.

The results of Littleton’s Annual Election and ALL Town Meetings held in 2017 follow.

Thank you to Stephen Holmes, who built these Town Meeting ballot boxes as his Eagle Scout Project .

TOWN CLERK



ANNUAL TOWN ELECTION  
May 6, 2017  
THE COMMONWEALTH OF MASSACHUSETTS  
Town of Littleton

Middlesex, ss.

To any constable of the Town of Littleton in the County of Middlesex,

In the name of the Commonwealth of Massachusetts you are hereby required to notify the legal voters of the said Town of Littleton, qualified to vote at said meeting for the transaction of Town Affairs, to meet in the Charles Forbes Kaye Gymnasium, Littleton Middle School, 55 Russell Street in said Town of Littleton on Saturday, the Sixth of May, 2017 at 8:00 a.m. by posting a printed copy of this warrant, by you attested, at eight meeting houses at the Town Office Building on Shattuck Street, at the Post Office at Littleton Common, at the Post Office at Littleton Depot, at the Baptist Church, at the Unitarian Church, at the Catholic Church, at the Congregational Church, and at the Mormon Church, in said Town, seven days at least before the Sixth day of May, 2017, then and there to act on the following articles, viz;

ARTICLE 1:

One Moderator for one year, two Selectmen for three years; one Assessor for three years; one Cemetery Commissioner for three years; one Electric Light Commissioner for three years; two Board of Health members for three years; one Board of Health member for two year interim; one Housing Authority member for five years; one Housing Authority member for four year interim; two Trustees of the Library for three years; one Park and Recreation Commissioner for three years; one Park and Recreation Commissioner for one year interim; one Planning Board member for five years; two School Committee members for three years; one Commissioner of Trust Funds for three years; and one Water Commissioner for three years.

*For these purposes the polls will be open at 8:00 a.m. and will be closed at 8:00 p.m.*

Pursuant to the warrant and the Constable's return thereon, the polls were opened at 8:00AM by Sandra Clyde, Election Warden. The ballot boxes were examined by the presiding officer, each at zero and so recorded. The polls were closed at 8:00PM.

ANNUAL TOWN ELECTION  
LITTLETON, MASSACHUSETTS  
MAY 6, 2017

<b>MODERATOR</b> One Year Term VOTE FOR ONE	<b>BOARD OF HEALTH</b> Three Year Term VOTE FOR TWO	<b>PARK &amp; RECREATION COMMISSIONERS</b> Three Year Term VOTE FOR ONE
<b>TIMOTHY D GODDARD</b> 62 Edsel Rd Candidate for Re-Election  * 1521	<b>GINO P FRATTALLONE</b> 26 Harwood Ave Candidate for Re-Election  *1208	<b>MICHAEL G PROULX</b> 22 White Pine Dr  *1390
(Write-in) 317	<b>LISA FLANAGAN</b> 5 Pine Rd  *1223	(Write-in) 448
<b>BOARD OF SELECTMEN</b> Three Year Term VOTE FOR TWO	(Write-In)  1245	<b>PARK &amp; RECREATION COMMISSIONERS</b> One Year Term (Interim) VOTE FOR ONE
	(Write-In)	
<b>JAMES F KARR</b> 12 Elizabeth St Candidate for Re-Election  856		<b>GARY E AUSTIN</b> 162 Whitcomb Ave  *1395
<b>LAURA J BEL TRAMI</b> 30 White Pine Dr.  690	<b>BOARD OF HEALTH</b> Two Year Term (Interim) VOTE FOR ONE	(Write-in) 443
<b>CHASE A GERBIG</b> 1 Oak Ridge Rd  *974	<b>ERIN A HEALY</b> 12 Lincoln Dr  *1428	<b>PLANNING BOARD</b> Five Year Term VOTE FOR ONE
<b>CYNTHIA L NAPOLI</b> 47 Springfield Dr  * 927	(Write-in) 410	
(Write-In) 229	<b>HOUSING AUTHORITY</b> Five Year Term VOTE FOR ONE	<b>MARK MONTANARI</b> 242 King St Candidate for Re-Election  *1262
(Write-In)		(Write-in) 576
<b>BOARD OF ASSESSORS</b> Three Year Term VOTE FOR ONE	<b>MILDRED A MCGOVERN</b> 38 New Estate Rd Candidate for Re-Election  *1447	<b>SCHOOL COMMITTEE</b> Three Year Term VOTE FORTWO
	(Write-In) 391	
<b>FREDERICK J FREUND</b> 45 Birch Rd Candidate for Re-Election  *1429	<b>HOUSING AUTHORITY</b> Four Year Term (Interim) VOTE FOR ONE	<b>DARYL BAKER</b> 71 Grist Mill Rd Candidate for Re-Election  *1088
(Write-In) 409		<b>TIMALYN M RASSIAS</b> 272 Harwood Ave 1006

TOWN CLERK

Pursuant to the warrant and the Constable's return thereon, the polls were opened at 8:00AM by Sandra Clyde, Election Warden. The ballot boxes were examined by the presiding officer, each et at zero and so recorded. The polls were closed at 8:00PM.

ANNUAL TOWN ELECTION  
LITTLETON, MASSACHUSETTS  
MAY 6, 2017

TOWN CLERK

<b>CEMETERY COMMISSIONERS</b> Three Year Term VOTE FOR ONE	<b>BARTLETT HARVEY</b> 146 Mill Rd <b>1394</b>	
	(Write-In) <b>444</b>	<b>JENNIFER ANN WILSON</b> 22 Sanderson Rd <b>*1009</b>
<b>JANET F SULLIVAN</b> 7 Robin wood Rd Candidate for Re-Election <b>*1391</b>	<b>LIBRARY TRUSTEES</b> Three Year Term VOTE FOR TWO	(Write-In) <b>573</b>
(Write-In) <b>447</b>		(Write-In)
<b>ELECTRIC LIGHT COMMISSIONERS</b> Three Year Term VOTE FOR ONE	<b>KRISTINE CARLSON ASSELIN</b> 19 Rita Ln <b>*1342</b>	<b>TRUST FUND COMMISSIONERS</b>
	<b>CATHARINE M CARRUTH</b> 58 Goldsmith St <b>*1279</b>	
<b>THOMAS RAUKER</b> 148 Russell St Candidate for Re-Election <b>*1095</b>	(Write-In) <b>1055</b>	<b>TYLER A GRAY</b> 5 Cobb Ln <b>*1366</b>
<b>KEVIN S DAVIS</b> 35 Whitetail Way <b>604</b>	(Write-In)	(Write-In) <b>472</b>
(Write-In) <b>139</b>		<b>WATER COMMISSIONERS</b> Three Year Term VOTE FOR ONE
		<b>THOMAS RAUKER</b> 148 Russell St Candidate for Re-Election <b>*1034</b>
		<b>KEVIN S DAVIS</b> 35 Whitetail Way <b>650</b>
		(Write-In) <b>154</b>

**Total ballots cast 1838**

**\* Won**

**WARRANT FOR  
SPECIAL TOWN MEETING  
TOWN OF LITTLETON**

Town Moderator, Timothy Goddard, called the Annual Town Meeting to order at 7:40PM in the Charles Forbes Kaye Gymnasium at the Littleton Middle School 55 Russell St. Littleton after stating that the warrant was properly executed.

**ARTICLE 1  
Bills of Prior Years**

Ayes have it motion carries to transfer \$450 from Undesignated Fun Balance to pay FY 2014 by the Public Buildings/Facility Expense for boiler inspection completed by the Commonwealth of Mass Department of Public Safety.

**ARTICLE 2  
FY 2017 Operating Budget Line Item Transfers**

NO AFFIRMATIVE ACTION WAS TAKEN – ARTICLE WAS WITHDRAWN

To see if the Town will vote to amend the FY 2017 Operating Budget, as adopted under Article 4 of the May 2, 2016 Annual Town Meeting and amended by Article 3 of the November 16, 2016 Special Town Meeting, by adjusting budget line items, or to take any other action in relation thereto.

**ARTICLE 3  
FY 2017 Appropriations into Blended Community Preservation Act Fund**

Ayes have it unanimously voted, so declared a vote that the Town vote, pursuant to MGL C.44B, §3b½, to appropriate/transfer to the Community Preservation Fund additional municipal revenues totaling \$527,998 or any other sum, which also increases the base for CPA state matching funds, as follows:

- (1) \$290,399 (55%) to the CPA Open Space Reserve for conservation and passive recreation purposes, of which \$42,000 is from the Conservation Land Acquisition Funds established by Article 1 of the June 15, 2000 Special Town Meeting for cell tower leases at Newtown Hill and \$248,399 is from the Fifteen Great Road Mitigation Reserve for Appropriation;
- (2) \$105,600 (20%) to the CPA Community Housing Reserve from the Fifteen Great Road Mitigation Reserve for Appropriation;
- (3) \$79,200 (15%) to the CPA Recreation Reserve from The Potpourri Group Mitigation Reserve for Appropriation; and
- (4) \$52,800 (10%) to the CPA Historic Resources Reserve from The Potpourri Group Mitigation Reserve for Appropriation.

**ARTICLE 4**  
**Library Building Project**

Sam Alvarez from the Library along with Mark Rambacher and Jenna Brownson gave a presentation for the Library. Board of Selectmen stated that they were leaving the vote to the people. The FinCom stated they did not take a position because it has no financial implications. Total hand count 595, yes votes 415, no votes 180; 397 needed to pass the motion carries, so declared as follows:

Whereas, the Library Trustees have selected the so-called "Slope Site" behind the Littleton Town Offices Building as its proposed site for a new library in the grant application submitted to the Massachusetts Board of Library Commissioners ("MBLC") by January 2017 for the 2016-2017 Massachusetts Public Library Construction Program Grant Round; and

Whereas, MBLC requires Town Meeting approval (a) of the schematic design of the library, (b) to apply for, accept and expend grant funds, and (c) to transfer the Slope Site to another municipal board for library purposes no later than June 17, 2017; and

Whereas, MBLC requires an appropriation of local funding for the project within 6 months after the provisional grant award is made by the MBLC; and

Whereas, the School Committee voted on December 8, 2016 to make a determination, pursuant to Massachusetts General Laws Chapter 40, Section 15A, that the so-called "Slope Site", shown as the "Proposed Parcel Area" on a plan entitled "Littleton Town Library Topographic Plan", dated November 3, 2016 and prepared by BSC Group, is no longer needed by the School Committee for School Purposes and that the Town Meeting may transfer the care, custody, management and control of the Slope Site to another municipal board for another purpose, with said determination by the School Committee to be subject to the award of a grant by MBLC and the votes of town meeting by June 2017 and within 6 months after the provisional grant award is made by the MBLC as referenced above.

Therefore, the Town votes as follows:

(a) to accept the schematic design for the proposed new Reuben Hoar Library building dated January 5, 2017 and prepared by Johnson Roberts Associates, Inc., provided, however, that such acceptance shall be contingent upon Town receiving the award of a grant by the MBLC;

(b) to authorize the Library Trustees to apply for any state funds which might be available to defray all or part of the cost of the design, construction and equipping of the library project and to authorize the Permanent Municipal Building Committee to accept and expend any such funds when received without further appropriation; and

(c) to transfer the care, custody, control and management of the so-called "Slope Site", shown as the "Proposed Parcel Area" on a plan entitled "Littleton Town Library Topographic Plan", dated November 3, 2016 and prepared by BSC Group, from the School Committee for school purposes to the Board of Selectmen for library purposes, said parcel was acquired by the Town in the deeds from Augustus Hager to the Town of Littleton dated February 21, 1868 and June 30, 1896; and, said vote is conditioned upon the award of a grant by MBLC and the appropriation of funds for the new library within six months of receipt of grant funds.

**ARTICLE 5**  
**FY 2017 Capital Improvements Plan Adjustments**

Ayes have it so declared a vote to transfer from available funds a sum or sums of money to be expended for the capital projects and purchases itemized and described; or to take any other action in relation thereto.

- A. Littleton Common Sewer Strategic Plan - Supplemental Funding – \$200,000 to be added to the sum appropriated by Article 5, Item 3 of the November 16, 2016 Special Town Meeting to be expended by the Board of Selectmen to develop a Littleton Common Sewer strategic plan.
- B. Elder/Human Services Van – Local Match - \$11,640 to be expended by the Department of Elder and Human Services for the local match for a State grant funded Ford E-350 RV twelve passenger cutaway bus with wheelchair lift and wheelchair stations.

**ARTICLE 6**

**Amend Source of Funding for Acquisition of 34 Cedar Road**

Ayes have it so declared a unanimous vote to amend its vote under Article 10 of the November 16, 2016 Special Town Meeting for the acquisition of 34 Cedar Road for the Littleton Water Department as amending the source of funding by (1) rescinding the authority to borrow \$200,000 therefor, and (2) transferring from Water Enterprise Undesignated Fund Balance the sum of \$200,000 therefor.

Motion to dissolve the STM and return to the ATM at 10:10PM, moved and seconded and unanimously voted.

A TRUE COPY

ATTEST:

DIANE CRORY  
TOWN CLERK

**MONDAY, MAY 1, 2017 at 7:00 PM  
ANNUAL TOWN MEETING**

Town Moderator, Timothy Goddard, called the Annual Town Meeting to order at 7:05PM in the Charles Forbes Kaye Gymnasium at the Littleton Middle School 55 Russell St. Littleton. We were led with the Pledge of Allegiance by out-going Chairman of the Board Melissa Hebert. James Karr recognized Melissa Hebert for her service to the Town and wished her well and presented her with flowers from the remaining Board of Selectmen. Missing from the entire meeting was Charles DeCoste. The Town Moderator then did the reading of the Return of Warrant and stating that the Constable and Chief Matthew J King properly processed said warrant. Before the business of the meeting was started recognition was given to those that the 2016 Town Report was dedicated to: Isabel (Noel) Ursch, Frank William Matheson Sr., Booth D Jackson and Peter M Cassinari who gave so much to this community by way of service and time. They will all be missed. Next Tim recognized Matthew King, Police Chief for his 35 years of dedication and service to this Town. Town Clerk, Diane Crory next called up and recognized Stephen Holmes for his hard work on making the eight new ballot boxes, which is part of his project in becoming an Eagle Scout. Stephen was give a standing ovation by those in attendance.

A Deputy Moderator was appointed, Paul Avella, and sworn in for the evening for the overflow, which was held in the cafetorium. A Deputy to the Deputy was chosen for Article 2 only while Deputy Moderator Paul Avella presented the Master Plan Report. Charles Ellis was duly appointed and sworn in for said duty.

A new procedure was introduced at this Town Meeting it was called “A Call of the Articles” it replaced the “Consent Calendar” that was used in the past, though similar it is meant to streamline the Town Meeting, but places the discussion into the voters hands versus the the Moderator’s, Town Counsel’s and the Board of Selectmen. The Town Moderator explained the “Call of the Articles” is that the Moderator will call out the number of the article and the title one by one. Any voter having any doubt about any part or all of the article may place a hold on the article. The Town Moderator then announced that anyone that placed a hold on any of these Articles will be asked do they have a quick question or would they like it to be discussed. If they have just a quick question then the question will be asked and answered and decided if it should remain on the “Call of the Articles” or was it sufficiently answered. The Town Moderator explained that all Articles would be voted as a whole that were not held and would need unanimous votes to continue in such fashion. All Articles will remain in the order placed on the Warrant. The Call of the Articles discussion was moved and seconded and the articles unanimously voted and passed as follows: Article 1. Town Officers; Article 5. FY2018 Revolving Funds; Article 6. FY2018 Water Enterprise Fund Operating Budget Article; 7. FY2018 Park, Recreation & Community Education Enterprise Fund Operating Budget; Article 9. FY2018 Community Preservation Budget; Article 10. Personnel By-Law Amendments; Article 14. Trust Fund Grant; Article 15. Senior Citizens and Veterans Tax Work-off Abatement Programs; Article 16. Use of MassDOT Chapter 90 Funds; Article 19. Town Offices/Middle School/Russell Street School Parcel U19-21-0; Article 23. Town By-Law Amendment: Departmental Revolving Funds; Article 27. Borrowing Authorization; Article 28. Supplement Prior Borrowing Votes to Permit the Application of Sale Premium to Pay Project Costs; Article 29. Compensating Balance Agreement; Article 30. FY2018 Personal Exemption Amounts.

**ARTICLE 1  
Town Officers**

Unanimously voted by the “Call of the Articles” to approve the following Officers for the year 2017: Fence Viewers: Timothy Harrison Whitcomb, Joseph Knox; Field Driver: Raymond C. O’Neill’ Surveyor of Timber & Measurer of Wood Bark: Henry Parlee; Measurers and Weighers of Grain, Hay, Coal and Livestock: Tom Wood, Ron Polack, Michelle Roche, Cindy McNiff and Peter Wormell.

Motion: Moved and seconded by the Board of Selectmen that the following Officers be chosen for the year 2017: Fence Viewers: Timothy Harrison Whitcomb, Joseph Knox; Field Driver: Raymond C. O’Neill; Surveyor of Timber & Measurer of Wood Bark: Henry Parlee; Measurers and Weighers of

Grain, Hay, Coal and Livestock: Tom Wood, Ron Polack, Michelle Roche, Cindy McNiff & Peter Wormell.

