

2003
ANNUAL TOWN REPORT

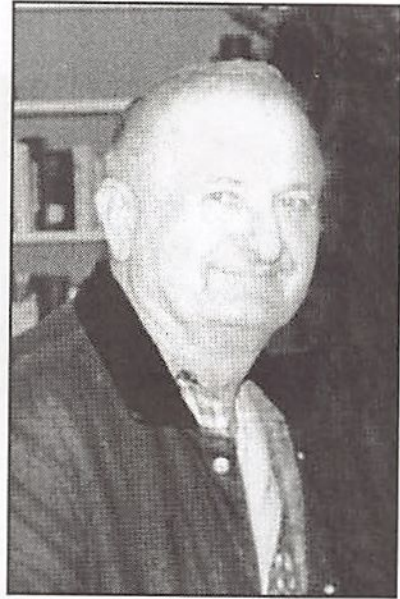


MAYNARD, MASSACHUSETTS

DEDICATION



Michael Zapareski
Police Chief 1955 – 1968



Nicholas Kavalchuck
DPW 1953 - 1988



Nicholas Barilone
DPW 1948 – 1979

IN MEMORIAM



Connie McFarland
COA 2002 – 2003



Carolyn Garlick
By-law Committee 1991



Julie Nee
COA 2002 – 2003

INDEX

General Information.....	4
Elected Town Officials – 2003.....	5
Town Clerk.....	9
Births, Deaths, Marriages Statistics.....	10
License & Fees Report.....	11
Annual Town Election – May 5, 2003.....	12
Annual Town Meeting – May 19, 2003.....	15
Special Town Meeting – May 20, 2003.....	40
Special Town Meeting – October 20, 2003.....	48
Registrar of Voters.....	59
Precinct Boundaries.....	61
Town Accountant.....	64
Assessors.....	72
Building Inspector.....	75
Gas Inspector.....	76
Emergency Management Agency.....	77
Conservation Commission.....	78
Contributory Retirement System.....	80
Council on Aging.....	82
Cultural Council.....	85
Finance Committee.....	86
Fire Chief.....	91
Board of Health.....	99
Animal Control Department.....	103
Plumbing Inspector.....	103
Historical Commission.....	104
Housing Authority.....	105
Planning Board.....	106
Librarian Report.....	108
MAPC.....	114
Police Chief.....	116
Public Works Department.....	126
Sealer of Weights and Measures.....	141
Recreation Commission.....	142
Board of Selectman.....	144
Town Administrator.....	146
Personnel Staff Plan.....	150
Real Property Ownership List.....	155
Salaries and Wages.....	158
Fixed Asset Report.....	163
Treasurer – Collector’s Report.....	166
Veteran’s Agency.....	172
Wire Inspector.....	173
Dog Officer – Activity Report for 2003.....	174
Zoning Board of Appeals.....	175
School Department.....	178

GENERAL INFORMATION – 2003

Incorporated.....April 19, 1871

Type of Government.....Town Meeting

County.....Middlesex

Annual Town Meeting.....Third Monday in May

Annual Town Election.....First Monday in May – 4 Precincts

Land Area.....5.24 Square Miles

Location.....Central Eastern Massachusetts

Bordered by Stow on the west and southwest, Acton on the north, Concord on the northeast and Sudbury on the east and southeast. Maynard is located approximately 25 miles northwest of Boston, 24 miles from Worcester and 18 miles from Lowell.

Population 1997 (Town)	10,219
Population 1998 (Town)	10,249
Population 1999 (Town)	10,024
Population 2000 (Town)	10,070
Population 2000 Federal	10,433
Population 2001 (Town)	10,037
Population 2002 (Town).....	10,044
Population 2003 (Town).....	10,134

Tax Rate 2003-2004.....	Residential....\$17.46
	Commercial....\$28.45

Tax Rate 2002-2003.....	Residential....\$17.46
	Commercial....\$28.45

Tax Rate 2001-2002.....	Residential....\$17.69
	Commercial....\$28.82

Tax Rate 2000-2001.....	Residential....\$16.81
	Commercial....\$27.37

Tax Rate 1999-2000.....	Residential....\$17.95
	Commercial....\$29.14

ELECTED TOWN OFFICIALS - 2003

Term
Expires

Term
Expires

MAYNARD HOUSING AUTHORITY

C. David Hull-State appt.	2004
Charles Nevala	2005
John Arnold	2006
William M. Primiano	2007
George F. Hardy	2008

SELECTMEN

John J. Barilone	2004
Ann P. Thompson	2005
Mark R. Wesley	2005
William N. Cranshaw	2006
Robert G. Nadeau	2006

MODERATOR

James F. Coleman	2004
------------------	------

REGIONAL VOC. SCHOOL COMMITTEE

James P. Gray	2007
---------------	------

SCHOOL COMMITTEE

Paul Howes	2004
Mary Brannelly	2005
Martha Rogovin Wood	2005
William G. Kohlman	2006
Ann M. Pratt	2006

TRUSTEE OF PUBLIC LIBRARY

William J. Cullen	2004
Anne Marie Lesniak-Betley	2005
Elizabeth T. Binstock	2006

APPOINTED TOWN OFFICIALS

AMERICAN DISABILITY ACTS COMMISSION

Kris Jaillet	2003
Jayne Tapia	2004
Richard Pierce	2004

CONSERVATION COMMISSION

Kate Wheeler	2003
Sherry Lassiter	2004
M. John Dwyer	2005
Frederic King	2006
Douglas Moore	2006

INSPECTOR OF ANIMALS

Thomas Natoli	2003
---------------	------

CONSTABLE

Barbara Hartnett	2006
------------------	------

APPEALS, BD. OF

William Duggan (alt.)	2003
Preston Peckham (alt.)	2003
Malcolm Houck	2005
Leslie Bryant	2006
Donald Crowther	2006
Eric Rappaport	2006

COUNCIL ON AGING

Katherine Colombo	2004
Shirley Barilone	2005
Marcia Curren	2005
Marilyn Hanson	2005
Robert Hatch	2005
Connie McFarland	2005
**Julie Nee	2005
Vincent Stigliani	2005
Al Walaczek	2005
Patricia Walaczek	2005
Richard Gross	2006
Coralie J. Landry	2006
Ben Iannarelli	2006

ASSESSORS

Mary Anne Schneider	2004
Stephen Pomfret	2005
Richard T. Downey	2006

ASSISTANT ASSESSOR

Anthony Maria	
---------------	--

BUILDING INSPECTOR

Richard Roggeveen	2004
Charles Willett (asst.)	2004

Term
Expires

CABLE TELEVISION COMMITTEE

Fred Bailey
David Griffin

COMMUNITY DEVELOPMENT PLANNING COMM.

Bill Hedberg	2003
Jan Jones	2003
Bruce Lucier	2003
Jack MacKeen	2003
Laurie Proulx	2003
Karen Umbrell	2003
David Brown	2004
Brendan Chetwynd	2004
William Primiano	2004
Ann Thompson	2004
Kate Wheeler	2004

CULTURAL COUNCIL

Jean D'Amico	2003
Rachel Korn	2003
Lee Caras	2004
Melissa Gopnik	2004
Lisa Lines	2004
Eric Zeller	2004
*Sally Bubier	2004
Laura Howick	2005

DIRECTOR OF CIVIL DEFENSE

Ronald Cassidy

DOG OFFICER

Leslie Boardman
Betsy DeWallace (assistant)

FACILITIES STUDY COMMITTEE

John Barilone, Jr.
Patricia Chambers
Stacey Charbonneau
Terry Herring
Mary Hilli
C. David Hull
Suzanne Selig

Term
Expires

FINANCE COMMITTEE

*William N. Cranshaw	2003
Ronald Calabria	2004
James Fulton	2004
Tom Lent	2004
*Thomas Papson	2004
*Ed Shankle	2004
Antony Wood	2004
*Gregory Wood	2004
Sally Bubier	2005
Shuyu Lee	2005
Valerie Paquin-Gould	2005
Louise Ann Fleming Cutaia	2006
Diane M. Dahill	2006
*Mark Gies	2006
Robert Gottlieb	2006