**ARTICLE 2**  
**Annual Report**

Paul Avella, Chairman of the Master Plan Update Steering Committee so presented the report of said committee to the Town Meeting. The ayes have it so declared a unanimous vote to accept all printed reports of Town Officers and Committees published in the 2016 Annual Town Report and to receive the "Littleton Master Plan 2030" as adopted by the Planning Board pursuant to MGL C41, §81D, a copy of which is on file with the Town Clerk.

**Motion:** Moved and seconded by the Board of Selectmen that the Town vote (1) to accept all printed reports of Town Officers and Committees as published in the 2016 Annual Town Report; and (2) to receive the "Littleton Master Plan 2030" as adopted by the Planning Board pursuant to MGL C.41,§81D, a copy of which is on file with the Town Clerk.

**MOTION TO ADJOURN AND GO INTO STM AT 7:40PM UNTIL THE COMPLETION OF THE STM, SO MOVED, SECONDED AND SO PASSED.**

**MOVED AND SECONDED AND STM WAS DISSOLVED AND THE ATM WAS RE-OPENED AT 10:10PM WITH THE START OF ARTICLE 3.**

**ARTICLE 3**  
**Zoning Amendment: Senior Residential Development**

Mark Montanari gave a report on this zoning amendment, explaining the hearing that were held and that the Planning Board asks for the Towns' support for this article. This article required a 2/3<sup>rd</sup> vote. Total votes counted 193; Yes Votes 125; No Votes 68. Total Yes votes needed to pass 129, Motion Fails.

To see if the Town will vote to amend the Zoning By-law as follows:

1. By deleting from §173-26.A, Principal Uses, the phrase "Over-55 Housing Development" and inserting, in place thereof, "Senior Residential Development," leaving the use designation for the Residence District unchanged, and changing the use designation from "N" to "P" for the Village Common District, Business District, Industrial A District and Industrial B District.
2. By deleting existing Article XXIII, Over 55 Housing Developments, and inserting, in place thereof, new Article XXIII, Senior Residential Development, to read as follows:

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**Article XXIII, Senior Residential Development**

**§173-145. Purposes.**

The purpose of this article is to provide for a variety of housing types, settings, and residential services to meet the needs of people as they age.

**§173-146. Applicability.**

- A. The Planning Board may grant a Special Permit for a Senior Residential Development in accordance with this Article XXIII on any tract of land meeting the following requirements:
- (1) Two or more acres of land;
  - (2) Minimum of 100 feet of frontage on a public way; and
  - (3) Public water available at the street frontage.

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B. A Senior Residential Development is intended for people age 55 or over. As such, buildings and site improvements in a Senior Residential Development shall provide for visitability and universal design in accordance with the provisions of this article.

**§173-147. Uses.**

A. A Senior Residential Development in the Residence, Village Common, or Business District shall include one or more of the following uses:

- (1) Detached single-family dwellings
- (2) Two-family dwellings
- (3) Townhouse dwellings
- (4) Independent living units
- (5) Assisted living residence, with or without memory care units
- (6) Continuing care retirement community, which shall include an assisted living residence and one or more of the other uses listed above, and may include a skilled nursing facility or physical rehabilitation facility with not more than 100 beds.

B. A Senior Residential Development in an Industrial District shall include one or any combination of the following uses:

- (1) Independent living units
- (2) Assisted living residence, with or without memory care units
- (3) Skilled nursing facility or physical rehabilitation facility with not more than 100 beds

C. An assisted living residence or continuing care retirement community may include the following nonresidential uses, provided that aggregate floor area for the nonresidential uses shall not exceed 10 percent of the total gross floor area of the buildings in the development.

- (1) Retail, up to a maximum of 2,500 sq. ft.
- (2) Personal services
- (3) Medical office or clinic
- (4) Community center or senior center

D. A Senior Residential Development may also include the following uses:

- (1) Adult day care center
- (2) Accessory uses for residents, employees, and guests, such as central or common dining facilities or laundry facilities, or indoor or outdoor recreation facilities
- (3) Conservation or agricultural uses

**§173-148. Basic Requirements.**

A. A Senior Residential Development shall comply with the following density regulations:

Use	Maximum Density	Maximum Building Height (Feet)
Detached single-family dwellings or two-family dwellings	4 units/acre	32
Townhouse dwellings	8 units/acre	32
Independent living units	20 units/acre	55
Assisted living residence	16 units/acre	40

B. Maximum building coverage shall not exceed 35 percent of the lot area for new construction or expansion of existing structures.

C. For detached single-family dwellings, two-family dwellings, and townhouses, the minimum setback shall be 30 feet from all property lines in the Residence District, and 15 feet in the Village Common or Business District, unless the Planning Board determines that a reduced setback is necessary to achieve the purposes of this section and will not have a detrimental

impact on the neighborhood. The minimum setback for an assisted living residence, independent living units, or any buildings in a continuing care retirement community shall be 50 feet in all districts.

- D. The minimum common open space in the development shall be 30 percent of the lot area, and not more than 25 percent of the required minimum common open space shall consist of wetlands. A permanent conservation restriction running to or enforceable by the Town shall be recorded for the common open space area and shall include restrictions that the land be retained in perpetuity for conservation or passive recreation.
- E. Minimum off-street parking requirements shall be as follows:
  - (1) Detached single-family dwellings, two-family dwellings, or townhouses: 2 spaces per unit
  - (2) Independent living units: 1 space per unit
  - (3) Assisted living residence: 1 space per two units
  - (4) Skilled nursing facility or physical rehabilitation center, if included in a continuing care retirement community: 1 space per two beds
  - (5) Guest parking: 1 space per 3 units or 3 beds, as applicable

**§173-149. Age-Appropriate Design.**

- A. A Senior Residential Development shall be designed to provide senior housing services in a setting that encourages and supports aging in community. While units do not have to be age restricted to adults 55 years and over, they must be “visitable” and age-appropriate by design. At minimum, these terms mean that a Senior Residential Development shall have the following features:
- B. Single-family, two-family, and townhouse units shall provide for:
  - (1) At least one zero-step entrance,
  - (2) Doorways with a 36-inch clear passage space,
  - (3) Master bedroom and an accessible bathroom located on the same floor as the kitchen, living room, and dining room, all being on the same floor as the zero-step entrance, and
  - (4) Indoor or structured parking.
- C. Independent living units and assisted living facilities shall comply with the accessibility requirements of the Massachusetts Architectural Access Board.
- D. Outdoor facilities, such as walkways, gardens, and recreation areas, shall be designed for universal access.

**§173-150. Development Standards.**

As part of the Planning Board’s special permit review process, the Board shall evaluate the proposed Senior Residential Development for conformance to the following minimum design standards.

- A. Architectural planning and design shall incorporate energy efficient design techniques, such as natural heating and cooling systems, use of sun and wind energy generation systems, and so forth.
- B. Structures located near the project property lines shall be designed and located in a manner that reflects consistency and compatibility with neighboring areas, and shall include appropriate use of building density, heights and design to minimize any intrusion on neighbors.
- C. Outdoor recreation or gathering areas, particularly those that may generate significant noise and/or light and glare, shall be located to minimize intrusion on neighboring properties.
- D. Structures shall be clustered to reduce site disturbance and protect open spaces, natural and environmentally sensitive areas.
- E. Building design shall avoid use of long, unbroken facades, and shall include use of balconies, offset walls, trellises and other design features.

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F. Building design, colors, and materials shall generally correspond to the natural setting of the project site, and to any prevalent design styles that may occur in neighborhoods within the general project area.

G. The development shall be served by public water.

**§173-151. Procedures.**

A. The special permit application, public hearing, and decision procedures shall be in accordance with this article, the Planning Board's Rules and Regulations, and Section 173-7 of this Zoning By-law.

B. The Applicant shall submit a Senior Residential Development special permit application together with the size, form, number, and contents of the required plans and any supplemental information as required in the Planning Board's Rules and Regulations.

**§173-152. Decision.**

A. The Planning Board may grant a Senior Residential Development special permit with any conditions, safeguards, and limitations it deems necessary to mitigate the project's impact on the surrounding area and to ensure compliance with this article, only upon finding that:

(1) the Senior Residential Development meets the purposes, requirements, and development standards of this Article XXIII, and

(2) the Senior Residential Development is consistent with the goals of the Littleton Master Plan.

3. By deleting from §173-2, Definitions, the existing definition of Dwelling, Single-Family, and inserting the following new definitions in appropriate alphabetical order:

**ASSISTED LIVING RESIDENCE** -- An assisted living residence is a long-term senior residential facility that provides personal care support services such as meals, medication management, bathing, dressing, and transportation, principally for people age 55 years and over, and certified by the Massachusetts Office of Elder Affairs.

**CONTINUING CARE RETIREMENT COMMUNITY** -- A Senior Residential Development that provides a continuum of senior housing and care services principally for people age 55 years and over, operated or sponsored as a coordinated unit by a corporation or organization, having among its principal purposes the provision of housing and associated services for senior citizens. A CCRC shall include a variety of housing types and may also include semi-institutional facilities such as skilled nursing care or a rehabilitation facility.

**INDEPENDENT LIVING UNITS** -- Multi-family buildings in a Senior Residential Development that are designed and intended for occupancy principally by people age 55 years and over, with units that include some basic services such as meals, housekeeping, grounds maintenance, security, and common areas and common facilities for events and activities benefiting residents of the development.

**DWELLING, SINGLE-FAMILY DETACHED** -- A dwelling other than a mobile home, singly and apart from any other building, designed or intended or used exclusively as the residence of one family.

**DWELLING, TOWNHOUSE OR SINGLE-FAMILY ATTACHED** -- A residential building of at least three but not more than eight single-family dwelling units sharing at least one common or party or fire wall, and with each building having at least one floor at ground level with a separate entrance.

**DWELLING, TWO-FAMILY** -- A detached residential building designed or intended or used exclusively as the residence of two families. A two-family dwelling shall not include a detached single-family dwelling with an accessory apartment.

**DWELLING, MULTI-FAMILY** -- A building designed or intended or used as the residence of three or more families, each occupying a separate dwelling unit and living independently of each other, and who may have a common right in halls and stairways; with the number of families in residence not exceeding the number of dwelling units provided.

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**ARTICLE 4**  
**FY 2018 Operating Budget**

Two votes were taken all items except Department 114 and Department 193, both were held to be discussed. Initial votes on all other Departments ayes have it motion carries declared passed. Second vote on just Department 114 Moderator and Department 193 General Insurances (though the voter that held Insurance stated it was the wrong insurance they got their question answered) the ayes have it motion carries that the Town will vote to raise and appropriate the sum of \$41,419,287 and transfer \$1,418,519 from available funds in the treasury, for a total of \$42,837,806 to defray the expenses of the various departments of the Town and to fix the salary and compensation of all elected officials for the Fiscal Year beginning July 1, 2017.

**Motion:** Moved and seconded by the Finance Committee that the Town vote to raise and appropriate the sum of \$41,419,287 and transfer from the funds specified herein the sum of \$1,418,519, for a total of \$42,837,806 to defray the expenses of the various departments of the Town as specified herein and to fix the salary and compensation of all elected officials for the Fiscal Year beginning July 1, 2017.

<i>Department</i>	<i>FY2016 Actual</i>	<i>FY2017 Budget</i>	<i>FY2018 Budget</i>
<b>114 MODERATOR</b>			
Expenses	<u>0</u>	<u>100</u>	<u>100</u>
<b>Total 114</b>	0	100	100
<b>122 SELECTMEN / TOWN ADMINISTRATOR</b>			
Personal Services	182,491	243,632	294,140
Expenses	11,870	11,870	12,870
MAGIC/MAPC Expense	<u>11,625</u>	<u>12,000</u>	<u>12,000</u>
<b>Total 122</b>	205,986	267,502	319,010
<b>131 FINANCE COMMITTEE</b>			
Personal Services	528	800	700
Expenses	<u>176</u>	<u>400</u>	<u>500</u>
<b>Total 131</b>	704	1,200	1,200
<b>132 RESERVE FUND</b>			
Expenses	<u>61,982</u>	<u>150,000</u>	<u>150,000</u>
<b>Total 132</b>	61,982	150,000	150,000
<b>135 FINANCE AND BUDGET</b>			
Personal Services	603,012	629,216	657,540
Expenses	41,452	40,625	48,725
Audit	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>
<b>Total 135</b>	684,464	709,841	746,265
<b>151 LEGAL</b>			
Expenses	<u>199,022</u>	<u>250,000</u>	<u>250,000</u>
<b>Total 151</b>	199,022	250,000	250,000
<b>155 INFORMATION SYSTEMS</b>			
Personal Services	92,224	93,713	95,590
Expenses	<u>198,366</u>	<u>289,290</u>	<u>324,000</u>
<b>Total 155</b>	290,590	383,003	419,590
<b>161 TOWN CLERK</b>			

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<i>Department</i>	<i>FY2016 Actual</i>	<i>FY2017 Budget</i>	<i>FY2018 Budget</i>
Elected Salaries	59,605	71,639	75,628
Personal Services	18,675	20,251	20,630
Expenses	1,500	1,500	1,500
Transfer In - Dog Tax Fund	<u>(2,200)</u>	<u>0</u>	<u>0</u>
<b>Total 161</b>	77,580	93,390	97,758
<b>162 ELECTIONS &amp; REGISTRATIONS</b>			
Expenses	<u>8,700</u>	<u>12,200</u>	<u>8,700</u>
<b>Total 162</b>	8,700	12,200	8,700
<b>171 CONSERVATION COMMISSION</b>			
Personal Services	25,097	29,172	33,465
Expenses	1,450	1,000	1,460
Transfer In - Wetland Fund	<u>(15,500)</u>	<u>(8,000)</u>	<u>(8,000)</u>
<b>Total 171</b>	11,047	22,172	26,915
<b>175 PLANNING BOARD</b>			
Personal Services	66,079	69,456	70,890
Expenses	<u>1,022</u>	<u>1,175</u>	<u>1,175</u>
<b>Total 175</b>	67,101	70,631	72,065
<b>176 APPEALS BOARD</b>			
Personal Services	4,540	5,427	5,730
Expenses	<u>920</u>	<u>1,000</u>	<u>1,000</u>
<b>Total 176</b>	5,460	6,427	6,730
<b>191 BUILDING/FACILITY EXPENSE</b>			
Personal Services	62,121	62,306	60,220
Expenses	<u>387,500</u>	<u>420,000</u>	<u>430,000</u>
<b>Total 191</b>	449,621	482,306	490,220
<b>193 GENERAL INSURANCE</b>			
Expenses	<u>368,003</u>	<u>375,000</u>	<u>375,000</u>
<b>Total 193</b>	368,003	375,000	375,000
<b>194 EMPLOYEE/RETIREE BENEFITS</b>			
Expenses	5,450,313	6,150,011	6,970,478
Other Post Employment Benefits Liability Fund	851,200	1,068,500	1,382,938
Transfer In - Ambulance Fees		(0)	(150,000)
Transfer In - Cable Studio Benefits	<u>(24,029)</u>	<u>(25,200)</u>	<u>(51,714)</u>
<b>Total 194</b>	6,277,484	7,193,311	8,151,702
<b>196 TOWN REPORT / TOWN MEETING</b>			
Expenses	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>
<b>Total 196</b>	5,000	5,000	5,000
<b>197 CABLE STUDIO</b>			
Personal Services	126,533	136,315	143,650
Expenses	26,850	34,225	34,225
Transfer In - Cable Revolving	0	(65,000)	(50,000)
Transfer In - Cable Access Fees	<u>(153,383)</u>	<u>(105,540)</u>	<u>(127,875)</u>
<b>Total 197</b>	0	0	0
<b>210 POLICE / DISPATCH</b>			

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<i>Department</i>		<i>FY2016 Actual</i>	<i>FY2017 Budget</i>	<i>FY2018 Budget</i>
	Personal Services	1,647,575	1,771,112	1,868,508
	Expenses	<u>115,440</u>	<u>150,421</u>	<u>150,421</u>
	<b>Total 210</b>	1,763,015	1,921,533	2,018,929
<b>220</b>	<b>FIRE / EMS DEPARTMENT</b>			
	Personal Services	1,003,669	1,041,606	1,231,478
	Expenses	144,066	114,588	184,035
	Transfer In -Ambulance Fees	<u>(300,000)</u>	<u>(300,000)</u>	<u>(500,000)</u>
	<b>Total 220</b>	847,735	856,194	915,513
<b>241</b>	<b>BUILDING DEPARTMENT</b>			
	Personal Services	191,697	218,703	229,040
	Expenses	4,513	5,060	5,060
	Transfer In - Inspectional Revolving	<u>(77,772)</u>	<u>(100,186)</u>	<u>(104,000)</u>
	<b>Total 241</b>	118,438	123,577	130,100
<b>300</b>	<b>SCHOOL DEPARTMENT</b>			
	Budget	<u>17,250,000</u>	<u>18,052,362</u>	<u>18,860,000</u>
	<b>Total 300</b>	17,250,000	18,052,362	18,860,000
<b>301</b>	<b>TECHNICAL SCHOOL EXPENSE</b>			
	Expenses - Nashoba Tech	474,448	507,219	453,828
	Expenses – Minuteman Tech	<u>20,000</u>	<u>0</u>	<u>0</u>
	<b>Total 301</b>	494,448	507,219	453,828
<b>420</b>	<b>HIGHWAY DEPARTMENT</b>			
	Personal Services	733,121	879,017	955,803
	Expenses	335,648	383,203	390,790
	Streetlights	32,000	33,000	25,000
	Park Maintenance	9,700	10,000	10,000
	Wastewater/Stormwater	91,800	100,000	105,000
	B&M Crossing	2,808	2,808	2,808
	Gasoline	<u>73,511</u>	<u>125,000</u>	<u>125,000</u>
	<b>Total 420</b>	1,278,588	1,533,028	1,614,401
<b>422</b>	<b>ROADWAY REPAIRS</b>			
	Expenses	<u>695,394</u>	<u>633,100</u>	<u>711,000</u>
	<b>Total 422</b>	695,394	633,100	711,000
<b>423</b>	<b>SNOW &amp; ICE</b>			
	Personal Services	57,844	68,000	68,000
	Expenses	<u>191,821</u>	<u>132,000</u>	<u>132,000</u>
	<b>Total 423</b>	249,665	200,000	200,000
<b>450</b>	<b>CLEAN LAKES EXPENSES</b>			
	Expenses	0	46,000	46,000
	Transfer In – Clean Lakes	<u>0</u>	<u>(46,000)</u>	<u>(46,000)</u>
	<b>Total 450</b>	0	0	0
<b>491</b>	<b>CEMETERY DEPARTMENT</b>			
	Personal Services	99,004	103,819	103,565
	Expenses	16,900	17,800	17,800
	Transfer In - Cemetery Trust	(13,000)	(13,000)	(13,000)

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		FY2016	FY2017	FY2018
	<i>Department</i>	<i>Actual</i>	<i>Budget</i>	<i>Budget</i>
	Transfer In - Sale of Cemetery Lots	(12,000)	(12,000)	(12,000)
	Transfer In - Graves	<u>(18,897)</u>	<u>(18,897)</u>	<u>(18,897)</u>
	<b>Total 491</b>	72,007	77,722	77,468
<b>510</b>	<b>HEALTH DEPARTMENT</b>			
	Personal Services	20,422	24,424	25,785
	Expenses	1,555	2,587	2,587
	Assessment - Nashoba BOH	20,214	25,000	25,000
	Assessment - Nashoba Nursing	8,700	9,500	9,500
	Assessment - Eliot Clinic	3,780	4,000	4,000
	Assessment - SANS Program	12,000	12,000	12,500
	Animal Inspector	2,400	2,450	2,450
	Transfer In - B. Sampson Trust	<u>(2,500)</u>	<u>0</u>	<u>0</u>
	<b>Total 510</b>	66,571	79,961	81,822
<b>541</b>	<b>ELDER AND HUMAN SERVICES</b>			
	Personal Services	115,741	116,748	192,328
	Expenses	<u>13,543</u>	<u>13,921</u>	<u>22,921</u>
	<b>Total 541</b>	129,284	130,669	215,249
<b>543</b>	<b>VETERANS SERVICES</b>			
	Personal Services	5,000	7,500	7,500
	Expenses	916	1,515	1,560
	Veteran Benefits	<u>133,768</u>	<u>175,000</u>	<u>185,000</u>
	<b>Total 543</b>	139,684	184,015	194,060
<b>610</b>	<b>REUBEN HOAR LIBRARY</b>			
	Personal Services	421,981	448,820	469,464
	Expenses	81,007	91,798	102,163
	Merrimack Valley Assessment	30,471	34,596	36,157
	Transfer In - Library Trust Fund	<u>(11,500)</u>	<u>(13,000)</u>	<u>(13,000)</u>
	<b>Total 610</b>	521,929	562,214	594,784
<b>630</b>	<b>PARK AND RECREATION DEPT</b>			
	Recreation Enterprise Subsidy	<u>107,323</u>	<u>121,643</u>	<u>171,670</u>
	<b>Total 630</b>	107,323	121,643	171,670
<b>690</b>	<b>OTHER CULTURE &amp; RECREATION</b>			
	Historical	220	700	700
	Memorial Day	500	750	750
	Patriot's Day	<u>50</u>	<u>50</u>	<u>50</u>
	<b>Total 690</b>	770	1,500	1,500
<b>700</b>	<b>DEBT</b>			
<b>710</b>	<b>LONG TERM DEBT</b>	3,309,482	3,119,897	2,916,021
<b>720</b>	<b>SHORT TERM DEBT</b>	635,270	1,038,447	1,466,720
	Transfer In - Self Help Grant	(17,000)	(17,000)	(0)
	Transfer In - Wastewater Settlement	(17,274)	(17,274)	(17,274)
	Transfer In - Oak Hill Cell Tower	(34,269)	(33,269)	(32,269)
	Transfer In - Newtown Hill Cell Tower	(39,848)	(38,648)	(37,448)
	Transfer In - Bond Premium	(54,067)	(49,600)	(45,526)

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<i>Department</i>	<i>FY2016 Actual</i>	<i>FY2017 Budget</i>	<i>FY2018 Budget</i>
Transfer In - Community Preservation	(119,608)	(194,823)	(51,138)
Transfer In - Light Department	<u>(154,530)</u>	<u>(147,084)</u>	<u>(140,378)</u>
<b>Total 700</b>	3,508,156	3,660,646	4,058,708
<b>FUNDING SUMMARY</b>			
Net Budgets	37,023,158	39,871,987	42,837,806
Transfers In	<u>(1,071,913)</u>	<u>(1,211,856)</u>	<u>(1,418,519)</u>
Total Appropriated Budgets	35,951,245	38,660,131	41,419,287

**ARTICLE 5  
FY 2018 Revolving Funds**

Unanimously voted by the “Call of the Articles” to authorize the following Fiscal Year 2018 Revolving Funds, in accordance with Chapter 44, section 53E½ of the General Laws, each with the prior year’s fund balance to be available for expenditure.

- (1) Wiring/Plumbing/Gas Inspections: to allow receipts from wiring and plumbing fees to be segregated into a special account; and with funds therefrom, up to a limit of \$100,000 annually, to be expended to compensate the Wiring, Plumbing and Gas Inspectors, under the direction of the Building Commissioner;
- (2) Alarm Box Repairs: to allow receipts from alarm box fees to be segregated into a special account; and with funds therefrom, up to a limit of \$5,000 annually, to be expended for repairs to alarm boxes, under the direction of the Fire Department;
- (3) CPR Courses: to allow receipts from CPR course fees to be segregated into a special account; and with funds therefrom, up to a limit of \$2,000 annually, to be expended for CPR course costs, under the direction of the Fire Department;
- (4) Sealer of Weights and Measures: to allow receipts from sealer fees to be segregated into a special account; and with funds therefrom, up to a limit of \$3,000 annually, to be expended to compensate the Sealer, under the direction of the Board of Selectmen;
- (5) MART bus fees: to allow receipts from reimbursement from the Montachusett Regional Transit Authority (MART) bus fees to be segregated into a special account; and with funds therefrom, up to a limit of \$68,000 annually, to be expended for wages and expenses for senior van operation, under the direction of the Director of Elder and Human Services;
- (6) Pet Cemetery: to allow receipts from pet cemetery fees to be segregated into a special account; and with funds therefrom, up to a limit of \$20,000 annually, to be expended for associated administrative costs, under the direction of the Cemetery Commission;
- (7) Spectacle Pond Cell Tower: to allow receipts from the Spectacle Pond Cell Tower Clean Lakes Fund established by Article 6 of the May 8, 2000 Special Town Meeting to be segregated into a special account; and with funds therefrom, up to a limit of \$46,000 annually, to be expended for expenses associated with the Clean Lakes program, under the direction of the Clean Lakes Committee;
- (8) Legal Advertisements: to allow receipts paid by applicants for advertising costs to be segregated into a special account; and with funds therefrom, up to a limit of \$5,000 annually, to be expended for legal advertising costs, under the direction of the Board of Appeals;
- (9) Cemetery Revolving: to allow a portion of receipts received from sales of lots to be segregated into a special account; and with funds therefrom, up to a limit of \$10,000 annually, to be expended for expenses associated with maintenance of such under the direction of the Cemetery Commissioners;

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- (10) Permitting Software: to allow a portion of receipts received from land use permit fees to be segregated into a special account; and with funds therefrom, up to a limit of \$15,000 annually, to be expended for expenses associated with maintenance of permitting software under the direction of the Board of Selectmen;
- (11) Police Cruisers sale proceeds: to allow the proceeds resulting from the sale/disposal of retired police vehicles to be segregated into a special account; and with funds therefrom, up to a limit of \$25,000 annually, to be expended for expenses associated with purchasing Police replacement vehicles authorized under the Capital Plan under the direction of the Board of Selectmen;
- (12) Composting Bins: to allow the proceeds resulting from the disposal/sale of composting bins to be segregated into a special account; and with funds therefrom, up to a limit of \$5,000 annually, to be expended for expenses associated with the expenses of said program under the direction of the Highway Operations Manager;
- (13) LCTV Boxborough IMA: to allow the proceeds resulting from the provision of LCTV cable services to the Town of Boxborough through an intermunicipal agreement to be segregated into a special account; and with funds therefrom, up to a limit of \$65,000 annually, to be expended for expenses associated with the provision of said services under the direction of the LCTV Executive Director with the approval of the Board of Selectmen;
- (14) School Department Transportation: to allow the proceeds resulting from user fees from providing school bus transportation to be segregated into a special account; and with funds therefrom, up to a limit of \$150,000 annually, to be expended for expenses associated with providing student bus transportation under the direction of the School Committee; and
- (15) School Department One to One Technology: to allow the proceeds resulting from user fees from technology lease purchases to be segregated into a special account; and with funds therefrom, up to a limit of \$150,000 annually, to be expended for expenses associated with one to one technology initiative for students under the direction of the School Committee; and
- (16) Conservation Community Gardens: to allow receipts from fees for community gardens on Conservation Commission properties to be segregated into a special account; and with funds therefrom, up to a limit of \$1,000 annually, to be expended for maintenance and improvements of said gardens under the direction of the Conservation Commission.

**ARTICLE 6**  
**FY 2018 Water Enterprise Fund Operating Budget**

Unanimously voted by the “Call of the Articles” to appropriate \$3,464,735 or any other sum or sums of money from the Water Enterprise Fund to finance the operation of the Water Department for the fiscal year beginning July 1, 2017 (*detail below*),

<b>I. Water Enterprise Revenues</b>	<b>FY 2017</b>	<b>FY 2018</b>
User Charges	\$2,850,000	\$3,464,735
Enterprise Available Funds	200,000	0
Investment Income	0	0
<b>Total Revenues</b>	<b>\$3,050,000</b>	<b>\$3,464,735</b>
<b>II. Costs Appropriated for the Enterprise Fund</b>		
Salaries and Wages	\$850,000	\$862,050
Expenses	1,200,000	1,277,950
Capital Outlay – Equipment	65,000	60,000
Capital Outlay – Improvements	301,751	552,000
Reserve Fund	100,000	160,000
Debt Principal and Interest	533,249	507,205
Budgeted Surplus	0	45,530

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<b>Total Costs Appropriated for Enterprise Fund</b>	<b>\$3,050,000</b>	<b>\$3,464,735</b>
<b>III. Costs Appropriated for General Fund to be Charged to the Enterprise Fund</b>		
Indirect Costs	\$0	\$0
Benefits	0	0
Pension Costs	0	0
<b>Total Costs Appropriated for the General Fund.</b>	<b>0</b>	<b>0</b>
<b>Total Costs</b>	<b>\$3,050,000</b>	<b>\$3,464,735</b>

**ARTICLE 7**

**FY 2018 Park, Recreation & Community Education Enterprise Fund Operating Budget**

Unanimously voted by the “Call of the Articles” to appropriate \$987,277 or any other sum or sums of money from the Park, Recreation & Community Education Enterprise Fund to finance the operation of the Park, Recreation and Community Education Department for the fiscal year beginning July 1, 2017 (*detail below*),

<b>I. PRCE Enterprise Revenues</b>	<b>FY 2017</b>	<b>FY 2018</b>
User Charges	\$871,102	\$815,107
Transfer In from Recreation Fund	0	0
Transfer In from General Fund	113,226	171,670
Enterprise Available Funds	0	0
Investment Income	500	500
<b>Total Revenues</b>	<b>\$984,828</b>	<b>\$987,277</b>
<b>II. Costs Appropriated for the Enterprise Fund</b>		
Salaries and Wages	\$343,555	\$371,330
Expenses	508,094	492,738
Transfer to General Fund – Field Maintenance	0	26,000
Capital Outlay – Equipment	0	0
Capital Outlay – Improvements	0	0
Reserve Fund	50,000	50,000
Debt Principal and Interest	0	0
Budgeted Surplus	83,179	47,209
<b>Total Costs Appropriated for Enterprise Fund</b>	<b>\$984,828</b>	<b>\$987,277</b>
<b>III. Costs Appropriated for General Fund to be Charged to the Enterprise Fund</b>		
Indirect Costs	\$0	\$0
Benefits	0	0
Pension Costs	0	0
<b>Total Costs Appropriated for the General Fund.</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Costs</b>	<b>\$984,828</b>	<b>\$987,277</b>

**ARTICLE 8**  
**FY 2018 Capital Items from Available Funds**

Two votes taken. Non-held articles ayes have it passes by the necessary majority, so declared by the Moderator. Four articles II. D; IV. A.; VIII. B.; and VIII. D. were discussed and voted motion carries by necessary majority, declared unanimous vote. That the Town will vote to raise and appropriate \$1,352,405, transfer \$259,150 from the funds named herein and transfer from the Undesignated Fund Balance the sum of \$373, 212, for a total of \$1,984,767, for the capital projects and purchases itemized and described in the warrant.

**I. POLICE DEPARTMENT**

- A. Police Patrol Vehicle Replacements - \$117,000 to be expended by the Police Department for replacement of two police patrol vehicles with Ford Police Inceptors.
- B. Police Public Safety Radio Maintenance - \$11,580 to be expended by the Police Department for a maintenance agreement to cover public safety and public works radio system infrastructure.
- C. Police Vehicle Maintenance -\$7,000 to be expended by the Police Department for tire replacement and equipment maintenance of its fleet of vehicles.
- D. K-9 Vehicle Replacement - \$30,000 to be expended by the Police Department to replace the K-9 Patrol Vehicle.

**II. FIRE DEPARTMENT**

- A. Fire Major Equipment Repair -\$25,000 to be expended by the Fire Department for major equipment repairs and upkeep.
- B. Protective Clothing Replacement - \$12,000 to be expended by the Fire Department for the fourth year of an annual replacement program for turnout gear.
- C. Engine 4 Refurbishment - \$125,000 to be expended by the Fire Department to refurbish a 2007 Smeal Pump Truck.
- D. Fire Station Renovation Project Community Room - \$44,000 transferred from the LCTV PEG Access and Cable Related Fund, to be expended by Littleton Community Television and the Permanent Municipal Building Committee for the Fire Station Community Room with broadcast media equipment necessary to outfit the new facility for local programming on LCTV, specifically in the area of Government Programming.

**III. HIGHWAY DEPARTMENT**

- A. Highway Major Equipment Repair - \$18,000 to be expended by the Highway Department for major equipment repairs and upkeep.
- B. Administrative Vehicle – \$25,601 to be expended by the Highway Department for the purchase of a Ford Escape to be used by the Director of Public Works.
- C. One-ton Dump Truck, Plow Replacement - \$68,536 to be expended by the Highway Department to replace a 2009 Ford F-450 dump truck and plow.
- D. Front End Loader Replacement - \$175,000 to be expended by the Highway Department to replace a 1998 model John Deere front end loader.

**IV. SCHOOLS**

- A. Technology, Chromebook Replacements - \$115,000 to be expended by the School Committee to replace miscellaneous technology equipment and Chromebooks.
- B. School Resource Materials - \$100,000 to be expended by the School Committee for school resource materials, textbooks, and training.
- C. Custodial Equipment – \$44,500 to be expended by the School Committee to replace custodial equipment throughout the school district.

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- D. Café POS Hardware - \$8,000 to be expended by the School Committee for purchase and installation of Café POS (point of sale) hardware in all schools.
- E. Folding Chairs/Carts - \$15,000 to be expended by the School Committee for folding chair and cart replacements and additions for all schools.
- F. Shaker Lane School Phone System Replacement - \$35,000 to be expended by the School Committee to replace the current 15-year-old telephone system at the Shaker Lane School.

**V. CEMETERY**

- A. Backhoe Angle Plow - \$8,100 to be expended by the Cemetery Commission for the purchase of an angle plow for the backhoe for snow removal.
- B. Mower - \$15,700 to be expended by the Cemetery Commission to replace a 20-year old mower for the Cemetery Department.
- C. Casket Lowering Device - \$3,100 to be expended by the Cemetery Commission to replace a casket lowering device.

**VI. LIBRARY**

- A. Furnishings replacement - \$7,500 to be expended by the Library Trustees for the replacement of worn and damaged furnishings.

**VII. PARK & RECREATION**

- A. Twelve-Passenger Van - \$25,000 to be expended by the Park and Recreation Commission to purchase a twelve-passenger van to replace the existing vehicle shared with Schools.
- B. Recreation Major Equipment and Repairs - \$50,000 to be expended by the Park and Recreation Commission for major equipment/facility repair and maintenance.