FIRE CHIEF

Stephen Kulik

GAS INSPECTOR

William Freeman	2004
Raymond Smith (asst.)	2004

HEALTH AGENT

Gerald Collins

HEALTH. BD. OF

Paul Jacques	2003
Shirley Grigas	2004
*Julie Glovin	2005
Susan Butterworth	2006

HISTORICAL COMMISSION

Robert Barta	2005
Christine McNiff	2006
Benny Sofka	2007
Paul Boothroyd	2008

LIBRARIAN

Steve Weiner

	<u>Term Expires</u>
<u>LIBRARY BUILDING COMMITTEE</u>	
Michael Bass	
Willis Bean	
Betsy Binstock	
Nancy Buchinsky	
William Cullen	
Anne Marie Lesniak-Betley	
Kevin MacNeill	
John Thompson	
Peter Reed	
Steve Weiner	
<u>MAPC REGIONAL WATER SUPPLY PROTECTION PLAN GRANT COMM.</u>	
Walter Sokolowski	
M. Irvil Kear	
<u>METROPOLITAN AREA PLANNING COUNCIL</u>	
Malaina Bowker	2006
<u>PARKS AND RECREATION ADVISORY COMMITTEE (PARSAC)</u>	
Joseph Borey	
James Condon	
David Daniluik	
Richard Tracy Galvin	
Neal Mirfield	
Michael Misslin	
Mark Waldron	
<u>PLANNING BOARD</u>	
Marilyn Messenger	2003
Peter O'Callaghan	2005
Cassandra Allwell	2006
John Thompson	2006
Malaina Bowker	2007
Brendon Chetwynd	2007
<u>PLUMBING INSPECTOR</u>	
Raymond Smith	2004
William Freeman (asst.)	2004

	<u>Term Expires</u>
<u>POLICE CHIEF</u>	
James Corcoran	
<u>PUBLIC WORKS SUPERINTENDENT</u>	
Walter Sokolowski	
<u>RECREATION COMMISSION</u>	
Joanne Pileeki	2003
Robert Eglitis	2004
Ann Marie Chiasson	2005
Debby Calreso	2005
<u>REGISTRARS OF VOTERS</u>	
C. David Hull	2004
Deborah Collins	2005
Madaline Lukashuk	2005
Judith C. Peterson	
<u>RETIREMENT BOARD</u>	
Thomas Natoli	2003
Harry Gannon	
Robert Larkin	
Jerry Flood	
<u>SCHOOL BUILDING COMMITTEE (MIDDLE)</u>	
Robert Brooks	
Kathy Hahn	
Gary Justason	
William Kohlman	
John Landry	
Peter O'Callaghan	
Mary Emma Robertson	
John Thompson	
Gregory Yanchenko	
<u>SEALER OF WEIGHTS AND MEASURES</u>	
Steven Lossow	2004
<u>SUPERINTENDENT OF SCHOOLS</u>	
Dr. Mark Masterson	

Term
Expires

Term
Expires

TOWN ACCOUNTANT

Kenneth Demars

ASSISTANT TOWN CLERK

Michelle L. Sokolowski

TOWN ADMINISTRATOR

Michael Gianotis

TOWN TREASURER/COLLECTOR

Teresa DeSilva

TOWN CHARTER REVIEW COMMITTEE

Lou Ann Cutaia

Ellen Duggan

Mac Hathaway

Frank Ignachuck

William Kohlman

Alan Lappas

William Primiano

Ann Thompson

Sally Bubier

VETERANS AGENT

Stewart Campbell

WIRING INSPECTOR

Peter Morrison

2004

Benjamin Bigusiak (assistant)

2004

TOWN CLERK

Judith C. Peterson

* Resigned

**Deceased

**ANNUAL TOWN REPORT
OF THE
TOWN CLERK**

To the Citizens of Maynard:

Herewith is my report for the year ending December 31, 2003. This report consists of the following:

**General Information
Town Officials
Statistics
Summary of Licenses and Fees
Annual Town Election – May 5, 2003
Annual Town Meeting – May 19, 2003
Special Town Meeting – May 20, 2003
Special Town Meeting – October 20, 2003
Report of the Board of Registrars of Voters
Voting Precincts – Revised January 8, 2002**

I would like to thank the Honorable Board of Selectmen, the Town Administrator, all Department Heads and the other Town Employees and Officials who have cooperated and supported the Town Clerk's Office over the past year.

A very special "Thank You" to my Assistant Town Clerk, Michelle Sokolowski, and all election and town meeting staff members, for their dedication and support throughout the year.

Respectfully submitted,



**Judith C. Peterson
Town Clerk**

STATISTICS – TOWN OF MAYNARD

BIRTHS RECORDED – COMPARISON FOR FIVE YEARS

<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>
102	151	143	143	150

January	- 6	July	- 14
February	- 17	August	- 13
March	- 14	September	- 15
April	- 13	October	- 24
May	- 19	November	- 5
June	- 11	December	- 2

Males - 71
Females - 82

DEATHS RECORDED – COMPARISON FOR FIVE YEARS

<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>
61	71	49	70	68

January	- 9	July	- 7
February	- 4	August	- 5
March	- 6	September	- 8
April	- 1	October	- 4
May	- 13	November	- 5
June	- 2	December	- 4

Males - 33
Females - 35

MARRIAGES RECORDED – COMPARISON FOR FIVE YEARS

<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>
67	58	63	48	64

January	- 3	July	- 9
February	- 2	August	- 11
March	- 1	September	- 7
April	- 4	October	- 14
May	- 5	November	- 3
June	- 4	December	- 1

**SUMMARY OF 2003 LICENSES AND FEES RECEIVED BY THE TOWN
CLERK AND TURNED OVER TO THE TOWN TREASURER**

Alcoholic Beverages	\$39,565.00
Auto Agent Class I & II	1,870.00
Auto Amusement	110.00
Business Certificates	2,460.00
Certified Copies	3,760.00
Common Victuallers	2,200.00
Financial Statements	1,262.30
Frozen Dessert	100.00
Junk Dealers	130.00
Lodging House Licenses	150.00
Miscellaneous	744.75
Marriage Intentions	975.00
Oil Permits	220.00
Pole Locations	80.00
Pool Table/Billiard Table Licenses	200.00
Public Entertainment	130.00
Raffle Permits	20.00
Street Lists	337.00
Theater Licenses	255.00
Town Dog Licenses	7,320.00
Citation – Bd. of Health	250.00
Citation – Dog Officer	50.00
Total:	\$62,189.05

ALL 2003 DOG LICENSES EXPIRED ON DECEMBER 31, 2003. DOGS SHOULD BE LICENSED IN JANUARY 2004, OR THE OWNERS OR KEEPERS MAY BE LIABLE TO A FINE. THE LAW APPLIES TO ALL DOGS SIX MONTHS OLD OR OVER, REGARDLESS OF THE TIME OF YEAR OWNERSHIP IS ACQUIRED.

FORMS TO REGISTER YOUR DOG WILL BE SENT TO YOU IN JANUARY WITH YOUR TOWN CENSUS INFORMATION, OR CAN BE PICKED UP AT THE TOWN CLERK'S OFFICE.

ANNUAL TOWN ELECTION – MONDAY – MAY 5, 2003

Pursuant to Warrant #736, the Annual Town Election was held on May 5, 2003, in all four precincts. The polling places were prepared according to the requirements of General Law.

<p><u>Precinct #1</u> Warden: Betsy Wilson Clerk: Jack Malcolm Number of ballots cast: 650 Tabulation completed at: 8:30 p.m. Absentee ballots cast: 14</p>	<p><u>Precinct #2</u> Warden: Barbara Currin Clerk: Florence Tomyl Number of ballots cast: 522 Tabulation completed at: 8:30 p.m. Absentee ballots cast: 11</p>
<p><u>Precinct #3</u> Warden: Nancy Javert Clerk: Cecile Karpeichik Number of ballots cast: 617 Tabulation completed at: 8:45 p.m. Absentee ballots cast: 7</p>	<p><u>Precinct #4</u> Warden: Martha Maria Clerk: Virginia Murphy Number of ballots cast: 534 Tabulation completed at: 8:30 p.m. Absentee ballots cast: 6</p>

Total votes cast: 2323

	PRCT. 1	PRCT. 2	PRCT. 3	PRCT. 4	TOTAL
<u>SELECTMAN</u>					
Blanks	227	196	235	200	858
William N. Cranshaw	314	282	316	303	1215
Diane Dahill	303	247	269	272	1091
Robert G. Nadeau	453	316	409	287	1465
Write-ins	3	3	5	6	17
Total	1300	1044	1234	1068	4646
<u>MODERATOR</u>					
Blanks	52	42	57	54	205
James F. Coleman	298	242	254	275	1069
Anne Marie C. Desmarais	300	237	306	205	1048
Write-ins	0	1	0	0	1
Total	650	522	617	534	2323

ANNUAL TOWN ELECTION – MONDAY – MAY 5, 2003

	PRCT. 1	PRCT. 2	PRCT. 3	PRCT. 4	TOTAL
<u>SCHOOL COMMITTEE</u>					
Blanks	459	370	468	456	1753
Anne M. Pratt	441	353	406	335	1535
William G. Kohlman	400	321	358	271	1350
Write-ins	0	0	2	6	8
Total	1300	1044	1234	1068	4646
<u>TRUSTEE OF PUBLIC LIBRARY</u>					
Blanks	148	109	154	128	539
Elizabeth Binstock	502	410	463	403	1778
Write-ins	0	3	0	3	6
Total	650	522	617	534	2323
<u>MAYNARD HOUSING AUTHORITY</u>					
Blanks	164	122	155	126	567
George F. Hardy	485	399	461	405	1750
Write-ins	1	1	1	3	6
Total	650	522	617	534	2323
<u>REGIONAL VOCATIONAL SCHOOL COMMITTEE</u>					
Blanks	172	139	177	157	645
James P. Gray	477	380	437	375	1669
Write-ins	1	3	3	2	9
Total	650	522	617	534	2323
<u>QUESTION 1</u>					
Blanks	8	12	6	8	34
Yes	450	339	425	363	1577
No	192	171	186	163	712
Total	650	522	617	534	2323

QUESTION 1

Shall the Town of Maynard be allowed to exempt from the provisions of proposition two and one-half, so-called, the amounts required to pay for the bond issued in order to fund renovations of the former Roosevelt School into the new Maynard Public Library?

And provide, further, that said question shall be deemed approved if a majority of the persons voting thereon shall vote "yes".



COMMONWEALTH OF MASSACHUSETTS

Middlesex, SS.

ANNUAL TOWN MEETING

To the Constable of the Town of Maynard, in said County,

GREETINGS:

In the name of the Commonwealth of Massachusetts you are hereby directed to notify and warn the voters of said Maynard, to assemble IN FOWLER MIDDLE SCHOOL AUDITORIUM, Three Tiger Drive in said Town, on Monday, May 19, 2003, at 7:30 p.m. then and there to act on the following articles:

The following action was taken:

At 7:35 P.M. on May 19, 2003, the Annual Town Meeting was called to order by the Moderator, Bob Nadeau.

Three hundred, seventy-five voters were present.

Guests were acknowledged and admitted.

The Pledge of Allegiance was lead by Philip Bohunicky.

Motion was made and seconded that no new business would be taken up after 11:00 P.M. Motion carried.

Motion made and seconded to waive the reading of the warrant as a whole. Motion carried.

Motion was made and seconded to appoint Bob MacCarthy as Deputy Moderator.

ARTICLE 1: TOWN REPORT ACCEPTANCE

To hear and act upon the reports of Town Officers and Committees.

To do or act thereon:

There were no Town Reports.

ARTICLE 2: OPERATING BUDGET

To see if the Town will vote to raise and appropriate, transfer from available funds or otherwise provide the sums of money to meet salaries and wages of Town Officers and employees, expenses, and outlays of the Town Departments, and other sundry miscellaneous, but regular expenditures necessary for the operation of the Town for the Fiscal Year 2004 (July 1, 2003 – June 30, 2004). Said sums of money to be as listed below in the column titled "Selectmen Recommended Fiscal 2003". Further, to accept and expend Federal Funds and State Funds to offset certain salaries or expenses or outlays as listed below against specific line items.

FinCom Comment: As of the printing of this warrant, the Town's budget is not final due to many factors. One major factor is State Aid. While Maynard is expected to receive significantly less money from the State than last year, the final number is uncertain. The Finance Committee has been advised that the numbers appearing in this warrant reflect the current Board of Selectmen/Town Administrator's requests (for non-school items) and the School Department's request. To an extent, the warrant article, as printed in this document, may represent a "draft" of the final budget that will be presented and voted on at Town Meeting. It is important to note, that as of this date, this budget represents spending that is over \$1 million more than expected revenues. During the period between the printing of the warrant and Town Meeting, work will continue to find mechanisms to close the gap.

To do or act thereon.

SPONSORED BY: Board of Selectmen

APPROPRIATION:

FINCOM RECOMMENDATION: At Town Meeting

(Budget next page)

The following action was taken:

ARTICLE 3: PERPETUAL CARE FUND

To see if the Town will vote to accept funds from sundry persons and the interest generated thereby, to be invested to perpetually care for the lots and surroundings at Glenwood Cemetery.

To do or act thereon.

SPONSORED BY: Treasurer/Collector

APPROPRIATION: None

FINCOM RECOMMENDATION: Recommends

FinCom Comment: This is a standard article allowing the Board of Selectmen to sell lots and graves and collect monies for perpetual care.

The following action was taken:

Voted: that the Town accept funds from sundry persons and the interest generated thereby, to be invested to perpetually care for the lots and surroundings at Glenwood Cemetery.

The Finance Committee Recommended.

Article 2 **OPERATING BUDGET**

Voted: Yes 324, No, 33 Blanks, 3 (238 needed for a 2/3 vote)

That the Town meet the salaries and wages of Town Officer and Employees, expenses and outlays of the Town Departments and sundry , miscellaneous but regular expenditures necessary for the operation of the Town for the Fiscal Year 2004 (July 1, 2003 – June 30, 2004). Further to accept and expend Federal Funds and State Funds to offset certain salaries, expenses or outlays as listed below against specific line items. Said sums of money to be listed below in the column titled "Selectmen Recommended FY2004" with the following changes:

Page 11 – 131 Finance Committee line 2222 Expense change from \$2,500 to \$2,000.
135 Town Account line 2222 Expense change from \$3,800 to \$3,300.
141 Board of Assessors line 2222 Expense change from \$17,250 to \$15,300

Page 12 – 161 Town Clerk line 2222 Expense change from \$3,699 to \$3,399.

Page 13 - 950 Town Telephone line 2222 Expense change from \$30,000 to \$29,000.
521 Health Center line 2222 Expense change from \$2,000 to \$1,000.
522 Nursing Service line 2222 Expense change from \$5,000 to \$3,000.

Page 15 – 175 Planning Board line 2222 Expense change from \$10,000 to \$8,000.
610 Library line 2222 Expense change from \$83,697 to \$83,697.
171 Conservation line 2222 Expense change from \$25,000 to \$25,000.
630 Recreation line 1111 Salary change from \$28,671 to \$28,671.
541 Council on Aging line 1111 Salary change from \$57,725 to \$57,725.
541 Council on Aging line 4017 Sr. Citizens Transportation change from \$3,000 to \$3,000.
433 Trash Collection line 2222 Expense change from \$703,481 to \$673,620

Page 16 - 210 Police Department line 1111 Salary change from \$1,609,135 to \$1,569,135
220 Fire Department line 1111 Salary change from \$1,279,189 to \$1,244,189
220 Fire Department 2222 Expense change from \$52,228 to \$52,228

Page 17 – 421 Administration line 1111 Salary change from \$139,359 to \$132, 427
422 Highway Maintenance line 2222 Expense change from \$164,730 to \$157,230
294 Forestry line 1111 Salary change from \$69,735 to \$40,280
294 Forestry line 2222 Expense change from \$16,800 to \$14,800

Page 18 – 810 School Department line 1111 Salary change from \$8,835,380 to 8,335,380

Page 19 – Health Insurance line 2222 Expense change from \$2,100,000 to \$2,100,000

For a new Total Town Operating Budget of \$26,533,835

And further to raise from taxation the sum of \$25,677,182, appropriate from Ambulance Receipts the sum of \$156,653 and appropriate from Stabilization the sum of \$700,000 for a total operating budget of \$26,533,835.00

The Finance Committee recommends.