**VIII. FACILITIES AND INFRASTRUCTURE**

- A. Facility Capital Improvements Recommendations – \$299,000 to be expended by the Permanent Municipal Building Committee to implement recommendations of the Facility Needs Assessment Study.
- B. Financial Software - \$350,000 to be expended by the Finance Director to convert all Finance Offices and end users to a fully integrated financial software solution as a replacement for the 10 year old existing software.
- C. Town Offices Meeting Room 103 Upgrades- \$21,600 transferred from the LCTV PEG Access and Cable Related Fund, to be expended by Littleton Community Television and the Permanent Municipal Building Committee for HD camera upgrades to Town Offices Meeting Room 103.
- D. Stormwater MS4 Permit Needs - \$100,000 transferred from the Spectacle Pond Cell Tower Clean Lakes Fund established by Article 6 of the May 8, 2000 Special Town Meeting, to be expended by the Board of Selectmen for a second year of funding to address compliance issues with new MS4 Stormwater Permit.
- E. Mill Pond Dredging - \$68,550 transferred from the Spectacle Pond Cell Tower Clean Lakes Fund established by Article 6 of the May 8, 2000 Special Town Meeting, to be expended by the Clean Lakes Committee as part of the Town's cost of the Federally funded project, estimated at \$3 million.
- F. Clean Lakes Projects - \$25,000 transferred from the Spectacle Pond Cell Tower Clean Lakes Fund established by Article 6 of the May 8, 2000 Special Town Meeting, to be expended by the Clean Lakes Committee to address signage needs, Long Lake level control and Long Lake wetlands park maintenance.
- G. Master Plan - \$35,000 to be expended by the Planning Board for needs associated with implementation of the Town's Master Plan.

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**ARTICLE 9**  
**FY 2018 Community Preservation Budget**

Unanimously voted by the “Call of the Articles” that the Town hear and act on the report of the Community Preservation Committee on the Fiscal Year 2018 Community Preservation Budget, to appropriate or reserve from FY 2018 Community Preservation Fund annual revenues and reserves the following amounts, as recommended by the Community Preservation Committee, with each item considered a separate appropriation:

<b>Appropriations</b>	<b>TOTAL</b>	<b>Open Space</b>	<b>Historic</b>	<b>Housing</b>	<b>Admin</b>	<b>Recreation</b>	<b>Undesignated</b>
Administration Expenses	\$5,000				\$5,000		
Debt Service for Prior Issues - from FY 2018 Surcharge	51,138	26,176	14,725				10,237
Oak Hill Parking Lot - from FY 2018 Surcharge	17,000						17,000
Regional Housing Services - From 2018 Surcharge	5,000			5,000			
PRCE Bathhouse Feasibility/ Design - from Recreation Reserve	30,000					30,000	
PRCE 300 King St Improvements - From Recreation Reserve	30,000					30,000	
Appropriation to Reserve Balances - from 2018 Surcharge	200,619		11,451	21,176			150,992
<b>TOTAL</b>	<b>\$321,757</b>	<b>\$26,176</b>	<b>\$26,176</b>	<b>\$26,176</b>	<b>\$5,000</b>	<b>\$60,000</b>	<b>\$178,229</b>

**ARTICLE 10**  
**Personnel By-law Amendments**

Unanimously voted by the “Call of the Articles” that the Town amend the Personnel By-law and Classification and Compensation Plan, Chapter 33 of the Town Code, as recommended by the Personnel Board as follows:

1. By amending Schedule A, Permanent Full and Part-time Employees, effective July 1, 2017, by applying a two percent (2%) salary schedule adjustment so that said schedule reads as follows:

<b>GRADE</b>		<b>STEP 1</b>	<b>STEP 2</b>	<b>STEP 3</b>	<b>STEP 4</b>	<b>STEP 5</b>	<b>STEP 6</b>	<b>STEP 7</b>	<b>STEP 8</b>
<i>Employees</i>									
<b>1</b>	<i>hourly</i>	\$14.33	\$14.83	\$15.35	\$15.89	\$16.44	\$17.01	\$17.61	\$18.22
	<i>annual</i>	\$29,921.04	\$30,965.04	\$32,050.80	\$33,178.32	\$34,326.72	\$35,516.88	\$36,769.68	\$38,043.36
<b>2</b>	<i>hourly</i>	15.33	15.88	16.43	17.00	17.60	18.21	18.85	19.51
	<i>annual</i>	32,009.04	33,157.44	34,305.84	35,496.00	36,748.80	38,022.48	39,358.80	40,736.88
<b>3</b>	<i>hourly</i>	16.41	16.98	17.57	18.19	18.82	19.48	20.17	20.87
	<i>annual</i>	34,264.08	35,454.24	36,686.16	37,980.72	39,296.16	40,674.24	42,114.96	43,576.56
<b>4</b>	<i>hourly</i>	17.55	18.17	18.80	19.46	20.15	20.84	21.57	22.33
	<i>annual</i>	36,644.40	37,938.96	39,254.40	40,632.48	42,073.20	43,513.92	45,038.16	46,625.04

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<b>5</b>	<i>hourly</i>	18.78	19.44	20.12	20.82	21.55	22.31	23.09	23.90
	<i>annual</i>	39,212.64	40,590.72	42,010.56	43,472.16	44,996.40	46,583.28	48,211.92	49,903.20
<b>6</b>	<i>hourly</i>	20.10	20.80	21.53	22.29	23.06	23.88	24.72	25.58
	<i>annual</i>	41,968.80	43,430.40	44,954.64	46,541.52	48,149.28	49,861.44	51,615.36	53,411.04
<b>7</b>	<i>hourly</i>	21.51	22.27	23.03	23.85	24.68	25.54	26.44	27.37
	<i>annual</i>	44,912.88	46,499.76	48,086.64	49,798.80	51,531.84	53,327.52	55,206.72	57,148.56
<b>8</b>	<i>hourly</i>	23.01	23.83	24.65	25.52	26.42	27.35	28.28	29.27
	<i>annual</i>	48,044.88	49,757.04	51,469.20	53,285.76	55,164.96	57,106.80	59,048.64	61,115.76
<b>9</b>	<i>hourly</i>	24.76	25.61	26.51	27.44	28.40	29.38	30.41	31.48
	<i>annual</i>	51,698.88	53,473.68	55,352.88	57,294.72	59,299.20	61,345.44	63,496.08	65,730.24
<b>10</b>	<i>hourly</i>	27.21	28.17	29.16	30.18	31.24	32.33	33.47	34.64
	<i>annual</i>	56,814.48	58,818.96	60,886.08	63,015.84	65,229.12	67,505.04	69,885.36	72,328.32
<b>11</b>	<i>hourly</i>	30.49	31.56	32.67	33.81	35.00	36.22	37.49	38.80
	<i>annual</i>	63,663.12	65,897.28	68,214.96	70,595.28	73,080.00	75,627.36	78,279.12	81,014.40
<b>Senior Management</b>									
<b>12</b>	<i>hourly</i>	35.98	37.24	38.55	39.89	41.29	42.74	44.23	45.78
	<i>annual</i>	75,126.24	77,757.12	80,492.40	83,290.32	86,213.52	89,241.12	92,352.24	95,588.64
<b>13</b>	<i>hourly</i>	42.45	43.93	45.47	47.06	48.72	50.42	52.17	54.01
	<i>annual</i>	88,635.60	91,725.84	94,941.36	98,261.28	101,727.36	105,276.96	108,930.96	112,772.88
<b>14</b>	<i>hourly</i>	47.54	49.22	50.93	52.70	54.56	56.47	58.44	60.49
	<i>annual</i>	99,263.52	102,771.36	106,341.84	110,037.60	113,921.28	117,909.36	122,022.72	126,303.12
<b>15</b>	<i>hourly</i>	53.24	55.12	57.06	59.05	61.11	63.26	65.47	67.77
	<i>annual</i>	111,165.12	115,090.56	119,141.28	123,296.40	127,597.68	132,086.88	136,701.36	141,503.76

**GRADE 1**

*No positions assigned*

**GRADE 2**

Cemetery Laborer

**GRADE 3**

Library Assistant

Library Processing Clerk

**GRADE 4**

Building Maintenance Custodian

Department Clerk

Financial Technician

**GRADE 5**

Assessing Clerk

Cemetery Groundskeeper

Library Technician

P/T Communications Officer

LCTV – P/T Program Coordinator

**GRADE 6**

Administrative Assistant – Building

Administrative Assistant – Conservation

Administrative Assistant– Human Resources

Administrative Assistant – Parks & Recreation

Administrative Clerk – Collector / Clerk

Program Specialist I

Senior Library Technician

Special Programs Instructor

**GRADE 7**

Assessing Clerk/Field Lister

Community Education Coordinator

Library Office Coordinator

Payroll and Finance Coordinator

Reserve Police Officer

Wellness Coordinator

**GRADE 8**

Assistant Town Clerk

Business Administrator-Public Works

Executive Assistant of Public Safety – Fire

Executive Assistant of Public Safety – Police

Program Specialist II

Recreation Coordinator

Special Events & Aquatics Coordinator

**GRADE 9**

Assistant Assessor

Assistant Director-PRCE

Assistant Town Accountant

Building Maintenance Supervisor

Cemetery Superintendent

Children’s Services/Senior Librarian

Conservation Coordinator

Elder and Human Services Outreach Coordinator and

Respite Care

Executive Assistant to the Town Administrator

Head of Circulation & Interlibrary Loan/Senior

Librarian

LCTV Production Supervisor

Senior Librarian

Technical Services/Senior Librarian

Young Adult Services/Reference Services/ Senior

Librarian

Zoning Assistant / Permit Technician / Business

Administrator

**GRADE 10**

Assistant Library Director

Inspector of Wires

Plumbing & Gas Inspector

**GRADE 11**

Assistant Treasurer and HR Administration

Director of Elder and Human Services

Littleton Community Television Executive Director

Parks, Recreation & Community Education Director

Planning Administrator/Permit Coordinator

*Police Lieutenant\**

Tax Collector

*Town Clerk\*\**

Town Engineer

**GRADE 12**

Building Commissioner/Zoning Enforcement Officer

Chief Assessor/Appraiser

Highway Operations Manager and Superintendent

Information Systems Manager

Town Treasurer

*Deputy Fire Chief\**

*Deputy Police Chief\**

*Library Director\**

**GRADE 13**

Assistant Town Administrator

*Director of Finance and Budget / Town Accountant\**

Director of Public Works

*Fire Chief\**

**GRADE 14**

*Chief of Police\**

**GRADE 15**

*Town Administrator\**

*Management contract (\*) and elected (\*\*) positions not subject to this By-law*

2. By amending Schedules B, B-1, B-2, and D, effective July 1, 2017, by applying a two percent (2%) salary schedule adjustment so that said schedules read as follows:

**Schedule B**

On-Call Meeting Clerk, \$12.36; Election Warden, \$17.57

**Schedule B-1, Other Employees**

GRADE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
1 hourly	\$11.76	\$12.00	\$12.24	\$12.48	\$12.73
2 hourly	\$14.71	\$15.00	\$15.30	\$15.61	\$15.92

**GRADE 1**

COA Dispatcher

**GRADE 2**

COA Van Driver

**Schedule B-2, Temporary/Seasonal Employees**

GRADE	STEP 1	STEP 2	STEP 3	STEP 4
1 hourly	\$14.33	\$14.62	\$14.91	\$15.21
2 hourly	\$15.33	\$15.64	\$15.95	\$16.27
3 hourly	\$16.41	\$16.74	\$17.07	\$17.41
4 hourly	\$17.55	\$17.90	\$18.26	\$18.63

**GRADE 1**

No positions assigned

**GRADE 3**

No positions assigned

**GRADE 2**

Seasonal Highway Laborer

**GRADE 4**

Seasonal Truck Driver/Laborer

**Schedule D, Fire Department On-Call**

GRADE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6
1 hourly	\$11.00					
2 hourly	\$14.86	\$15.16	\$15.46	\$15.77	\$16.09	\$16.41
3 hourly	\$15.45	\$15.76	\$16.08	\$16.40	\$16.73	\$17.06
4 hourly	\$16.07	\$16.39	\$16.72	\$17.05	\$17.39	\$17.74
5 hourly	\$16.54	\$16.87	\$17.21	\$17.55	\$17.90	\$18.26
6 hourly	\$17.04	\$17.38	\$17.73	\$18.08	\$18.44	\$18.81
7 hourly	\$17.55	\$17.90	\$18.26	\$18.63	\$19.00	\$19.38
8 hourly	\$18.08	\$18.44	\$18.81	\$19.19	\$19.57	\$19.96
9 hourly	\$18.63	\$19.00	\$19.38	\$19.77	\$20.17	\$20.57
10 hourly	\$18.81	\$19.19	\$19.57	\$19.96	\$20.36	\$20.77

**GRADE 1**

On-Call Probationary Firefighter or EMT

**GRADE 2**

No positions assigned

**GRADE 3**

On-Call Firefighter

On-Call EMT

**GRADE 4**

On-Call Firefighter/EMT

**GRADE 5**

No positions assigned

**GRADE 6**

No positions assigned

**GRADE 7**

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On-Call Firefighter/EMT (Firefighter I/II or  
advanced EMT certification)

**GRADE 8**

On-Call Lieutenant

**GRADE 9**

On-Call Captain

**GRADE 10**

On-Call Deputy Chief

Step increases on Schedule D will be awarded on the basis of performance as determined by the Fire Chief.

3. By amending Schedule C, as requested by the Park & Recreation Commission, to adjust the listing of Seasonal/Temporary/fee based positions, to read as follows effective January 1, 2017:

**GRADE 1**

Program Aide I  
Camp Junior Counselor  
Snack Hut Attendee

**GRADE 2**

Program Aide II  
Lifeguard I  
Junior Sailing Instructor  
Maintenance Technician

**GRADE 3**

Camp Senior Counselor

**GRADE 4**

Intern  
Junior Guard Coordinator  
Snack Hut Manager

**GRADE 5**

Aftercare Coordinator  
Camp Lead I  
Lifeguard II/WSI  
Sailing Instructor

**GRADE 6**

Camp Lead II  
Program Coordinator

**GRADE 7**

Camp Specialists

**GRADE 8**

Head Lifeguard  
Camp Assistant Director  
Sailing Coordinator

**GRADE 9**

Seasonal Programs Instructor

**GRADE 10**

Special Course Coordinator

**GRADE 11**

Preschool Instructor

**GRADE 12**

Aquatics Director  
Camp Director

**ARTICLE 11**  
**Stabilization Fund**

Ayes have it motion passes by necessary majority, so declared a vote that the Town will transfer from Undesignated Fund Balance the sum of \$80,894 in accordance with the provisions of Chapter 40, Section 5B of the General Laws.

**Motion:** Moved and seconded by the Boad of Selecmen that the Town vote to transfer from the Undesignated Fund Balance the sum of R\$80,894 for Article 11 as printed in the warrant.

**ARTICLE 12**  
**Capital Stabilization Fund**

Ayes have it, motion asses by unanimous vote so declared passed that the Town will transfer from Undesignated Fund Balance the sum of \$386,739 to be deposited in the Capital Stabilization Fund established by Article 6 of the May 6, 2013 Special Town Meeting for the purpose of funding any capital-related project, or pieces of capital equipment, or debt-service payment related thereto; said fund as authorized by Chapter 40, Section 5B of the General Laws.

**Motion:** Moved and seconded by the Board of Selectmen that the Town vote to transfer from the Undesignated Fund Balance the sum of \$386,739 for Article 12 as printed in the warrant.

**ARTICLE 13**  
**Debt Exclusion Stabilization Fund**

Ayes have it motion passes by necessary majority, so declared unanimous that the Town will transfer from Undesignated Fund Balance the sum of \$166,574 to be deposited in the Debt Exclusion Stabilization Fund established by Article 12 of the May 2, 2016 Special Town Meeting for the purpose of reducing the amount of existing debt service and/or the amount of debt needed to be placed when final bonding occurs for borrowing authorizations, both having been exempted from the provisions of Proposition two-and-one-half, so called; said fund as authorized by Chapter 40, Section 5B of the General Laws.

**Motion:** Moved and seconded by the Board of Selectmen that the Town vote to transfer from the Undesignated Fun Balance the sum of \$166,574 form Article 13.

**ARTICLE 14**  
**Trust Fund Grant**

Unanimously voted by the "Call of the Articles" the Town will vote to transfer \$4,000 in Trust Funds for the following purpose and costs related thereto; or to take any other action in relation thereto: DEHS Animal Assistance Care Program - \$4,000 to the Elder and Human Services Department for creation of an animal care assistance program from the Bradford Sampson Relief of Animals Fund.

**Motion:** Moved and seconded by the Trust Fund Commissioners that the Town vote to approved Article 14 as printed in the warrant.

**ARTICLE 15**  
**Senior Citizens and Veterans Tax Work-off Abatement Programs**

Unanimously voted by the “Call of the Articles” that the Town vote to request the Board of Assessors to commit the following sums from the Overlay Account for Abatements to fund Property Tax Work-off Abatement Programs for Senior Citizens (\$80,000) and Veterans (\$7,000).

**Motion:** Moved and seconded by the Board of Selectmen that the Town vote to approve Article 15 as printed in the warrant.

**ARTICLE 16**  
**Use of MassDOT Chapter 90 Funds**

Unanimously voted by the “Call of the Articles” that the Town appropriate \$397,288 for authorized road improvements and other projects provided for under Chapter 90 of the General Laws.