This article was voted by a Secret Ballot as required by Town By-laws.

TOWN OF MAYNARD OPERATING BUDGET

4/9/03

DEPARTMENT	TOWN MTG. APPROP. FY 2003	DEPARTMENT REQUEST FY 2004	% CHANGE FY2003 REQU. FY2004 APPR.	SELECTMEN RECOMM. FY 2004	% CHANGE FY 2004 SELECT. FY 2003 APPR.
<u>PUBLIC SERVICE</u>					
114. TOWN MODERATOR					
1111. Salary	\$0	\$0	0.00%	\$0	0.00%
2222. Expense	\$75	\$75	0.00%	\$75	0.00%
TOTAL	\$75	\$75		\$75	0.00%
% Operating Budget	0.000%	0.000%		0.000%	
122. BOARD OF SELECTMEN					
1111. Salary	\$98,682	\$100,192	1.53%	\$100,192	1.53%
2222. Expense	\$4,000	\$4,000	0.00%	\$4,000	0.00%
3333. Outlay	\$0	\$0	0.00%	\$0	0.00%
7274. IDFA	\$0	\$0	0.00%	\$0	0.00%
4005. Parking Clerk Expense	\$3,000	\$3,000	0.00%	\$3,000	0.00%
TOTAL	\$105,682	\$107,192	1.43%	\$107,192	1.43%
% Operating Budget	0.451%	0.511%		0.501%	
131. FINANCE COMMITTEE					
2222. Expense	\$2,500	\$2,500	0.00%	\$2,500 \$2,000	0.00%
TOTAL	\$2,500	\$2,500	0.00%	\$2,500	0.00%
% Operating Budget	0.011%	0.011%		0.012%	
135. TOWN ACCOUNTANT					
1111. Salary	\$82,276	\$60,761	-26.15%	\$60,761	-26.15%
2222. Expense	\$1,500	\$3,800	153.33%	\$3,800 \$3,300	153.33%
3333. Outlay Sick Leave Buyback	\$19,115	\$0	-100.00%	\$0	\$19,115
TOTAL	\$102,891	\$64,561	-37.25%	\$64,561	-37.25%
% Operating Budget	0.439%	0.308%		0.302%	
141. BOARD OF ASSESSORS					
1111. Salary	\$86,102	\$96,616	12.21%	\$90,616	5.24%
2222. Expense	\$15,300	\$17,250	12.75%	\$17,250 \$15,300	12.75%
3333. Outlay	\$0	\$61,800		\$3,800	
TOTAL	\$101,402	\$175,666	73.24%	\$111,666	10.12%
% Operating Budget	0.432%	0.837%		0.522%	
149. TOWN TREASURER/COLLECTOR					
1111. Salary	\$124,043	\$110,082	-11.25%	\$110,082	-11.25%
2222. Expense	\$49,975	\$50,800	1.65%	\$50,800	1.65%
3333. Outlay	\$0	\$0	0.00%	\$0	0.00%
TOTAL	\$174,018	\$160,882	-7.55%	\$160,882	-7.55%
% Operating Budget	0.742%	0.766%		0.752%	

TOWN OF MAYNARD OPERATING BUDGET

4/9/03

DEPARTMENT	TOWN MTG. APPROP. FY 2003	DEPARTMENT REQUEST FY 2004	% CHANGE FY2003 REQU. FY2004 APPR.	SELECTMEN RECOMM. FY 2004	% CHANGE FY 2004 SELECT. FY 2003 APPR.
151. TOWN COUNSEL					
4003. Legal Retainer	\$32,000	\$32,000	0.00%	\$32,000	0.00%
4004. Litigation	\$20,000	\$20,000	0.00%	\$20,000	0.00%
TOTAL	\$52,000	\$52,000	0.00%	\$52,000	0.00%
% Operating Budget	0.222%	0.248%		0.243%	
155. DATA PROCESSING					
2222. Expense	\$22,000	\$25,000	13.64%	\$25,000	13.64%
4043. Network Support	\$48,142	\$49,550	2.92%	\$49,550	2.92%
Police/Fire Support	\$24,000	\$26,986	12.44%	\$26,986	12.44%
Police/Fire Support	\$13,664	\$13,664	0.00%	\$13,664	0.00%
TOTAL	\$107,806	\$115,200	6.86%	\$115,200	6.86%
% Operating Budget	0.460%	0.549%		0.538%	
158. TAX TITLE FORECLOSURE					
2222. Expense	\$5,000	\$1,000	-80.00%	\$1,000	-80.00%
TOTAL	\$5,000	\$1,000	-80.00%	\$1,000	-80.00%
% Operating Budget	0.021%	0.005%		0.005%	
161. TOWN CLERK					
1111. Salary	\$76,321	\$80,771	5.83%	\$80,771	5.83%
2222. Expense	\$3,699	\$3,699	0.00%	\$3,699 \$3,399	0.00%
3333. Outlay	\$0	\$0	0.00%	\$0	0.00%
TOTAL	\$80,020	\$84,470	5.56%	\$84,470	5.56%
% Operating Budget	0.341%	0.402%		0.395%	
162. ELECTIONS					
1111. Salary	\$0	\$0	0.00%	\$0	0.00%
2222. Expense	\$19,000	\$14,000	-26.32%	\$14,000	-26.32%
TOTAL	\$19,000	\$14,000	-26.32%	\$14,000	-26.32%
% Operating Budget	0.081%	0.067%		0.065%	
163. REGISTRATION					
1111. Salary	\$900	\$900	0.00%	\$900	0.00%
2222. Expense	\$5,506	\$5,506	0.00%	\$5,506	0.00%
TOTAL	\$6,406	\$6,406	0.00%	\$6,406	0.00%
% Operating Budget	0.027%	0.031%		0.030%	
192. PUBLIC BUILDING MAINTENANCE					
1111. Salary	\$55,331	\$52,260	-5.55%	\$52,260	-5.55%
2222. Expense	\$29,200	\$29,200	0.00%	\$29,200	0.00%
3333. Outlay	\$0	\$0	0.00%	\$0	0.00%
TOTAL	\$84,531	\$81,460	-3.63%	\$81,460	-3.63%
% Operating Budget	0.360%	0.388%		0.381%	

TOWN OF MAYNARD OPERATING BUDGET

4/9/03

DEPARTMENT	TOWN MTG. APPROP. FY 2003	DEPARTMENT REQUEST FY 2004	% CHANGE FY2003 REQU. FY2004 APPR.	SELECTMEN RECOMM. FY 2004	% CHANGE FY 2004 SELECT. FY 2003 APPR.
195. PRINT TOWN REPORT					
2222. Expense	\$8,000	\$10,000	25.00%	\$10,000	25.00%
TOTAL	\$8,000	\$10,000	25.00%	\$10,000	25.00%
% Operating Budget	0.034%	0.048%		0.047%	
950. TOWN TELEPHONE					
2222. Expense	\$32,000	\$32,000	0.00%	\$30,000 \$29,000	-6.25%
TOTAL	\$32,000	\$32,000	0.00%	\$30,000	-6.25%
% Operating Budget	0.136%	0.152%		0.140%	
955. TOWN AUDIT					
2222. Expense	\$19,000	\$20,000	5.26%	\$20,000	5.26%
TOTAL	\$19,000	\$20,000	5.26%	\$20,000	5.26%
% Operating Budget	0.081%	0.095%		0.093%	
GEN. GOVT. SALARY	\$523,655	\$501,582	-4.22%	\$495,582	-5.36%
GEN. GOVT. EXPENSE	\$219,755	\$221,830	0.94%	\$219,830	0.03%
GEN. GOVT. OUTLAY	\$67,257	\$152,000	126.00%	\$94,000	39.76%
GEN. GOVT. OTHER	\$52,000	\$52,000	0.00%	\$52,000	0.00%
TOTAL	\$862,667	\$927,412	7.51%	\$861,412	-0.15%
% Operating Budget	3.678%	4.418%		4.025%	
<u>PUBLIC SERVICE</u>					
510. HEALTH INSPECTOR					
1111. Salary	\$57,851	\$60,165	4.00%	\$60,165	4.00%
TOTAL	\$57,851	\$60,165	4.00%	\$60,165	4.00%
% Operating Budget	0.247%	0.287%		0.281%	
521. HEALTH CENTER					
1111. Salary	\$10,738	\$10,833	0.88%	\$10,833	0.88%
2222. Expense	\$2,000	\$2,000	0.00%	\$2,000 \$1,000	0.00%
3333. Outlay	\$3,000	\$3,000	0.00%	\$2,000	-33.33%
TOTAL	\$15,738	\$15,833	0.60%	\$14,833	-5.75%
% Operating Budget	0.067%	0.075%		0.069%	
522. NURSING SERVICE					
2222. Expense	\$5,000	\$5,000	0.00%	\$5,000 \$3,000	0.00%
TOTAL	\$5,000	\$5,000	0.00%	\$5,000	0.00%
% Operating Budget	0.021%	0.024%		0.023%	
523. MENTAL HEALTH CLINIC					
4012. Elliot Clinic	\$13,000	\$13,000	0.00%	\$13,000	0.00%
TOTAL	\$13,000	\$13,000	0.00%	\$13,000	0.00%
% Operating Budget	0.055%	0.062%		0.061%	

TOWN OF MAYNARD OPERATING BUDGET.

4/9/03

DEPARTMENT	TOWN MTG. APPROP. FY 2003	DEPARTMENT REQUEST FY 2004	% CHANGE FY2003 REQU. FY2004 APPR.	SELECTMEN RECOMM. FY 2004	% CHANGE FY 2004 SELECT. FY 2003 APPR.
529. OTHER CLINIC SERVICES					
4013. Animal Control	\$5,000	\$5,400	8.00%	\$5,000	0.00%
4044. New Floor Drain	\$0	\$0	0.00%	\$0	0.00%
4046. Mosquito Control	\$10,300	\$12,000	16.50%	\$12,000	16.50%
TOTAL	\$15,300	\$17,400	13.73%	\$17,000	11.11%
% Operating Budget	0.065%	0.083%		0.079%	
241. BUILDING INSPECTOR					
2222. Expense	\$600	\$750	25.00%	\$600	0.00%
TOTAL	\$600	\$750	25.00%	\$600	0.00%
% Operating Budget	0.003%	0.004%		0.003%	
242. GAS INSPECTOR					
2222. Expense	\$50	\$50	0.00%	\$50	0.00%
TOTAL	\$50	\$50	0.00%	\$50	0.00%
% Operating Budget	0.000%	0.000%		0.000%	
243. PLUMBING INSPECTOR					
2222. Expense	\$50	\$50	0.00%	\$50	0.00%
TOTAL	\$50	\$50	0.00%	\$50	0.00%
% Operating Budget	0.000%	0.000%		0.000%	
245. WIRE INSPECTOR					
2222. Expense	\$50	\$50	0.00%	\$50	0.00%
TOTAL	\$50	\$50	0.00%	\$50	0.00%
% Operating Budget	0.000%	0.000%		0.000%	
244. SEALER OF WEIGHTS & MEASURERS					
2222. Expense	\$50	\$50	0.00%	\$50	0.00%
TOTAL	\$50	\$50	0.00%	\$50	0.00%
% Operating Budget	0.000%	0.000%		0.000%	
543. VETERANS SERVICES					
1111. Salary	\$1,200	\$1,200	0.00%	\$1,200	0.00%
2222. Expense	\$1,900	\$1,900	0.00%	\$1,900	0.00%
4014. Veterans Benefits	\$1,000	\$1,000	0.00%	\$1,000	0.00%
TOTAL	\$4,100	\$4,100	0.00%	\$4,100	0.00%
% Operating Budget	0.017%	0.020%		0.019%	
292. DOG OFFICER					
2222. Expense	\$900	\$900	0.00%	\$900	0.00%
4015. Dog Officer Contract	\$14,214	\$14,214	0.00%	\$14,214	0.00%
TOTAL	\$15,114	\$15,114	0.00%	\$15,114	0.00%
% Operating Budget	0.064%	0.072%		0.071%	

TOWN OF MAYNARD OPERATING BUDGET

4/9/03

DEPARTMENT	TOWN MTG. APPROP. FY 2003	DEPARTMENT REQUEST FY 2004	% CHANGE FY2003 REQU. FY2004 APPR.	SELECTMEN RECOMM. FY 2004	% CHANGE FY 2004 SELECT. FY 2003 APPR.
175. PLANNING BOARD				\$8,000	
2222. Expense	\$10,000	\$10,000	0.00%	\$10,000	0.00%
TOTAL	\$10,000	\$10,000	0.00%	\$10,000	0.00%
% Operating Budget	0.043%	0.048%		0.047%	
176. BOARD OF APPEALS					
2222. Expense	\$2,500	\$2,500	0.00%	\$2,500	0.00%
TOTAL	\$2,500	\$2,500	0.00%	\$2,500	0.00%
% Operating Budget	0.011%	0.012%		0.012%	
610. LIBRARY					
1111. Salary	\$199,227	\$260,127	30.57%	\$235,279	18.10%
2222. Expense	\$81,009	\$84,257	4.01%	\$83,697	3.32%
3333. Outlay	\$0	\$0	0.00%	\$0	0.00%
TOTAL	\$280,236	\$344,384	22.89%	\$318,976	13.82%
% Operating Budget	1.195%	1.641%		1.490%	
171. CONSERVATION COMMISSION					
2222. Expense	\$25,000	\$25,000	0.00%	\$25,000	0.00%
TOTAL	\$25,000	\$25,000	0.00%	\$25,000	0.00%
% Operating Budget	0.107%	0.119%		0.117%	
630. RECREATION					
1111. Salary	\$28,671	\$28,671	0.00%	\$28,671	0.00%
2222. Expense	\$0	\$0	0.00%	\$0	0.00%
3333. Outlay	\$0	\$0	0.00%	\$0	0.00%
TOTAL	\$28,671	\$28,671	0.00%	\$28,671	0.00%
% Operating Budget	0.122%	0.137%		0.134%	
541. COUNCIL ON AGING					
1111. Salary	\$57,479	\$71,534	24.45%	\$57,725	0.43%
2222. Expense	\$150	\$150	0.00%	\$150	0.00%
3333. Outlay	\$0	\$0	0.00%	\$0	0.00%
4016. Minute Home Care	\$2,192	\$2,192	0.00%	\$2,192	0.00%
4017. Sr. Citizens Transportation	\$3,000	\$3,000	0.00%	\$3,000	0.00%
TOTAL	\$62,821	\$76,876	22.37%	\$63,067	0.39%
% Operating Budget	0.268%	0.366%		0.295%	
433. TRASH COLLECTION				\$673,620	
2222. Expense	\$696,648	\$703,483	0.98%	\$703,483	0.98%
TOTAL	\$696,648	\$703,483	0.98%	\$703,483	0.98%
% Operating Budget	2.970%	3.351%		3.287%	
<u>PUBLIC SERVICE</u>					
PUBLIC SERVICE SALARY	\$355,166	\$432,530	21.78%	\$393,873	10.90%
PUBLIC SERVICE EXPENSES	\$825,907	\$836,140	1.24%	\$835,430	1.15%
PUBLIC SERVICE OUTLAY	\$3,000	\$3,000	0.00%	\$2,000	-33.33%
PUBLIC SERVICE OTHER	\$53,556	\$50,806	-5.13%	\$50,406	-5.88%
TOTAL	\$1,237,629	\$1,322,476	6.86%	\$1,281,709	3.56%
% Operating Budget	5.276%	6.300%		5.988%	