**Motion:** Moved and seconded by the Board of Selectmen that the Town vote to appropriate funds available in the amount of \$397,288 for authorized road improvements and other projects provided for under Chapter 90 of the General Laws.

**ARTICLE 17**  
**Zoning Amendment: Accessory Apartment**

Ed Mullen, Chairman of the Planning Board gave a report of said Board, discussion pursued and then a hand count was taken as a 2/3rds majority was needed. With 4 in the Negative and then the Ayes asked for and clearly more than 2/3<sup>rd</sup>s it was so declared by the Moderator to pass by the necessary 2/3rds majority that the Town amend the Zoning By-law as follows:

1. By changing Accessory dwelling (see Article XIII) 173-26.B in the Use Regulations to “Accessory apartment (see Article XIII) and changing the use designation in the columns labeled R, VC, B, IA, and IB from “A” or “N” to “Y”, and by adding a new footnote 11 to the use “Accessory apartment (see Article XIII)” to read as follows: Accessory apartment is permitted only if it conforms to §173-58 or §173-59; otherwise, it shall require a special permit from the Zoning Board of Appeals.
2. By deleting Article XIII, Accessory Dwellings, in its entirety and inserting, in place thereof, a new Article XIII, Accessory Apartment, to read as follows:

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**Article XIII, Accessory Apartment**

**§173-58. Standards for Permitted Accessory Apartments.**

An accessory dwelling that conforms to all of the following requirements shall be permitted as an accessory use in any district in a lawfully existing detached single-family dwelling.

- A. There shall not be more than one accessory apartment on a lot.
- B. The accessory apartment shall be located inside a detached single-family dwelling (an “interior unit”).
- C. The accessory apartment shall be designed to maintain the appearance of a single-family dwelling, subject to the following requirements.
  1. Construction of an accessory apartment shall not create more than a 15 percent increase in the gross floor area of the single-family dwelling;

2. All stairways to an accessory apartment above the first floor shall be enclosed within the exterior walls of the single-family dwelling or on the rear of the dwelling if constructed on an outer wall.
  3. Where two or more entrances exist on the front façade the single-family dwelling, one entrance shall appear to be the principal entrance and other entrances shall appear to be secondary.
- D. The accessory apartment shall not exceed the greater of 40 percent of the gross floor area of the single-family dwelling or 1,200 square feet, and shall not have more than two bedrooms except by special permit from the Zoning Board of Appeals.
- E. The owner(s) of the single-family dwelling in which the accessory apartment is created must continue to occupy one of the units as their primary residence, except for bona fide temporary absences.
- F. There shall be one off-street parking space for the accessory apartment in addition to off-street parking spaces required for the principal dwelling. The parking space shall be constructed of materials consistent with the existing driveway and shall have vehicular access to the driveway.
- G. Where the driveway is located within 15 feet of the side lot line, at least four feet of the driveway side yard, measured from the side lot line, shall be a buffer zone landscaped with non-invasive plantings.

**§173-59. Provision for Accessory Apartments under Prior Special Permits.**

An accessory apartment that exists under and conforms to the conditions of a special permit granted by the Zoning Board of Appeals prior to May 1, 2017 shall be deemed a permitted accessory use under this Article XIII.

**§173-60 Accessory Apartments by Special Permit.**

The Zoning Board of Appeals may grant a special permit for an accessory apartment under the following circumstances, provided the Board finds that the proposed apartment will not have a detrimental impact on the neighborhood:

- A. An interior unit that exceeds the maximum floor area or limitation on number of bedrooms under §173-58(D) above.
- B. An accessory apartment in a detached accessory structure (an “exterior unit”) if the following criteria are met:
  1. The apartment complies with the requirements of ~173-58 (E) through (G).
  2. The Board determines that the exterior appearance of the accessory structure is compatible with the principal dwelling on the same lot and with dwellings and accessory structures on adjoining lots.
  3. By deleting from §173-2, Definitions, the term “Accessory Dwelling” and its definition and inserting, in appropriate alphabetical order, the following new definition:

ACCESSORY APARTMENT -- A second dwelling unit either in or added to an owner-occupied, detached single-family dwelling (“interior unit”), or in a separate accessory structure on the same lot as the principal dwelling (“exterior unit”), for use as a complete living unit, with provisions for cooking, eating, sanitation, and

sleeping within the accessory apartment. Both the principal residence and the accessory apartment shall be in the same ownership.

**ARTICLE 18**  
**Marijuana Establishments**

So declared by voice vote, declared the necessary 2/3rds majority to amend the Zoning By-law by adopting new Article XXVIII, Temporary Moratorium on Marijuana Establishments, to read as follows:

§173-193. Purpose. By vote at the State election on November 8, 2016, the voters of the Commonwealth approved a law regulating the cultivation, manufacture, processing, distribution, sale, possession, testing and use of marijuana. The law provides that it is effective on December 15, 2016, and that a new state agency, the Cannabis Control Commission (CCC), is required to issue regulations regarding implementation by September 15, 2017. The regulation of such Marijuana Establishments raises novel and complex legal, planning, and public safety issues. The Town needs time to consider and address these issues, as well as the potential impact of the forthcoming Cannabis Control Commission regulations, by means of a comprehensive planning process to consider amending the Zoning By-law to regulate Marijuana Establishments. The temporary moratorium provided in Section 173-195 is intended to allow sufficient time for the Town to engage in such a planning process and to adopt suitable Zoning By-law provisions in a manner consistent with sound land-use planning objectives.

§173-194. Definition. As used in Sections 173-193 through 173-195, the term “Marijuana Establishment” shall mean a marijuana cultivator, marijuana testing facility, marijuana product manufacturer, marijuana retailer, or any other type of marijuana-related business, subject to regulation under Chapter 94G of the Massachusetts General Laws; provided, however, that a Registered Marijuana Dispensary shall not be deemed to be a Marijuana Establishment.

§173-195. Temporary Moratorium. For the reasons set forth above and notwithstanding any other provision of the Zoning By-law to the contrary, the Town hereby adopts a temporary moratorium on the use of land or structures as a Marijuana Establishment. The moratorium shall be in effect through August 31, 2018, unless extended, continued, or modified as a subsequent Town Meeting. During the moratorium period, the Town shall undertake a planning process to address the potential impacts of Marijuana Establishments and other related land uses and structures, consider the Cannabis Control Commission regulations regarding Marijuana Establishments when they are issued, and shall consider adopting new provisions of the Zoning By-law governing the location, operation and effects of Marijuana Establishments for consideration by the 2018 Annual Town Meeting.

**ARTICLE 19**  
**Town Offices / Middle School / Russell Street School Parcel U19-21-0**

Unanimously voted by the “Call of the Articles” that the Town voted as follows:

Whereas the Town-owned parcel of land described as Assessor’s Lot U19-21-0 is comprised of eight separate parcels of land that were acquired by the Town for either school purposes or general municipal purposes; and

Whereas portions of the land held in the care, custody, management and control of the School Committee are actually used for general municipal purposes; and

Whereas portions of the land held in the care, custody, management and control of the Board of Selectmen are actually used for school purposes; and

Whereas the Board of Selectmen and School Committee wish to confirm the boundaries of the land held by each board, as depicted on a plan entitled “Town Parcel U19-21-0 Delineation Littleton, MA”, dated March 27, 2017;

Therefore, the Town votes as follows:

(a) to transfer the care, custody, control and management of the land acquired by deeds from Roland G. Houghton, Langdon Prouty and James D. Christie as Trustees of the Alice M. Whitcomb Trust dated July 27, 1942 and September 9, 1955 and recorded in the Middlesex South District Registry of Deeds in Book 6617, Page 394 and Book 8560, Page 118, respectively and shown as “Lot “1A” Athletic Field Parcel” containing 6 acres±, on a plan entitled “Town Parcel U19-21-0 Delineation Littleton, MA”, dated March 27, 2017 and prepared by the Town of Littleton, from the Board of Selectmen for general municipal purposes to the School Committee for school purposes; and

(b) to transfer the care, custody, control and management of portions of the land acquired by (1) orders of taking recorded in the Middlesex South District Registry of Deeds in Book 4506, Page 249 and Book 7729, Page 552; (b) deeds from Augustus Hager dated February 21, 1868 and June 30, 1868 and (c) deed from Austin L. and Albert W. Hartwell filed with the Middlesex South Registry District of the Land Court as Document #251062, Certificate #14552, as shown as “Lot “2” Town Hall Lot 7.80± Acres” on a plan entitled “Town Parcel U19-21-0 Delineation Littleton, MA”, dated March 27, 2017 and prepared by the Town of Littleton, from the School Committee for school purposes to the Board of Selectmen for general municipal purposes.

**ARTICLE 20**

**Acquire Land at Parcel U39-4-14 for Mill Pond Restoration Project**

Ayes have it Town will vote (i) to authorize the Board of Selectmen to acquire by purchase, gift, or eminent domain the fee interest in a certain parcel of land on Harwood Avenue at Mill Pond, containing 9.00 acres, more or less, shown as Assessors’ Map U39, Parcel 4-14, together with and subject to all rights, restrictions and easements of record, on such terms and conditions as the Selectmen may determine; (ii) to authorize the Board of Selectmen to enter into all agreements and execute any and all instruments as may be necessary on behalf of the Town of Littleton to effect said acquisition or purchase or gift; or (iii) to take any other action in relation thereto.

**ARTICLE 21**

**Acquire Land at 31 Boxborough Road for Conservation Purposes**

Ayes have it by ballot and checklist 132 total ballots cast 123 yes, 9 oppose; 88 necessary to pass, the Town votes

(i) to authorize the Board of Selectmen to acquire by purchase, gift or eminent domain, for a purchase price of \$1,273,758, for conservation and passive recreational purposes, the fee interest in a two parcels of land located at 31 Boxborough Road, specifically: Parcel A on a plan entitled: Plan of Land in Littleton, Mass., owned By Joyce W. Williams, February 2017” (the “Plan”) containing approximately 35.11 acres, more or less, and an easement over the 12 foot wide parcel identified as Parcel B as shown on the Plan for peaceable, non-motorized trail purposes for use by the general public, said land being a portion of the property described in a deed recorded in the Middlesex South Registry of Deeds in Book 14640, Page 109, and which Plan is on file in the Office of the Town Clerk, together with and subject to all rights, restrictions and easements of record, on such terms and conditions as the Selectmen may determine; provided that said land is to be conveyed to the Town of Littleton under the provisions of Chapter 40, Section 8C of the General Laws, as it may be hereafter amended, and other Massachusetts

statutes relating to conservation and passive recreation, to be managed and controlled by the Littleton Conservation Commission;

(ii) to appropriate the funds necessary to pay the costs of acquiring the property described herein, including the payment of all costs incidental and related thereto, (a) by transferring from CPA Open Space Reserve the sum of \$581,273; (b) by transferring from CPA Undesignated Reserve the sum of \$392,485; (c) by appropriating and borrowing the sum of \$300,000, and authorizing the Treasurer, with the approval of the Board of Selectmen, to issue any bonds or notes that may be necessary for that purpose, as authorized by M.G.L. Chapter 44B, or any other enabling authority; and

(iii) to authorize the Board of Selectmen and any other applicable boards or commissions of the Town to apply for any and all grants and reimbursements from the Commonwealth of Massachusetts, including, but not limited to, reimbursements under the Land and Water Conservation Fund grant (PL 88-578, 78 Stat 897), and accept such funds, and that the amount authorized to be borrowed for this purpose shall be reduced to the extent of any grants, reimbursements, or gifts received by the Town on account of this project; and to authorize the Board of Selectmen and the Conservation Commission to enter into all agreements and execute any and all instruments as may be necessary on behalf of the Town of Littleton to effect said acquisition or purchase or grants.

## ARTICLE 22

### Town By-law Amendment: Town Meeting Procedures

Ayes havit it the Town votes

(1) by amending Chapter 18 of the Town Code, §18-6, Manner of authorizing indebtedness, to read as follows:

§ 18-6. Manner of authorizing indebtedness: Whenever a two-thirds vote is required by law to authorize the Town to incur indebtedness, the manner of voting *shall be determined by the Moderator, and the vote may be declared as a two-thirds vote by the Moderator without a count and shall be recorded as such by the Clerk, however, if seven or more voters at a town meeting challenge such declaration, then a count shall be held by ballot, and a checklist of the voters of the Town shall be used.*

(2) by amending Chapter 41 of the Town Code, Town Meetings, by adding a new §41-4 to read as follows:

§41-4 Town Meeting Procedure. Whenever a two-thirds vote is required by statute for adoption of any action by a town meeting, such vote may be declared as such by the moderator without a count and to be recorded as such by the Clerk upon such declaration provided, however, that seven or more voters at a town meeting may challenge such declaration, all as provided by Chapter 39, Section 15 of the Mass. General Laws at which time a count shall be held.

## ARTICLE 23

### Town By-law Amendment: Departmental Revolving Funds

Unanimously voted by the "Call of the Articles" that the Town voted to amend the Town Code by adding a new Article V, Departmental Revolving Funds, to Chapter 18, Finances, as follows:

**ARTICLE V, Departmental Revolving Funds.**

TOWN OF LITTLETON, MASSACHUSETTS

§18-11. Purpose. This by-law establishes and authorizes revolving funds for use by town, departments, boards, committees, agencies and officers in connection with the operation of programs or activities that generate fees, charges or other receipts to support all or some of the expenses of those programs or activities. These revolving funds are established under and governed by General Laws Chapter 44, § 53E½.

§18-12. Expenditure Limitations. A department or agency head, board, committee or officer may incur liabilities against and spend monies from a revolving fund established and authorized by this by-law without appropriation subject to the following limitations:

A. Fringe benefits of full-time employees whose salaries or wages are paid from the fund shall also be paid from the fund.

B. No liability shall be incurred in excess of the available balance of the fund.

C. The total amount spent during a fiscal year shall not exceed the amount authorized by Annual Town Meeting on or before July 1 of that fiscal year, or any increased amount of that authorization that is later approved during that fiscal year by the Board of Selectmen and Finance Committee.

§18-13. Interest. Interest earned on monies credited to a revolving fund established by this by-law shall be credited to the general fund.

§18-14. Procedures and Reports. Except as provided in General Laws Chapter 44, § 53E½ and this by-law, the laws, charter provisions, by-laws, rules, regulations, policies or procedures that govern the receipt and custody of town monies and the expenditure and payment of town funds shall apply to the use of a revolving fund established and authorized by this by-law. The Town Accountant shall include a statement on the collections credited to the fund, the encumbrances and expenditures charged to each fund and the balance available for expenditure in the regular report the Town Accountant provides the department, board, committee, agency or officer on appropriations made for its use.

§18-15. Authorized Revolving Funds. The Table establishes:

A. Each revolving fund authorized for use by a town department, board, committee, agency or officer,

B. The department or agency head, board, committee or officer authorized to spend from each fund.

C. The fees, charges and other monies charged and received by the department, board, committee, agency or officer in connection with the program or activity for which the fund is established that shall be credited to each fund by the Town Accountant,

D. The expenses of the program or activity for which each fund may be used,

E. Any restrictions or conditions on expenditures from each fund;

F. Any reporting or other requirements that apply to each fund, and

G. The fiscal years each fund shall operate under this by-law.

A	B	C	D	E	F	G
Inspectional Services	Building Inspector	Fees charged and received by the Building Inspector for gas, plumbing and electrical inspections	Salaries or wages of inspectors performing gas, plumbing or electrical inspections and expenses related to	Salaries or wages of full-time employees shall be paid from the annual budget appropriation		Fiscal Year 2019 and subsequent years

TOWN OF LITTLETON, MASSACHUSETTS

A	B	C	D	E	F	G
			those inspections	of the Building Inspector and not from the Fund		
Alarm Box Repairs	Fire Department	Fees charged from false alarm calls	Expenses related to alarm box repairs			Fiscal Year 2019 and subsequent years
CPR Courses	Fire Department	Fees charged and received by the Fire Department for CPR courses	Expenses related to providing CPR courses	No salaries or wages of full-time employees shall be paid from the Fund		Fiscal Year 2019 and subsequent years
Sealer of Weights & Measures	Board of Selectmen	Fees charged and received by the Town Sealer of Weights & Measures for equipment inspections	Contractual Services related to those inspections	No Salaries or wages of full-time employees shall be paid from the Fund		Fiscal Year 2019 and subsequent years
MART Bus fees	Elder & Human Services	Reimbursements from the Montachusett Regional Transit Authority (MART) and bus fees	Salaries or wages of van drivers related to the operation of the transportation program	Salaries or wages of full-time employees shall be paid from the annual budget appropriation of the Elder & Human Services Budget and not from the Fund	Within 30 days of the end of the month, the Director must provide a report on Fund revenues and expenditures during the month to MART.	Fiscal Year 2019 and subsequent years
Pet Cemetery	Cemetery Commission	Fees charged and received by the Cemetery Commission for Pet Cemetery fees	Contractual Services or expenses related to those services	Salaries or wages of full-time employees shall be paid from the annual budget appropriation of the		Fiscal Year 2019 and subsequent years

TOWN OF LITTLETON, MASSACHUSETTS

A	B	C	D	E	F	G
Spectacle Pond Cell Tower	Clean Lakes Committee	Receipts from the Spectacle Pond Cell Tower rental agreements	Contractual Services or expenses related to the Clean Lakes Program	Cemetery Budget and not from the Fund Transfer out from the fund will serve as an offset to the Clean Lakes budget appropriated in the General Fund		Fiscal Year 2019 and subsequent years
Legal Advertisements	Board of Appeals	receipts paid by applicants for advertising costs	Advertising or publishing related expenses for the applicant			Fiscal Year 2019 and subsequent years
Cemetery Revolving	Cemetery Commission	allow a portion of receipts received from sales of lots	Expenses related to the maintenance of lots	Salaries or wages of full-time employees shall be paid from the annual budget appropriation of the Cemetery Budget and not from the Fund		Fiscal Year 2019 and subsequent years
Permitting Software	Board of Selectmen	a portion of receipts received from land use permit fees	expenses associated with maintenance fees of permitting software			Fiscal Year 2019 and subsequent years
Police Cruiser Sales	Board of Selectmen	proceeds resulting from the sale/disposal of surplus/retired police vehicles	expenses associated with purchasing Police replacement vehicles	Purchase must be authorized under the Annual Capital Plan		Fiscal Year 2019 and subsequent years
Composting Bins	Highway	proceeds resulting from the disposal/sale of composting bins	expenses associated with the Sustainability program			Fiscal Year 2019 and subsequent years

TOWN OF LITTLETON, MASSACHUSETTS

A LCTV Boxborough IMA	B Board of Selectmen	C proceeds resulting from the provision of LCTV cable services to the Town of Boxborough through an intermunicipal agreement	D expended for expenses associated with the provision of said services	E Salaries or wages of full-time employees shall be paid from the annual budget appropriation of the Cemetery Budget and not from the Fund. A Transfer out from the fund will serve as an offset to the LCTV budget appropriated in the General Fund	F Within 30 days of the end of the quarter, the Director must provide an invoice to Boxborou gh for Services.	G Fiscal Year 2019 and subseque nt years
School Department Transportatio n	School Committee	proceeds resulting from user fees from providing school bus transportation	Contractual expenses associated with providing student bus transportation	No Salaries or wages of full-time employees shall be paid from the Fund		Fiscal Year 2019 and subseque nt years
School Department One to One Technology	School Committee	proceeds resulting from user fees from technology lease purchases	expenses associated with one to one technology initiative for students	No Salaries or wages of full-time employees shall be paid from the Fund		Fiscal Year 2019 and subseque nt years
Community Gardens	Conservation Commission	Fees paid for community gardens	Contractual services for maintenance and improvements of said gardens	No Salaries or wages of full-time employees shall be paid from the Fund		Fiscal Year 2019 and subseque nt years

**ARTICLE 24**

**Home Rule Petition – Two Additional All Alcoholic Package Store Licenses**

Motion failed to pass with a resounding nay to authorize the Board of Selectmen to petition the General Court for special legislation as set below; provided, however, that the General Court may make clerical or editorial changes of form only to said bill, unless the Board of Selectmen approves amendments to the bill prior to enactment by the General Court, and provided further that the Board of Selectmen is hereby authorized to approve amendments which shall be within the scope of the general public objectives of this petition, or take any other action in relation thereto.

**AN ACT AUTHORIZING THE TOWN OF LITTLETON TO GRANT TWO ADDITIONAL LICENSES FOR THE SALE OF ALL ALCOHOLIC BEVERAGES NOT TO BE DRUNK ON THE PREMISES.**

SECTION 1. (a) Notwithstanding the maximum number of licenses authorized to be granted under section 17 of chapter 138 of the General Laws, Chapter 335 of the Acts of 2016, and any other law to the contrary, the licensing authority of the Town of Littleton may grant up to two (2) additional licenses for the sale of all alcoholic beverages not to be drunk on the premises pursuant to section 15 of said chapter 138. The licenses shall be subject to all of said chapter 138, except said section 17.

(b) Once issued, the licensing authority shall not approve the transfer of a license granted pursuant to this act to a person, corporation, organization or entity for a period of 3 years after the date of issuance. Any such transfer shall be rendered null and void.

(c) If a license granted pursuant to this act is revoked, cancelled or no longer in use, it shall be returned physically, with all of the legal rights, privileges and restrictions pertaining thereto, to the licensing authority and the licensing authority may then grant the license to a new applicant.

(d) The issuance or transfer of the license shall comply with chapter 138 of the General Laws and any other General Law, Special Act, or Town By-law related to the payment of taxes and fees.

(e) Notwithstanding the foregoing, this act shall not prohibit the licensing authority of the Town of Littleton from modifying, suspending, revoking or cancelling a license issued pursuant to this Act as authorized by chapter 138 of the General Laws, Chapter 335 of the Acts of 2016, and any other General Law, Special Act, or Town By-law.

SECTION 2. This act shall take effect upon its passage.

**ARTICLE 25**

**Non-binding Resolution – Affirming Littleton’s Rights – Nagog Pond**

NO AFFIRMATIVE ACTION WAS TAKEN – ARTICLE WITHDRAWN

To see if the Town will vote as follows: Resolved that Town Meeting direct the Board of Selectmen to petition the Legislature of the Commonwealth of Massachusetts to affirm Littleton’s right to draw water from Nagog Pond, as defined in Legislature’s Acts and Resolves 1884 Acts 201 Section 10, and to initiate the process required for Littleton to exercise that right; or take any other action relative thereto.

**ARTICLE 26**

**Non-binding Resolution – Water Resource Sharing – Nagog Pond**

NO AFFIRMATIVE ACTION WAS TAKEN - ARTICLE WITHDRAWN

To see if the Town will vote as follows: Resolved that Town Meeting direct the Board of Selectmen to engage with the Towns of Acton and Concord and the Commonwealth of

Massachusetts to reach an accord on equitable access to water from Nagog Pond; or take any other action relative thereto.

**ARTICLE 27**  
**Borrowing Authorization**

Unanimously voted by the "Call of the Articles" that the Town voted to authorize the Town Treasurer, with the approval of the Board of Selectmen, to borrow money from time to time in anticipation of the revenue for the fiscal year beginning July 1, 2017, in accordance with the provisions of Chapter 44, Section 4 of the General Laws, and to issue a note or notes as may be given for a period of less than one (1) year, in accordance with Chapter 44, Section 17 of the General Laws.

**ARTICLE 28**  
**Supplement Prior Borrowing Votes to Permit the Application  
of Sale Premium to Pay Project Costs**

Unanimously voted by the "Call of the Articles" that the Town voted to supplement each prior vote of the Town that authorizes the borrowing of money to pay costs of capital projects to provide that, in accordance with Chapter 44, Section 20 of the General Laws, the premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bond or notes, may be applied to pay project costs and the amount authorized to be borrowed for each such project shall be reduced by the amount of any such premium so applied.

**ARTICLE 29**  
**Compensating Balance Agreement**

Unanimously voted by the "Call of the Articles" that the Town voted to authorize the Treasurer to enter into a Compensating Balance Agreement(s) for FY 2018, pursuant to Chapter 44, Section 53F of the General Laws.

**ARTICLE 30**  
**FY 2018 Personal Exemption Amounts**

Unanimously voted by the "Call of the Articles" that the Town voted to accept Chapter 73 of the Acts and Resolves of 1986, as amended by Chapter 126 of the Acts and Resolves of 1988, and under the provisions thereof to grant additional real estate tax exemptions for fiscal year 2018 to those persons who otherwise qualify for an exemption under Clauses 17D, 22, 22A, 22B, 22C, 22D, 22E, 37A or 41C of section 5 of Chapter 59 of the General Laws (elderly persons, disabled veterans, or blind persons), in an amount equal to fifty percent (50%) of said exemption.

**Moved to dissolve the meeting at 12:42am. May 2, 2017. Moved and seconded and unanimously voted to dissolved the meeting.**

**A TRUE COPY:**

**ATTEST:**

**DIANE CRORY, TOWN CLERK**

**MONDAY, OCTOBER 30, 2017 at 7:00 PM  
SPECIAL TOWN MEETING  
TOWN OF LITTLETON**

Town Moderator, Timothy Goddard, called the Annual Town Meeting to order at 7:04PM in the Charles Forbes Kaye Gymnasium at the Littleton Middle School 55 Russell St. Littleton. We were led with the Pledge of Allegiance by Board of Selectmen member Cynthia Napoli. The Town Moderator then did the reading of the Return of Warrant and stating that the Constable and Chief Matthew J King properly processed said warrant. The new Town Meeting Procedures were explained to those in attendance. Presentations now have time limits of 10 minutes with single presenters preferred. Four minute rebuttal time limits. Also, the Moderator shall not begin consideration of any new warrant articles after 10:30pm, unless the Moderator determines that there is a reasonable likelihood of concluding the Town Meeting prior to 11:00pm and majority of the Town Meeting votes to continue its business later into the evening. The procedure that was newly introduced in May of 2017 “A Call of the Articles” replacing the “Consent Calendar” that was used in the past, though similar it is meant to streamline the Town Meeting, but places the discussion into the voters hands versus the the Moderator’s, Town Counsel’s and the Board of Selectmen was once again used. The Town Moderator once again explained the “Call of the Articles” is exactly that the Moderator will call out the number of the article and the title one by one. Any voter having any doubt about any part or all of the article may place a hold on the article. The Town Moderator then announced that anyone that placed a hold on any of these Articles will be asked do they have a quick question or would they like it to be discussed. If they have just a quick question then the question will be asked and answered and decided if it should remain on the “Call of the Articles” or was it sufficiently answered. The Town Moderator explained that all Articles would be voted as a whole that were not held and would need unanimous votes to continue in such fashion. All Articles will remain in the order placed on the Warrant. The Call of the Articles discussion was moved and seconded and the articles unanimously voted and passed as follows: Article 1: Bills of Prior Years; Article 2: FY 2018 Budget Amendments; Article 3: Debt Exclusion Stabilization Fund; Article 4: Rescind Unused Borrowing Authority; Article 10: Charlotte Hartwell Property Donation for Westlawn Cemetery; Article 12: Supplemental FY 2018 Capital Items for Available Funds; Article 15: Accept State Statutes on Speed Limits – ML C. 90, ss. 17C and 18B and Article 16: Accept Layout of McIntosh Lane. Motion to approve all above articles needing 2/3<sup>rd</sup> votes, ayes have it, declared a unanimous vote, declared a positive vote.

**ARTICLE 1  
Bills of Prior Years**

Voted unanimously under the “Call of Articles” to raise and appropriate the sum of \$1,197.50 to pay unpaid bills from prior fiscal year:

<u>Vendor</u>	<u>Dept.</u>	<u>Amount</u>	<u>Fiscal Year</u>
MSP Digital Marketing	Town Reports	\$1,197.50	FY 2017

**ARTICLE 2  
FY 2018 Budget Amendments**

Ayes have it, unanimously voted, passes by the necessary 2/3<sup>rd</sup> majority under the “Call of Articles” to amend the FY 2018 Operating Budget, as adopted pursuant to Article 4 of the May 1, 2017 Annual Town Meeting, by adjusting budget line items:

155	Information Systems – Personal Services	\$95,590	+\$30,444	\$126,034
300	School Department (Chapter 70 increase)	\$18,860,000	+\$15,890	\$18,875,890
	Net Budgets	\$42,837,806	+\$46,334	\$42,884,140
	Transfers In	(\$1,418,519)	(\$339,663)	(\$1,758,182)

Total Raise and Appropriate                      \$41,419,287      (\$293,329)      \$41,125,95

**ARTICLE 3  
Debt Exclusion Stabilization Fund**

Voted unanimously under the “Call of Articles” that the Town transfer from Overlay Surplus the sum of \$90,325 to be deposited in the Debt Exclusion Stabilization Fund established by Article 12 of the May 2, 2016 Special Town Meeting for the purpose of reducing the amount of existing debt service and/or the amount of debt needed to be placed when final bonding occurs for borrowing authorizations, both having been exempted from the provisions of Proposition two-and-one-half, so called; said fund as authorized by Chapter 40, Section 5B of the General Laws.

**ARTICLE 4  
Rescind Unused Borrowing Authorizations**

Voted unanimously, so declared passed by the necessary 2/3rds under the “Call of Articles” that the Town rescind the borrowing authorized for the following articles and following un-issued amounts, or to take any other action in relation thereto:

<i>Town Meeting Vote</i>	<i>Project</i>	<i>Authorization</i>	<i>Amount Issued</i>	<i>Total to be Rescinded</i>
5/6/2013 ATM Art. 30	Septic Loan program	\$300,000	\$282,674	\$17,326
11/16/16 STM Art. 12	Joyce Williams property – CPA	\$403,758	0	403,758
11/16/16 STM Art. 12	Joyce Williams property – grant	\$400,000	0	<u>400,000</u>
			Total	\$821,084

**ARTICLE 5  
Zoning Amendment: Senior Residential Development**

The Planning Board hearing was held and they unanimously voted to back this amendment. Ayes have it, so declared a 2/3rds majority, article so declared passed that the Town amend the Zoning Bylaw as follows:

1. By deleting from §173-26.A, Principal Uses, the phrase “Over-55 Housing Development” and inserting, in place thereof, “Senior Residential Development,” leaving the use designation for the Residence District unchanged, and changing the use designation from “N” to “P” for the Village Common District, Business District, Industrial A District and Industrial B District.
2. By deleting existing Article XXIII, Over 55 Housing Developments, and inserting, in place thereof, new Article XXIII, Senior Residential Development, to read as follows:

Article XXIII, Senior Residential Development  
§173-145 Purpose.

The purpose of this article is to provide for a variety of housing types, settings, and residential services to meet the needs of people as they age and people with disabilities.

§173-146 Applicability.

- A. The Planning Board may grant a Special Permit for a Senior Residential Development in accordance with this Article XXIII on any tract of land meeting the following requirements:
  - (1) Two or more acres of land;
  - (2) Minimum of 100 feet of frontage on a public way; and
  - (3) Public water available at the street frontage.

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- B. A Senior Residential Development is intended for people age 55 or over. As such, buildings and site improvements in a Senior Residential Development shall provide for visitability and universal design in accordance with the provisions of this article.

§173-147 Uses.

- A. In the Residence, Village Common, or Business District, the Planning Board may grant a special permit for a Senior Residential Development that includes one or any combination of the following uses:
  - (1) Cottage dwellings
  - (2) Two-family dwellings
  - (3) Townhouse dwellings
  - (4) Independent living units
  - (5) Assisted living residence, with or without memory care units
  - (6) Continuing care retirement community, which shall include an assisted living residence and one or more of the other uses listed above, and may include a skilled nursing facility or physical rehabilitation facility with not more than 100 beds.
- B. In the Industrial District, the Planning Board may grant a special permit for a Senior Residential Development that includes one or any combination of the following uses:
  - (1) Independent living units
  - (2) Assisted living residence, with or without memory care units
  - (3) Skilled nursing facility or physical rehabilitation facility with not more than 100 beds
- C. An assisted living residence or continuing care retirement community may include the following nonresidential uses primarily for the benefit of residents and their guests, provided that aggregate floor area for the nonresidential uses shall not exceed 10 percent of the total gross floor area of the buildings in the development. These uses shall be incidental and subordinate to the principal residential uses in the Senior Residential Development.
  - (1) Retail, up to a maximum of 2,500 sq. ft.
  - (2) Personal services
  - (3) Medical office or clinic
  - (4) Community center or senior center
- D. A Senior Residential Development may also include the following uses:
  - (1) Adult day care center
  - (2) Accessory uses for residents, employees, and guests, such as central or common dining facilities or laundry facilities, or indoor or outdoor recreation facilities
  - (3) Conservation or agricultural uses

§173-148 Basic Requirements.

- A. A Senior Residential Development shall comply with the following density regulations:

Use	Maximum Density	Maximum Building Height (Feet)
Cottage dwellings or two-family dwellings	4 units/acre	32
Townhouse dwellings	8 units/acre	32
Independent living units	20 units/acre	55

Assisted living residence	16 units/acre	40
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- B. Maximum building coverage shall not exceed 35 percent of the lot area for new construction or expansion of existing structures.
- C. For cottage dwellings, two-family dwellings, and townhouses, the minimum setback shall be 30 feet from all property lines in the Residence District, and 15 feet in the Village Common or Business District, unless the Planning Board determines that a reduced setback is necessary to achieve the purposes of this section and will not have a detrimental impact on the neighborhood. The minimum setback from all property lines for an assisted living residence, independent living units, or any buildings in a continuing care retirement community shall be 50 feet in all districts, except that the minimum setback shall be 100 feet from the side or rear lot line, as applicable, abutting an existing single-family dwelling. Nothing in this section shall preclude the Planning Board from reducing or waiving minimum setback requirements between buildings or internal lots created within the Senior Residential Development.
- D. No dwelling unit in a Senior Residential Development shall have more than two bedrooms.
- E. The minimum common open space in the development shall be 30 percent of the lot area, and not more than 25 percent of the required minimum common open space shall consist of wetlands. The upland open space shall be contiguous and usable by residents of the development. A permanent conservation restriction running to or enforceable by the Town shall be recorded for the common open space area and shall include restrictions that the land be retained in perpetuity for conservation or passive recreation.
- F. Minimum off-street parking requirements shall be as follows:
  - (1) Cottage dwellings, two-family dwellings, or townhouses: 2 spaces per unit
  - (2) Independent living units: 1 space per unit
  - (3) Assisted living residence: 1 space per two units
  - (4) Skilled nursing facility or physical rehabilitation center, if included in a continuing care retirement community: 1 space per two beds
  - (5) Guest parking: 1 space per 3 units or 3 beds, as applicable

§173-149. Age-Appropriate Design.