TOWN OF MAYNARD OPERATING BUDGET

4/9/03

DEPARTMENT	TOWN MTG. APPROP. FY 2003	DEPARTMENT REQUEST FY 2004	% CHANGE FY2003 REQU. FY2004 APPR.	SELECTMEN RECOMM. FY 2004	% CHANGE FY 2004 SELECT. FY 2003 APPR.
<u>PUBLIC SAFETY</u>					
210. POLICE DEPARTMENT				\$1,569,135	
1111. Salary	\$1,573,150	\$1,609,135	2.29%	\$1,609,135	2.29%
2222. Expense	\$112,316	\$112,316	0.00%	\$112,316	0.00%
3333. Outlay	\$50,000	\$50,000	0.00%	\$0	-100.00%
TOTAL	\$1,735,466	\$1,771,451	2.07%	\$1,721,451	-0.81%
% Operating Budget	7.399%	7.552%		7.339%	
220. FIRE DEPARTMENT				\$1,244,189	
1111. Salary	\$1,258,189	\$1,279,189	1.67%	\$1,279,189	1.67%
2222. Expense	\$51,720	\$52,228	0.98%	\$52,228	0.98%
3333. Outlay	\$0	\$0	0.00%	\$0	0.00%
TOTAL	\$1,309,909	\$1,331,417	1.64%	\$1,331,417	1.64%
% Operating Budget	5.584%	5.676%		5.676%	
230. POLICE & FIRE STATION					
2222. Expense	\$25,355	\$25,355	0.00%	\$25,355	0.00%
3333. Outlay	\$0	\$0	0.00%	\$0	0.00%
TOTAL	\$25,355	\$25,355	0.00%	\$25,355	0.00%
% Operating Budget	0.108%	0.108%		0.108%	
231. AMBULANCE SERVICE					
3333. Outlay	\$0	\$0	0.00%	\$0	0.00%
4023. Ambulance Related Costs	\$122,486	\$120,666	-1.49%	\$120,666	-1.49%
TOTAL	\$122,486	\$120,666	-1.49%	\$120,666	-1.49%
% Operating Budget	0.522%	0.514%		0.514%	
291. CIVIL DEFENSE					
2222. Expense	\$500	\$500	0.00%	\$500	0.00%
TOTAL	\$500	\$500	0.00%	\$500	0.00%
% Operating Budget	0.002%	0.002%		0.002%	
<u>PUBLIC SAFETY</u>					
PUBLIC SAFETY SALARY	\$2,831,339	\$2,888,324	2.01%	\$2,888,324	2.01%
PUBLIC SAFETY EXPENSE	\$189,891	\$190,399	0.27%	\$190,399	0.27%
PUBLIC SAFETY OUTLAY	\$50,000	\$50,000	0.00%	\$0	-100.00%
PUBLIC SAFETY OTHER	\$122,486	\$120,666	-1.49%	\$120,666	-1.49%
TOTAL	\$3,193,716	\$3,249,389	1.74%	\$3,199,389	0.18%
% Operating Budget	13.615%	13.853%		13.640%	

TOWN OF MAYNARD OPERATING BUDGET

4/9/03

DEPARTMENT	TOWN MTG. APPROP. FY 2003	DEPARTMENT REQUEST FY 2004	% CHANGE FY2003 REQU. FY2004 APPR.	SELECTMEN RECOMM. FY 2004	% CHANGE FY 2004 SELECT. FY 2003 APPR.
PUBLIC WORKS					
421. ADMINISTRATION				\$132,427	
1111. Salary	\$133,825	\$139,359	4.14%	\$139,359	4.14%
2222. Expense	\$6,500	\$6,500	0.00%	\$6,500	0.00%
3333. Outlay	\$0	\$0	0.00%	\$0	0.00%
TOTAL	\$140,325	\$145,859	3.94%	\$145,859	3.94%
% Operating Budget	0.598%	0.622%		0.622%	
422. HIGHWAY MAINTENANCE				\$271,272	\$5.93%
1111. Salary	\$288,370	\$291,272	1.01%	\$291,272	\$157,230
2222. Expense	\$170,980	\$164,730	-3.66%	\$164,730	-3.66%
3333. Outlay	\$0	\$0	0.00%	\$0	0.00%
TOTAL	\$459,350	\$456,002	-0.73%	\$436,002	-5.08%
% Operating Budget	1.958%	1.944%		1.859%	
491. CEMETERY				\$55,464	-3.17%
1111. Salary	\$57,278	\$55,464	-3.17%	\$55,464	-3.17%
2222. Expense	\$2,500	\$2,500	0.00%	\$2,500	0.00%
3333. Outlay	\$0	\$0	0.00%	\$0	0.00%
TOTAL	\$59,778	\$57,964	-3.03%	\$57,964	-3.03%
% Operating Budget	0.255%	0.247%		0.247%	
294. FORESTRY				\$40,280	43.08%
1111. Salary	\$48,737	\$69,735	43.08%	\$69,735	\$14,800
2222. Expense	\$24,800	\$16,800	-32.26%	\$16,800	-32.26%
3333. Outlay	\$0	\$0	0.00%	\$0	0.00%
TOTAL	\$73,537	\$86,535	17.68%	\$86,535	17.68%
% Operating Budget	0.314%	0.369%		0.369%	
429. OTHER HIGHWAY/STREETS				\$5,880	0.00%
2222. Expense	\$5,880	\$6,500	10.54%	\$5,880	0.00%
TOTAL	\$5,880	\$6,500	10.54%	\$5,880	0.00%
% Operating Budget	0.025%	0.028%		0.025%	
423. SNOW AND ICE				\$45,000	0.00%
1111. Salary	\$45,000	\$45,000	0.00%	\$45,000	0.00%
2222. Expense	\$45,000	\$45,000	0.00%	\$45,000	0.00%
TOTAL	\$90,000	\$90,000	0.00%	\$90,000	0.00%
% Operating Budget	0.384%	0.384%		0.384%	
424. STREET LIGHTING				\$135,000	0.00%
2222. Expense	\$135,000	\$155,000	14.81%	\$135,000	0.00%
TOTAL	\$135,000	\$155,000	14.81%	\$135,000	0.00%
% Operating Budget	0.576%	0.661%		0.576%	

TOWN OF MAYNARD OPERATING BUDGET

4/9/03

DEPARTMENT	TOWN MTG. APPROP. FY 2003	DEPARTMENT REQUEST FY 2004	% CHANGE FY2003 REQU. FY2004 APPR.	SELECTMEN RECOMM. FY 2004	% CHANGE FY 2004 SELECT. FY 2003 APPR.
450. WATER DISTRIBUTION					
1111. Salary	\$138,354	\$160,019	15.66%	\$138,354	0.00%
2222. Expense	\$346,670	\$362,870	4.67%	\$347,870	0.35%
3333. Outlay	\$0	\$0	0.00%	\$0	0.00%
TOTAL	\$485,024	\$522,889	7.81%	\$486,224	0.25%
% Operating Budget	2.068%	2.229%		2.073%	
449. SEWER DISTRIBUTION					
1111. Salary	\$84,785	\$99,229	17.04%	\$84,785	0.00%
2222. Expense	\$64,485	\$69,485	7.75%	\$64,485	0.00%
3333. Outlay	\$0	\$0	0.00%	\$0	0.00%
TOTAL	\$149,270	\$168,714	13.03%	\$149,270	0.00%
% Operating Budget	0.636%	0.719%		0.636%	
443. WASTE WATER TREATMENT PLANT					
1111. Salary	\$199,224	\$191,441	-3.91%	\$191,441	-3.91%
2222. Expense	\$336,755	\$336,755	0.00%	\$336,755	0.00%
3333. Outlay	\$0	\$0	0.00%	\$0	0.00%
TOTAL	\$535,979	\$528,196	-1.45%	\$528,196	-1.45%
% Operating Budget	2.285%	2.252%		2.252%	
<u>PUBLIC WORKS</u>					
PUBLIC WORKS SALARY	\$995,573	\$1,051,519	5.62%	\$995,410	-0.02%
PUBLIC WORKS EXPENSE	\$1,138,570	\$1,166,140	2.42%	\$1,125,520	-1.15%
PUBLIC WORKS OUTLAY	\$0	\$0	0.00%	\$0	0.00%
PUBLIC WORKS OTHER	\$0	\$0	0.00%	\$0	0.00%
TOTAL	\$2,134,143	\$2,217,659	3.91%	\$2,120,930	-0.62%
% Operating Budget	9.098%	9.454%		9.042%	
<u>EDUCATION</u>					
810. SCHOOL DEPARTMENT					
1111. Salary	\$8,127,618	\$8,835,380	8.71%	\$8,835,380 \$8,335,380	8.71%
2222. Expense	\$2,452,135	\$2,822,044	15.09%	\$2,822,044	15.09%
3333. Outlay	\$0	\$0	0.00%	\$0	0.00%
4026. Transportation	\$363,514	\$477,100	31.25%	\$477,100	31.25%
4027. Athletics	\$81,000	\$74,043	-8.59%	\$74,043	-8.59%
4028. Assabet Valley Vocational Schoc	\$471,878	\$481,315	2.00%	\$481,315	2.00%
TOTAL	\$11,496,145	\$12,689,882	10.38%	\$12,689,882	10.38%
% Operating Budget	49.010%	54.099%		54.099%	
EDUCATION SALARY	\$8,127,618	\$8,835,380	8.71%	\$8,835,380	8.71%
EDUCATION EXPENSE	\$2,452,135	\$2,822,044	15.09%	\$2,822,044	15.09%
EDUCATION OUTLAY	\$0	\$0	0.00%	\$0	0.00%
EDUCATION OTHER	\$916,392	\$1,032,458	12.67%	\$1,032,458	12.67%
TOTAL	\$11,496,145	\$12,689,882	10.38%	\$12,689,882	10.38%
% Operating Budget	49.010%	54.099%		54.099%	

TOWN OF MAYNARD OPERATING BUDGET

4/9/03

DEPARTMENT	TOWN MTG. APPROP. FY 2003	DEPARTMENT REQUEST FY 2004	% CHANGE FY2003 REQU. FY2004 APPR.	SELECTMEN RECOMM. FY 2004	% CHANGE FY 2004 SELECT. FY 2003 APPR.
<u>EMPLOYEE BENEFITS & TOWN OPERATIONS</u>					
910. RETIREMENT CONTRIBUTION					
2222. Expense	\$1,045,494	\$1,086,954	3.97%	\$1,086,954	3.97%
4046. Teachers E.R.I.	\$0	\$0	0.00%	\$0	0.00%
TOTAL	\$1,045,494	\$1,086,954	3.97%	\$1,086,954	3.97%
% Operating Budget	4.457%	4.634%		4.634%	
911. RETIREMENT NON-CONTRIBUTORY					
2222. Expense	\$4,891	\$4,891	0.00%	\$2,576	-47.33%
TOTAL	\$4,891	\$4,891	0.00%	\$2,576	-47.33%
% Operating Budget	0.021%	0.021%		0.011%	
914. HEALTH INSURANCE					
2222. Expense	\$1,820,000	\$2,100,000	15.38%	\$2,100,000	15.38%
TOTAL	\$1,820,000	\$2,100,000	15.38%	\$2,100,000	15.38%
% Operating Budget	7.759%	8.953%		8.953%	
915. LIFE INSURANCE					
2222. Expense	\$8,000	\$8,000	0.00%	\$8,000	0.00%
TOTAL	\$8,000	\$8,000	0.00%	\$8,000	0.00%
% Operating Budget	0.034%	0.034%		0.034%	
916. TOWN SHARE MEDICARE					
2222. Expense	\$125,000	\$125,000	0.00%	\$125,000	0.00%
TOTAL	\$125,000	\$125,000	0.00%	\$125,000	0.00%
% Operating Budget	0.533%	0.533%		0.533%	
913. UNEMPLOYMENT COMPENSATION					
2222. Expense	\$25,000	\$30,000	20.00%	\$30,000	20.00%
TOTAL	\$25,000	\$30,000	20.00%	\$30,000	20.00%
% Operating Budget	0.107%	0.128%		0.128%	
945. TOWN INSURANCE PREMIUMS					
2222. Expense	\$175,000	\$195,000	11.43%	\$195,000	11.43%
TOTAL	\$175,000	\$195,000	11.43%	\$195,000	11.43%
% Operating Budget	0.746%	0.831%		0.831%	
<u>EMPLOYEE BENEFITS & TOWN OPERATIONS</u>					
TOTAL	\$3,203,385	\$3,549,845	10.82%	\$3,547,530	10.74%
% Operating Budget	13.657%	15.134%		15.124%	

TOWN OF MAYNARD OPERATING BUDGET

4/9/03

DEPARTMENT	TOWN MTG. APPROP. FY 2003	DEPARTMENT REQUEST FY 2004	% CHANGE FY2003 REQU. FY2004 APPR.	SELECTMEN RECOMM. FY 2004	% CHANGE FY 2004 SELECT. FY 2003 APPR.
<u>DEBT & INTEREST</u>					
710. RET. OF DEBT PRINCIPAL					
4029. DPW Water Bond	\$220,000	\$220,000	0.00%	\$220,000	0.00%
4030. DPW Sewer Bond	\$117,000	\$110,000	-5.98%	\$110,000	-5.98%
4032. School Loan Green Meadow	\$345,000	\$340,000	-1.45%	\$340,000	-1.45%
Middle School Construction	\$0	\$1,011,000		\$1,011,000	
Water & Sewer Feb Bond	\$0	\$62,000		\$62,000	
4037. Bond Antic. Notes	\$0	\$0	0.00%	\$0	0.00%
4040. MWPAT Bond	\$108,183	\$113,513	4.93%	\$113,513	4.93%
4041. Building Remodeling	\$30,000	\$30,000	0.00%	\$30,000	0.00%
4042. Equipment	\$10,000	\$10,000	0.00%	\$10,000	0.00%
TOTAL	\$830,183	\$1,896,513	128.45%	\$1,896,513	128.45%
% Operating Budget	3.539%	8.085%		8.085%	
751. INTEREST ON LONG TERM DEBT					
4029. DPW Water Bond	\$123,601	\$114,277	-7.54%	\$114,277	-7.54%
4030. DPW Sewer Bond	\$57,971	\$51,660	-10.89%	\$51,660	-10.89%
4032. School Loan Green Meadow	\$67,429	\$52,703	-21.84%	\$52,703	-21.84%
Middle School Construction	\$0	\$946,425		\$946,425	
Water & Sewer Feb Bond	\$0	\$52,600		\$52,600	
4040. MWPAT Bond	\$7,523	\$151,619	1915.41%	\$151,619	1915.41%
4041. Building Remodeling	\$2,700	\$1,351	-49.96%	\$1,351	-49.96%
4042. Equipment	\$4,460	\$5,585	25.22%	\$5,585	25.22%
TOTAL	\$263,684	\$1,376,220	421.92%	\$1,376,220	421.92%
% Operating Budget	1.124%	5.867%		5.867%	
752. INTEREST ON SHORT TERM DEBT					
4037. Bond Anticipation Notes	\$523,690	\$0	-100.00%	\$0	-100.00%
4038. Revenue Anticipation Notes	\$10,000	\$0	-100.00%	\$0	-100.00%
TOTAL	\$533,690	\$0	-100.00%	\$0	-100.00%
% Operating Budget	2.275%	0.000%		0.000%	
<u>SUMMARY ALL DEPARTMENTS</u>					
100 GENERAL GOVERNMENT	\$862,667	\$927,412	7.51%	\$861,412	-0.15%
200 PUBLIC SERVICES	\$1,237,629	\$1,322,476	6.86%	\$1,281,709	3.56%
300 PUBLIC SAFETY	\$3,193,716	\$3,249,389	1.74%	\$3,199,389	0.18%
400 PUBLIC WORKS	\$2,134,143	\$2,217,659	3.91%	\$2,120,930	-0.62%
500 EDUCATION	\$11,496,145	\$12,689,882	10.38%	\$12,689,882	10.38%
600 EMPLOYEE BENEFITS & OPER.	\$3,203,385	\$3,549,845	10.82%	\$3,547,530	10.74%
700 DEBT AND INTEREST	\$1,627,557	\$3,272,733	101.08%	\$3,272,733	101.08%
TOTAL OPERATING BUDGET	\$23,755,242	\$27,229,396	14.62%	\$26,973,585 \$26,533,835	13.55%
% Operating Budget					

ARTICLE 4: FINANCE COMMITTEE RESERVE FUND

To see if the Town will vote to raise and appropriate, transfer from available funds or otherwise provide the sum of \$150,000 or any other sum to provide for any extraordinary or unforeseen expenditures of the various Town Departments, by a vote of the Finance Committee out of the Reserve Fund, as provided by M.G.L. Chapter 40, Section 6.
To do or act thereon.

SPONSORED BY: Finance Committee
APPROPRIATION: \$150,000
FINCOM RECOMMENDATION: Recommends

FinCom Comment: The Reserve Fund is used to fund emergency and unforeseen expenditures. In the past the fund has been used to cover unemployment expenses, litigation, health insurance and emergency repairs. The Finance Committee, with the requesting department head, reviews each request before the money is transferred. A complete list of reserve transfers for the fiscal year can be found in the annual town report.