- A. A Senior Residential Development shall be designed to provide housing options in a setting that encourages and supports aging in community. While units do not have to be age restricted by deed to adults 55 years and over, they must be “visitable” and designed for people as they age. At minimum, these terms mean that a Senior Residential Development shall have the following features:
- B. Single-family, two-family, and townhouse units shall provide for:
  - (1) At least one zero-step entrance,
  - (2) Doorways with a 36-inch clear passage space,
  - (3) Master bedroom and an accessible en suite bathroom located on the same floor as the kitchen, living room, and dining room, all being on the same floor as the zero-step entrance,
  - (4) Master bedroom and en suite bathroom designed and equipped for seniors and people mobility impairments, and
  - (5) Indoor or structured parking.
- C. Independent living units and assisted living facilities shall comply with the accessibility requirements of the Massachusetts Architectural Access Board.

- D. Outdoor facilities, such as walkways, gardens, and recreation areas, shall be designed for universal access.

§173-150. Development Standards.

As part of the Planning Board's special permit review process, the Board shall evaluate the proposed Senior Residential Development for conformance to the following minimum design standards.

- A. Architectural planning and design shall incorporate energy efficient design techniques, such as natural heating and cooling systems, use of sun and wind energy generation systems, and so forth.
- B. Structures located near the project property lines shall be designed and located in a manner that reflects consistency and compatibility with neighboring areas, and shall include appropriate use of building density, heights and design to minimize any intrusion on neighbors.
- C. Outdoor recreation or gathering areas, particularly those that may generate significant noise and/or light and glare, shall be located to minimize intrusion on neighboring properties.
- D. Structures shall be clustered to reduce site disturbance and protect open spaces, natural and environmentally sensitive areas.
- E. Building design shall avoid use of long, unbroken facades, and shall include use of balconies, offset walls, trellises and other design elements to provide visual interest.
- F. Building design, colors, and materials shall generally correspond to the natural setting of the project site, and to any prevalent design styles that may occur in neighborhoods within the general project area.
- G. The development shall be served by public water.

§173-151. Procedures.

- A. The special permit application, public hearing, and decision procedures shall be in accordance with this article, the Planning Board's Rules and Regulations, and Section 173-7 of this Zoning Bylaw.
- B. The Applicant shall submit a Senior Residential Development special permit application together with the size, form, number, and contents of the required plans and any supplemental information as required in the Planning Board's Rules and Regulations.

§173-152. Decision.

- A. The Planning Board may grant a Senior Residential Development special permit with any conditions, safeguards, and limitations it deems necessary to mitigate the project's impact on the surrounding area and to ensure compliance with this article, only upon finding that:
  - (1) The proposed Senior Housing Development will not have adverse effects that outweigh its beneficial effects on either the neighborhood or the Town, in view of the characteristics of the site and of the proposal in relation to that site, considering each of the following:
    - (a) Social, economic, or community needs which are served by the proposal;
    - (b) Traffic flow and safety;
    - (c) Adequacy of utilities and other public services; and
    - (d) Qualities of the natural environment.
  - (2) The design of building form, building location, egress points, grading, and other elements of the project could not reasonably be altered to:

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- (a) Improve pedestrian, bicycle, or vehicular safety within the site and egressing from it;
  - (b) Reduce the visual intrusion of parking areas viewed from public ways or abutting premises;
  - (c) Reduce the volume of cut or fill, or reduce erosion;
  - (d) Reduce the number of removed trees six inches trunk diameter and larger; and
  - (e) Provide safer and more efficient access to each structure for fire and service equipment.
- (3) The Senior Residential Development meets the purposes, requirements, and development standards of this Article XXIII, and
  - (4) The Senior Residential Development is consistent with the goals of the Littleton Master Plan.

3. By deleting from §173-2, Definitions, the existing definition of Dwelling, Single Family, and inserting the following new definitions in appropriate alphabetical order:

**ASSISTED LIVING RESIDENCE** -- An assisted living residence is a long-term senior residential facility that provides personal care support services such as meals, medication management, bathing, dressing, and transportation, principally for people age 55 years and over, and certified by the Massachusetts Office of Elder Affairs.

**CONTINUING CARE RETIREMENT COMMUNITY** -- A Senior Residential Development that provides a continuum of senior housing and care services principally for people age 55 years and over, operated or sponsored as a coordinated unit by a corporation or organization, having among its principal purposes the provision of housing and associated services for senior citizens. A CCRC shall include a variety of housing types and may also include semi-institutional facilities such as skilled nursing care or a rehabilitation facility.

**INDEPENDENT LIVING UNITS** -- Multifamily buildings in a Senior Residential Development that are designed and intended for occupancy principally by people age 55 years and over, with units that include some basic services such as meals, housekeeping, grounds maintenance, security, and common areas and common facilities for events and activities benefiting residents of the development.

**DWELLING, SINGLE-FAMILY DETACHED** -- A dwelling other than a mobile home, singly and apart from any other building, designed or intended or used exclusively as the residence of one family.

**COTTAGE DWELLING**: A detached one-family dwelling that does not exceed 1,800 sq. ft. of livable floor area (meaning the heated floor area of the building above finished grade, excluding nondwelling areas such as attic space or a garage).

**DWELLING, TOWNHOUSE OR SINGLE-FAMILY ATTACHED** -- A residential building of at least three but not more than eight single-family dwelling units sharing at least one common or party or fire wall, and with each building having at least one floor at ground level with a separate entrance.

**DWELLING, TWO-FAMILY** -- A detached residential building designed or intended or used exclusively as the residence of two families. A two-family dwelling shall not include a detached single-family dwelling with an accessory apartment.

**DWELLING, MULTIFAMILY** -- A building designed or intended or used as the residence of three or more families, each occupying a separate dwelling unit and living independently of each

other, and who may have a common right in halls and stairways; with the number of families in residence not exceeding the number of dwelling units provided.

**ARTICLE 6**  
**Zoning Amendment: Inclusionary Housing**

Passes by the necessary 2/3rds majority, so declared a vote that the Town amend the Zoning Bylaw as follows:

1. By adding a new Article XXIX, as follows:

Article XXIX. Inclusionary Housing

§173-196. Purposes.

The purposes of this bylaw are:

- A. To increase the supply of housing that is available to and affordable for low- and moderate-income households;
- B. To encourage greater diversity of housing in Littleton; and
- C. To develop and maintain housing that is eligible for inclusion in the Chapter 40B Subsidized Housing Inventory.

§173-197. Applicability.

- A. The requirements of this Article XXIX shall apply to:
  - 1) Any residential development requiring a special permit from the Planning Board or any multifamily or mixed-use development resulting in a net increase of 6 or more dwelling units on any parcel or contiguous parcels comprising a proposed development site;
  - 2) Any subdivision of land that would permit construction of 6 or more dwelling units in a conventional subdivision filed with the Planning Board under G.L. c. 41, §§ 81K to 81GG (Subdivision Control Law).
- B. Development shall not be segmented to avoid compliance with this article. Segmentation shall mean one or more divisions of land that cumulatively result in a net increase of 6 or more lots or dwelling units above the number existing 36 months prior to an application to develop any parcel or set of contiguous parcels held in common ownership or under common control on or after the effective date of this Article XXIX.
- C. Exemptions. This Article XXIX shall not apply to the following:
  - 1) Independent living units or an assisted living residence in a Senior Residential Development.
  - 2) Rehabilitation of a building or structure all of or substantially all of which is destroyed or damaged by fire or other casualty. However, any rehabilitation or repair that increases the density, bulk, or size of such building or structure above that which existed prior to the damage or destruction thereof shall comply with this article.

§173-198. Development requirements.

In any development subject to this Article XXIX, at least 10 percent of the dwelling units shall be affordable housing. Fractions shall be rounded up to the next whole number.

§173-199. Methods of providing affordable units.

Affordable units created under this Article XXIX shall be provided through one of the following means, or a combination thereof if approved by the Planning Board:

- A. Construction of affordable units on the site of the project (“on-site affordable units”) is the preferred approach to creating affordable housing and shall be required for any development that includes 20 or more dwelling units.

- B. The Planning Board may approve payment of a fee in lieu of affordable units to the Affordable Housing Trust, determined in accordance with §173-201, for any development of with at least 6 but not more than 19 dwelling units.

§173-200. General provisions.

- A. Affordable units shall be dispersed throughout the site and shall be indistinguishable on the exterior from market-rate units. The number of bedrooms in the affordable units shall be comparable to the number of bedrooms in the market-rate units unless the Planning Board grants a special permit to waive this requirement.
- B. The selection of qualified purchasers or qualified renters shall be carried out under an affirmative fair housing marketing plan approved by the Department of Housing and Community Development (DHCD) prior to the sale or rental of any units in the development.

§173-201. Housing contribution payments in lieu of on-site units.

- A. The fee in lieu shall be 2 times the HUD income limit for a household of four in the metropolitan area that includes Littleton. For example, if the HUD income limit for a household of four is \$60,000, the fee in lieu for each affordable unit shall be \$120,000.
- B. The total amount due shall be paid upon the release of any lots or, in the case of a development other than a subdivision, upon the issuance of the first building permit unless the Planning Board grants a special permit to approve an alternative payment schedule.

§173-202. Planning Board Regulations.

The Planning Board shall adopt and may periodically amend rules and regulations to administer this Article XXIX and file the same with the Town Clerk.

§173-203. Submission requirements and procedures.

- A. A development involving a subdivision of land shall be submitted to the Planning Board in accordance with the Littleton Subdivision Regulations.
- B. For a development that does not require a subdivision, or to request incentives or cost offsets under §173-205, a special permit application shall be submitted to the Planning Board in accordance with §173-7 and the Planning Board's rules and regulations under this Article XXIX.

§173-204. Building permit and occupancy conditions.

- A. The Building Inspector shall not issue a building permit for any unit in a development that is subject to this article unless and until the Planning Board or its designee has verified that all conditions of this Article XXIX have been met.
- B. No certificate of occupancy shall be issued for any affordable unit in a development that is subject to this article until an affordable housing deed restriction has been executed and recorded with the Registry of Deeds or any required fees in lieu of units have been paid to the Affordable Housing Trust.
- C. Timing of affordable unit production: Affordable housing units shall be provided in proportion to market-rate units in the development, but in no event shall the construction of affordable on-site units or payment of fees in lieu of units be delayed beyond the following schedule:

Building Permits for Market-Rate Units %	Building Permits or Fees in Lieu for Affordable Housing Units %
Up to 30%	None required

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Building Permits for Market-Rate Units %	Building Permits or Fees in Lieu for Affordable Housing Units %
30% to 50%	At least 10%
Over 50% to 75%	At least 40%
Over 75% to 89%	At least 70%
At 90%	100%

§173-205. Incentives and Cost Offsets

The Planning Board may by special permit award a density bonus for a development that includes more than the minimum number of affordable units required under § 173-198 provided that all of affordable units will be located within the development. For each additional affordable unit over and above the minimum, the board may approve 3 additional market-rate units, up to a maximum density bonus of 75 percent. Example: for a development of 12 housing units, compliance with this Article XXIX would require 2 affordable units. The applicant who agrees to provide 2 more affordable units on site (12 + 2 = 14) may request an additional 6 market-rate units (3 per additional affordable unit), bringing the total development to 20 units.

2. By inserting the following new definitions to §173-2. Definitions in appropriate alphabetical order:

**AFFORDABLE HOUSING TRUST FUND (“FUND”)** -- An account established and operated by the Town for the exclusive purpose of creating, preserving, or rehabilitating affordable housing units in the Town of Littleton.

**AFFORDABLE HOUSING (AFFORDABLE UNIT)** -- A dwelling unit that is affordable to and occupied by a low or moderate income household and meets the requirements for inclusion on the Massachusetts Department of Housing and Community Development (DHCD) Chapter 40B Subsidized Housing Inventory. Affordable units shall remain as affordable units in perpetuity or for the maximum period allowed by law. Such units shall have the same construction methods and exterior physical characteristics as, and be intermingled with, other units in the development.

**AFFORDABLE HOUSING RESTRICTION** -- A contract, mortgage agreement, deed restriction or other legal instrument, acceptable in form and substance to the Town, that effectively restricts occupancy of an affordable housing unit to a qualified purchaser or renter, and which provides for administration, monitoring, and enforcement of the restriction during the term of affordability. An affordable housing restriction shall run with the land in perpetuity or for the maximum period allowed by law, and be entered into and enforceable under the provisions of G.L. c. 184, §§ 31-33 or other equivalent state law.

**LOW OR MODERATE INCOME (HUD INCOME LIMIT)** -- Household income that does not exceed 80 percent of the area median family income, adjusted for household size, for the metropolitan area that includes the Town of Littleton as determined by the United States Department of Housing and Urban Development (HUD).

**QUALIFIED AFFORDABLE HOUSING PURCHASER OR TENANT** -- A Low- or Moderate-Income Household that purchases or rents and occupies an Affordable Housing unit as its principal residence.

**ARTICLE 7**

**Establish Littleton Affordable Housing Trust Fund: Town By-law; Accept Statute**

The Planning Board voted to support this article 5-0. Article passes by the necessary majority, so declared a vote that the Town accept G.L. c.44, §55C, and establish a Municipal Affordable Housing Trust Fund to be known as the Littleton Affordable Housing Trust Fund ("the Trust"), whose purpose shall be to provide for the creation and preservation of affordable housing for the benefit of low and moderate income households, and further to amend the Town of Littleton General Bylaws by inserting a new Article VII in Chapter 8 of the Town Code, to be entitled "Littleton Affordable Housing Trust Fund," as follows:

**Article VII, Littleton Affordable Housing Trust Fund**

**§8.13.** There shall be a Board of Trustees of the Littleton Affordable Housing Trust Fund, composed of seven members, of whom one shall be a member of the Board of Selectmen, one shall be the Town Administrator or the Administrator's designee, one shall be a member of the Littleton Housing Authority, one shall be a member of the Council on Aging, and three shall be residents who would bring to the Trust relevant experience in the fields of real estate, housing, architecture, social services, or the like. The Board of Selectmen shall appoint the Trustees for terms not to exceed two years, except that three of the initial trustee appointments shall be for a term of one year in order to allow staggered terms. The Trustees may be reappointed at the discretion of the Board of Selectmen. Vacancies shall be filled by the Board of Selectmen for the remainder of the unexpired term. Any member of the Board of Trustees may be removed by the Board of Selectmen for cause after the opportunity of a hearing.

**§8.14.** The Trustees are hereby authorized to execute a Declaration of Trust and Certificate of Trust for the Littleton Affordable Housing Trust Fund, to be recorded with the Middlesex Registry of Deeds and filed with the Middlesex Registry District of the Land Court.

**§8.15.** The powers of the Board of Trustees, all of which shall be carried on in furtherance of the purposes set forth in G.L. c. 44, § 55C, shall include the following:

- A. to accept and receive real property, personal property or money, by gift, grant, contribution, devise or transfer from any person, firm, corporation or other public or private entity, including but not limited to money, grants of funds or other property tendered to the trust in connection with any ordinance or by-law or any general or special law or any other source, including money from G.L. c. 44B; provided, however, that any money received from G.L. c. 44B shall be used exclusively for community housing and shall remain subject to all the rules, regulations and limitations of that chapter when expended by the trust, and the funds shall be accounted for separately by the trust; and provided further, that at the end of each fiscal year, the trust shall ensure that all expenditures of funds received from G.L. c. 44B are reported to the Littleton Community Preservation Committee for inclusion in the community preservation initiatives report to the department of revenue;
- B. to purchase and retain real or personal property, including without restriction investments that yield a high rate of income or no income;
- C. to sell, lease, exchange, transfer or convey any personal, mixed, or real property at public auction or by private contract for such consideration and on such terms as to credit or otherwise, and to make such contracts and enter into such undertaking relative to trust property as the Board deems advisable notwithstanding the length of any such lease or contract;

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- D. to execute, acknowledge and deliver deeds, assignments, transfers, pledges, leases, covenants, contracts, promissory notes, releases, grant agreements and other instruments sealed or unsealed, necessary, proper or incident to any transaction in which the Board engages in order to accomplish the purposes of the Trust;
  - E. to employ advisors and agents, such as accountants, appraisers and lawyers as the Board deems necessary;
  - F. to pay reasonable compensation and expenses to all advisors and agents and to apportion such compensation between income and principal as the Board deems advisable;
  - G. to apportion receipts and charges between incomes and principal as the Board deems advisable, to amortize premiums and establish sinking funds for such purpose, and to create reserves for depreciation depletion or otherwise;
  - H. to participate in any reorganization, recapitalization, merger or similar transactions; and to give proxies or powers of attorney with or without power of substitution to vote any securities or certificates of interest; and to consent to any contract, lease, mortgage, purchase or sale of property, by or between any corporation and any other corporation or person;
  - I. to deposit any security with any protective reorganization committee, and to delegate to such committee such powers and authority with relation thereto as the Board may deem proper and to pay, out of Trust property, such portion of expenses and compensation of such committee as the Board may deem necessary and appropriate;
  - J. to carry property for accounting purposes other than acquisition date values;
  - K. to borrow money on such terms and conditions and from such sources as the Board deems advisable, to mortgage and pledge trust assets as collateral;
  - L. to make distributions or divisions of principal in kind;
  - M. to comprise, attribute, defend, enforce, release, settle or otherwise adjust claims in favor or against the Trust, including claims for taxes, and to accept any property, either in total or partial satisfaction of any indebtedness or other obligation, and subject to the provisions of this act, to continue to hold the same for such period of time as the Board may deem appropriate;
  - N. to manage or improve real property; and to abandon any property which the Board determined not to be worth retaining;
  - O. to hold all or part of the Trust property uninvested for such purposes and for such time as the Board may deem appropriate; and
  - P. to extend the time for payment of any obligation to the trust.
  - Q. to take any other action relative thereto.
- §8.16.** These powers shall be subject to the following limitations:
- A. any purchase, sale, lease, exchange, transfer or conveyance of any interest in real property must be approved by five of the seven voting members.
  - B. the Trustees may incur debt, borrow money, grant mortgages and pledge Trust assets only in an amount not to exceed 80% of the Trust's total assets.
  - C. any debt incurred by the Board shall not constitute a pledge of the full faith and credit of the Town of Littleton and all documents related to any debt shall contain a statement that the holder of any such debt shall have no recourse against the Town of Littleton with an acknowledgement of said statement by the holder.
- §8.17.** The Board of Trustees shall provide for an annual audit of the books and records of the Trust. The audit shall be performed by an independent auditor in accordance with accepted

accounting practices. Upon receipt of the audit by the Board of Trustees, a copy shall be provided to the Board of Selectmen.

**ARTICLE 8**

**Amend FY 2018 Personal Exemption Amounts – 100%**

Ayes have it, passes by necessary majority that the Town amend its vote under Article 30 of the May 1, 2017 Annual Town Meeting and vote to accept Massachusetts General Laws Chapter 59, Section 5C 1/2, which provides for an additional real estate exemption for taxpayers who are granted personal exemptions on their domiciles under Massachusetts General Laws Chapter 59, Section 5, including certain blind persons, veterans, surviving spouses and seniors, and to provide that the additional exemption shall be up to 100% of the personal exemption, to be effective for exemptions granted for any fiscal year beginning on or after July 1, 2017.

**ARTICLE 9**

**Transfer Ownership of Couper Farm Parcels to Town of Littleton**

Ayes have it, passes by necessary 2/3<sup>rd</sup> majority that the Town authorize the Board of Selectmen to acquire from Matthew P. Field and Michael S. Field, Trustees M & M Realty Trust, the land, together with any improvements thereon, located in the Town of Littleton, Middlesex South County, Massachusetts, shown as Open Space Area “A”, Open Space Area “B”, Open Space Area “C”, Open Space Area “D” and Lot A on a plan entitled: “COUPER FARM ESTATES, Open Space Development Definitive Subdivision and Over 55 Housing Development Special Permit”, dated December 15, 2016, and last revised March 17, 2017, prepared by Markey & Rubin Civil Engineering (the “Plan”), which Plan is recorded with the Middlesex South District Registry of Deeds, as Plan 409 of 2017; provided that all such property shall be in the care, custody, control and management of the Board of Selectmen, and that Open Space Area “A” is to be held for recreational, conservation and/or agricultural purposes, Open Space Areas “B” and “C” are to be held for agricultural purposes, Open Space Area “D” is to be held for open space and/or agricultural purposes, and Lot A is to be held for affordable housing purposes and/or such other public use as determined by the Board; and provided further that such acquisition may be subject to such terms and conditions as are agreed to by the Board.

**ARTICLE 10**

**Charlotte Hartwell property donation for West Lawn Cemetery**

Voted unanimously under the “Call of Articles” that the Town vote to authorize the Board of Selectmen to acquire from the estate of Charlotte Hartwell, as a gift, a portion of the parcel of land located at 46 Hartwell Avenue and shown on Assessors’ Map R17 as Parcel 3 0, said portion containing approximately fifteen (15) acres and abutting the Westlawn Cemetery, with the land to be held in the care, custody, management and control of the Littleton Cemetery Commission to be used for cemetery purposes, and on such other terms and conditions as are agreed to by the Board.

**ARTICLE 11**

**Tax Title Properties, Abutter Land Sales, Conservation**

Ayes have it, passes by necessary 2/3<sup>rds</sup> majority To see if the Town will vote to add the following list of properties to the “Tax Title Abutter Lot Sales Program” established by Article 10 of the November 14, 2011 Special Town Meeting: (A) an up-to-4,800 square-foot portion of parcel U17-175-0 comprised of 8,000 square feet abutting 11 Elm Road, (B) an up to 4,800

square-foot portion of the 0.84-acre parcel U14-117-0 abutting 416 Newtown Road; and (C) an up to 4,800 square-foot portion of the 0.84-acre parcel U14-117-0 abutting 414 Newtown Road.

**ARTICLE 12**

**Supplemental FY 2018 Capital Items from Available Funds**

Voted unanimously under the “Call of Articles” that the Town raise and appropriate \$179,000 to be expended by the respective Departments or Officers indicated, for the capital projects and purchases itemized and described, or to take any other action in relation thereto.

A. School Curb & Sidewalk Repairs - \$99,000 to be expended by the Highway Department and the School Committee for curb and sidewalk repairs to the Middle and High Schools.

B. Master Plan Implementation – \$80,000 to be expended by the Master Plan Implementation Committee for costs associated with implementation of the master plan, including development of a master plan for Littleton Common and a comprehensive review the Zoning Bylaw.

**ARTICLE 13**

**Zoning Amendment: Temporary Moratorium on  
Marijuana Establishments**

Planning Board held the public meeting and unanimously voted to support the Zoning amendment. Ayes have it, passes by necessary 2/3rds vote that the Town amend the Zoning By-law by adopting new Article XXVIII, Temporary Moratorium on Marijuana Establishments, to read as follows:

§173-193. Purpose. By vote at the State election on November 8, 2016, the voters of the Commonwealth approved a law regulating the cultivation, manufacture, processing, distribution, sale, possession, testing and use of marijuana. On July 28, 2017, the Governor signed into law Chapter 55 of the Acts of 2017, which regulates the same matters in place of the voter-approved version of the law. Chapter 55 of the Acts of 2017 creates a new state agency, the Cannabis Control Commission (CCC), which is required to issue regulations regarding implementation of various components of the new law by March 15, 2018 and May 1, 2018. The regulation of Marijuana Establishments raises novel and complex legal, planning, and public safety issues. The Town needs time to consider and address these issues, as well as the potential impact of the forthcoming Cannabis Control Commission regulations, by means of a comprehensive planning process to consider amending the Zoning By-law to regulate Marijuana Establishments. The temporary moratorium provided in Section 173-195 is intended to allow sufficient time for the Town to engage in such a planning process and to adopt suitable Zoning By-law provisions in a manner consistent with sound land-use planning objectives.

§173-194. Definition. As used in Sections 173-193 through 173-195, the term “Marijuana Establishment” shall mean a marijuana cultivator, marijuana testing facility, marijuana product manufacturer, marijuana retailer, or any other type of marijuana-related business, subject to regulation under Chapter 94G of the Massachusetts General Laws; provided, however, that a Registered Marijuana Dispensary shall not be deemed to be a Marijuana Establishment.

§173-195. Temporary Moratorium. For the reasons set forth above and notwithstanding any other provision of the Zoning By-law to the contrary, the Town hereby adopts a temporary moratorium on the use of land or structures as a Marijuana Establishment. The moratorium shall be in effect through December 31, 2018, unless extended, continued, or modified as a subsequent Town Meeting. During the moratorium period, the Town shall undertake a planning process to address the potential impacts of Marijuana Establishments and other related land uses and

structures, consider the Cannabis Control Commission regulations regarding Marijuana Establishments when they are issued, and shall consider adopting new provisions of the Zoning By-law governing the location, operation and effects of Marijuana Establishments for consideration by a Town Meeting in 2018. This temporary moratorium shall not be applicable to any property in Town whereby there is an existing Special Permit to operate a Registered Marijuana Dispensary (for cultivation and processing only) by the holder of a Provisional Certificate of Registration from the Massachusetts Department of Public Health issued prior to the effective date of this temporary moratorium, provided that the operator further obtains all required State and Town approvals to become a cultivator or processor of recreational marijuana in the Town pursuant to Chapter 94G of the Massachusetts General Laws.

**ARTICLE 14**

**Agricultural Commission: Town By-law Amendment; Accept Statute**

Ayes have it, declared unanimous vote that the Town accept section 8L of Chapter 40 of the General Laws, as added by Section 23 of Chapter 218 of the Acts of 2016, to expand the powers and duties of the Agricultural Commission established by Article VI, Agricultural Commission, of the Town Code, and to amend said Article VI by deleting §8-10 through §8-12 in their entirety and inserting in their place the following:

**§ 8-10 Establishment; purpose.**

There shall be an Agricultural Commission (Commission) to promote and develop the agricultural resources of the Town; to promote agricultural-based economic opportunities; to preserve, revitalize and sustain the Littleton agricultural industry; to encourage the pursuit of agriculture as a career opportunity and lifestyle in the Town of Littleton; and to represent the Littleton farming community.

**§ 8-11 Powers and duties.**

1) The Commission shall have all of the powers and duties enumerated in M.G.L. c.40, §8L, which shall include, but not be limited to, the following:

- a) Buy (only with funds available to the Commission), hold, manage, license, or lease land for agricultural purposes;
- b) Educate the public on agricultural issues;
- c) Advocate for farmers, farm businesses and farm interests;
- d) Assist farmers in resolving municipal problems or conflicts related to farms;
- e) Seek to coordinate agricultural-related activities with other governmental bodies or unofficial local groups or organizations that promote agriculture;
- f) Receive grants, gifts, bequests or devises of money or personal property of any nature and interests in real property in the name of the Town of Littleton, in accordance with M.G.L. c.40, §8L, and subject to the approval of the Board of Selectmen;
- g) Apply for, receive, expend and act on behalf of the Town of Littleton in connection with federal and state grants or programs or private grants related to local agriculture, with the approval of the Littleton Board of Selectmen;
- h) Advertise, prepare, print and distribute books, maps, charts and pamphlets related to local agriculture that the Littleton Agricultural Commission deems necessary for its work;
- i) Conduct research and prepare agricultural-related plans, including a comprehensive local agricultural land plan which shall be, to the extent possible, consistent with the Town of Littleton's current Master Plan and regional area

plans, which may be amended whenever the Commission deems necessary, and which shall show or identify:

- (1) Agricultural land areas and facilities within the Town of Littleton;
  - (2) Matters which may be shown on a tract index under M.G.L. c.184, §33;
  - (3) Acquisitions of interest in land under this section;
  - (4) Municipal lands that are held as open space;
  - (5) Nonmunicipal land subject to legal requirements or restrictions to protect that land or use it for open space, conservation, recreation or agriculture;
  - (6) Land that should be retained as a public necessity for agricultural use; and
  - (7) Any other information that the commission determines to be relevant to local agricultural land use.
- j) The Commission may appoint a chair, clerks, consultants and other employees and may contract for materials and services as it may require, subject to appropriation by the Town of Littleton;
- k) The Commission shall maintain accurate records of its meetings and actions and shall file an annual report with the Town Clerk and shall also post the annual report on the Town's website and print it in the Town's Annual Report for that year;
- l) The Commission may purchase interests in the land only with funds available to it. The Town Meeting may raise or transfer funds so that the Commission may acquire, in the name of the Town, by option, purchase, lease or otherwise, the fee in the land or water rights, conservation or agricultural restrictions, easements or other contractual rights as may be necessary to acquire, maintain, improve, protect, limit the future use of, or conserve and properly utilize open spaces in land and water areas within the Town, and shall manage and control any such interests in land acquired pursuant to this bylaw; and
- m) Pursuant to M.G.L. c.40, §8L(h), the Commission may expend any income derived from deposits or investments to a duly-created agricultural preservation fund of which the Treasurer of the Town of Littleton shall be the custodian.
- 2) The Commission shall adopt rules and regulations governing the use of land and water under its control and shall prescribe civil penalties, not to exceed a fine of \$100, for any violation of said rules and regulations.
- 3) The Commission shall not take or obtain land by eminent domain proceedings pursuant to M.G.L. c.79, §1 *et seq.*
- 4) The Commission shall have sole management and control of the interests in any agricultural land acquired after the effective date of this bylaw, pursuant to M.G.L. c.40, §8L(g).

**§ 8-12 Membership; terms and removal for cause.**

The Commission shall consist of seven members appointed by the Board of Selectmen for a term of 3 years, provided, however, that the initial members appointed under this section shall serve for terms of 1, 2, or 3 years and the Board of Selectmen shall arrange the terms so that the terms of approximately 1/3 of the Commission's members shall expire each year. All members of the Commission must be residents of the Town of Littleton. Not less than four members shall be engaged in farming, as defined in M.G.L. c.128, §1A, or employed in an agriculture-related field. If persons engaged in farming or persons employed in agriculture-related fields are not available to serve on the Commission, then the Commission shall include a majority of members with knowledge and experience in agricultural practices or knowledge of related agricultural business.

The Board of Selectmen, as the appointing authority, may remove a member of the Commission for cause, after a public hearing if so requested by the member. A vacancy created by the removal of a member for cause shall be filled by the Board of Selectmen for the remainder of the unexpired term of the removed member and in the same manner as the original appointment.

**§ 8-13. Work Plan.**

The Commission shall develop a work plan to guide its activities. Such activities shall include, but are not limited to, the following: serve as facilitators for encouraging the pursuit of agriculture in Littleton; promote agricultural-based economic opportunities in Town; act as mediators, advocates, educators, and/or negotiators on farming issues; work for preservation of prime agricultural lands or waters within the Town of Littleton; and pursue all initiatives appropriate to creating a sustainable agricultural community.

**ARTICLE 15**

**Accept State Statutes on Speed Limits**

Voted unanimously under the “Call of Articles that the Town accept the following sections of the Massachusetts General Laws which were amended by Chapter 218 of the Acts of 2016, known as an Act Modernizing Municipal Finance Act: MGL Chapter 90, Section 17C and 18B (Speed Limit).

**ARTICLE 16**

**Road Acceptance: McIntosh Lane**

Voted unanimously under the “Call of Articles that the Town accept, as a Town way, the layout by the Board of Selectmen of the private way known as “McIntosh Lane”, and to authorize the Board of Selectmen to acquire by gift, purchase, or eminent domain the land, rights, and easements therein for drainage, utility, or other purposes, all as shown on a plan entitled “McIntosh Lane Road As-Built and Street Acceptance Plan, Town: Littleton, Massachusetts prepared for Deca Corp.” by Places, Associates, Inc. dated August 2017, Plan No. McIntosh ASB sheets 1 and 2, said street having been constructed to the satisfaction of the Planning Board and to name said street “McIntosh Lane”.

Moved and seconded and unanimously voted to dissolve the Special Town Meeting at 9:53PM.

A TRUE COPY:

ATTEST:

DIANE CRORY  
TOWN CLERK

# DIRECTORY

Accounting	Town Accountant	978-540-2440
Appeal of Zoning Decision	Board of Appeals	978-540-2432
Assessments	Board of Assessors	978-540-2410
Birth, Death, and Marriage Certificates	Town Clerk	978-540-2401
Building Permits	Building Commissioner	978-540-2420
Cemeteries	Cemetery Commissioners	978-540-2480
Conservation Issues	Conservation Commission	978-540-2428
Dog Licenses	Town Clerk	978-540-2401
Dog Problems	Dog Officer	978-540-2300
Education Information	School Superintendent's Office	978-540-2500
Elderly Information	Council on Aging	978-540-2470
Elections and Voting Registration	Town Clerk	978-540-2401
Electricity	Light and Water Department	978-540-2222

## Fire & Ambulance

### Emergencies

Fire Permits-General Calls
Garbage and Refuse
Gas Permits
Health and Sanitation
Highways and Streets
Housing for the Elderly
Information Technology Office
Library
Marriage Licenses
Nurse (Town)

### Fire Department

Fire Department	<b>9 1 1</b>
Board of Health	978-540-2430
Gas Inspector	978-540-2423
Board of Health	978-540-2430
Highway Department	978-540-2670
Housing Authority	978-486-8833
Information Systems Manager	978-540-2477
Reuben Hoar Library	978-540-2600
Town Clerk	978-540-2401
Board of Health	978-540-2430

## Police & Ambulance

### Emergencies

Police General Calls & Info
Planning Board
Plumbing Permits
Recreation

### Police Department

Police Department	<b>9 1 1</b>
Police Department	978-540-2300
Planning Board	978-540-2425
Plumbing Inspector	978-540-2423
Park & Recreation	978-540-2490

## Schools

	Shaker Lane Elementary	978-486-3959
	Russell Street Elementary	978-486-3134
	Middle School Russell St	978-486-8938
	High School	978-952-2555
	Superintendent	978-486-8951
Nashoba Valley Technical High School	Main Office	978-692-4711

Selectmen	Town Administrator	978-540-2460
Tax Collections	Tax Collector	978-540-2405
Transfer Station Stickers	Transfer Station	978-540-2671
Treasurer	Town Treasurer	978-540-2450
Veterans Services	Veterans Agent	978-540-2485
Vital Records	Town Clerk	978-540-2401
Water	Light and Water Department	978-540-2222
Wiring Permits	Wiring Inspector	978-540-2420
Zoning	Building Commissioner	978-540-2420

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