The following action was taken:

Voted: Yes 308, No 31, that the Town raise from taxation the sum of \$150,000.00 to provide for any extraordinary or unforeseen expenditures of the various town departments, by a vote of the Finance Committee out of the Reserve Fund as provided by M.G.L. Chapter 40, Section 6.

The Finance Committee Recommended.

This article was voted by a secret ballot, as required by Town By-Law.

ARTICLE 5: SCHOOL FACILITIES STUDY COMMITTEE

To see if the Town will vote to approve and establish a Facilities Study Committee consisting of x members to be appointed by the Town Moderator to consider the facilities needs of both Green Meadow and Maynard High School and to explore the appropriateness of the sale of the Coolidge building to fund our facilities needs. This Facilities Study Committee would make a report to the Annual Town Meeting in May of 2004.

To do or act thereon.

SPONSORED BY: School Department
APPROPRIATION: None
FINCOM RECOMMENDATION: Recommends

FinCom Comment: The Maynard High School recently went through a re-accreditation process conducted by the the New England Association of Schools & Colleges, Inc. The commission outlined various concerns regarding the library space, technology, equipment and building issues and placed the school on warning. This article will form a committee whose role is to explore the possibility of selling the Coolidge School and using the proceeds to make the necessary corrections at the High School. In addition, the money will also be used to re-locate the Central Offices within the High School and make improvements within the Greenmeadow School.

ARTICLE 7: OBSOLETE EQUIPMENT

To see if the Town will vote to authorize the Board of Selectmen to dispose of surplus and/or obsolete equipment or materials, as authorized by Mass General Law Chapter 30B, Uniform Procurement Act, as amended from time to time.

To do or act thereon.

SPONSORED BY: Board of Selectmen
APPROPRIATION: None
FINCOM RECOMMENDATION: Recommends

FinCom Comment: By passing this article, the Town gives the Board of Selectmen the right to sell any equipment that is deemed surplus or obsolete by a department head. A listing of any equipment that will be sold will be posted at Town Hall. All monies received from any sale will be returned to the general fund.

The following action was taken:

Voted: that the Town will authorize the Board of Selectmen to dispose of surplus and/or obsolete equipment or materials, as authorized by Mass General Law Chapter 30B, Uniform Procurement Act, as amended from time to time.

The Finance Committee Recommended.

ARTICLE 8: POLICE UNION CONTRACT

To see if the Town will vote to raise and appropriate, transfer from available funds or otherwise provide a sum of money necessary to fund the collective bargaining agreement between the Town of Maynard and International Brotherhood of Police Officers, Local 356A and 356B, said agreement to be effective July 1, 2003.

To do or act thereon.

SPONSORED BY: Board of Selectmen
APPROPRIATION: Unknown
FINCOM RECOMMENDATION: At Town Meeting

FinCom Comment: As of the date of the warrant printing the Town and the International Brotherhood of Police Officers, Local 356A and 356B have not finalized negotiations, therefore the monies needed have not been determined.

The following action was taken:

Voted: Yes 157, No 19, that the Town raise from taxation the sum of \$32,092. to fund the collective bargaining agreement between the Town of Maynard and the International Brotherhood of Police Officers, Local 356A and 356B, said agreement to be effective July 2, 2003.

The Finance Committee Recommended.

This article was voted by a secret ballot as required by Town By-Law.

ARTICLE 11: CHAPTER 53E ½ REVOLVING FUNDS

To see if the Town will vote to authorize the continued use of one or more Revolving Funds under M.G.L. Ch. 44, Sec. 53E ½, as amended, by Municipal Agencies, Boards, Departments, or Officers as follows:

Fire Department: for the purpose of repairing Municipal Fire Alarm Equipment receipts totaling no more than \$15,000 in Fiscal Year 2004 from Alarm Systems Fees, said funds to be expended by the Fire Chief.

Recreation Department: for the purpose of hiring one or more part-time instructors and to provide for their salaries and expenses, receipts totaling no more than \$18,000 in Fiscal Year 2004 from Recreation User Fees, said funds to be expended by the Recreation Commission.

Conservation Commission: for the purpose of administering the consultant fee provision of Maynard's Wetland Protection By-Law, receipts totaling no more than \$25,000 in Fiscal Year 2004 from Wetland's By-Law Consultant Fees, said funds to be expended by the Conservation Commission.

Planning Board: for the purpose of site plan review expenses, receipts totaling no more than \$30,000 in Fiscal Year 2004 from Site Plan Review Fees, said funds to be expended by the Planning Board.

Town Clerk: for the purpose of purchasing materials and administration of licensing of dogs under the Dog Owner's Responsibility By-Law receipts totaling no more than \$1,500, said funds to be expended by the Town Clerk.

Board of Health: to purchase and advertise for the sale of compost bins, utilizing revenue from sale of bins, receipts totaling no more than \$4,000 and funds to be expended by the Board of Health. The Board of Health on the behalf of the Town of Maynard shall utilize revenue from a State MRIP Grant (Municipal Recycling Incentive Program) receipts totaling no more than \$20,000 and funds to be expended by the Board of Health and for the purpose of paying for disposal of household hazardous products, tires and electronics collected at town drop-off at the Highway Garage, utilizing revenue from fees charged for disposal, receipts totaling no more than \$4,000 and said funds to be expended by the Board of Health. For the purpose of paying for inspections of food establishments in the Town of Maynard utilizing revenues from licensing fees paid by food establishments, receipts totaling no more than \$10,000 and said funds to be expended by the Board of Health.

To do or act thereon.

SPONSORED BY: Board of Selectmen

APPROPRIATION: None

FINCOM RECOMMENDATION: Recommend

FinCom Comment: The Revolving Funds allows the various Boards and Departments to collect fees and hire consultants to aid them in their decisions and buy the supplies that they need to perform their duties. If the monies collected go over the limit set for the fund, the excess money is placed in the general fund.

The following action was taken:

Voted: that the Town accept the article as printed in the warrant, with one change: Under Board of Health, line eight: change from \$4,000. to \$10,000.

The Finance Committee Recommended.

ARTICLE 12: DPW UNION CONTRACT

To see if the Town will vote to raise and appropriate, transfer from available funds or otherwise provide the sum of money necessary to fund the collective bargaining agreement between the Town of Maynard and the Massachusetts Laborer's District Council Local 1156, said agreement to be effective July 1, 2003.

To do or act thereon.

SPONSORED BY: Board of Selectmen

APPROPRIATION: Unknown

FINCOM RECOMMENDATION: At Town Meeting

FinCom Comment: As of the date of the warrant printing, the Town and the Massachusetts Laborer's District Council, Local 1156 have not finalized negotiations; therefore the monies needed have not been determined.

This article was withdrawn.

ARTICLE 13: MAGIC FUNDING

To see if the Town will vote to raise and appropriate, transfer from available funds or otherwise provide the sum of \$1,723 or any other sum to the Minuteman Advisory Group for Interlocal Coordination for FY2004.

To do or act thereon.

SPONSORED BY: Board of Selectmen

APPROPRIATION: \$1,723

FINCOM RECOMMENDATION: Recommends

FinCom Comment: Minuteman Advisory Group for Interlocal Coordination is a regional group that provides a forum for nine area towns to share problems and study issues that affect the entire region. These towns are then able to present issues to State Legislators and Planning Agencies with a single, unified voice. Maynard's membership in this regional organization is well worth our continued investment.

The following action was taken:

Voted: that the Town raise from taxation the sum of \$1,723. to the Minuteman Advisory Group for Interlocal Coordination for FY2004.

The Finance Committee Recommended.

ARTICLE 14: CHARTER REVIEW COMMITTEE

To see if the Town will vote to accept the recommended changes to the Maynard Charter, as proposed by the Charter Review Committee. The proposed changes have been filed with the Town Clerk and are included at the end of the Town Warrant.

To do or act thereon.

SPONSORED BY: Charter Review Committee

APPROPRIATION: None

FINCOM RECOMMENDATION: Recommends

FinCom Comment: The proposed update to the Town's Charter contains many important changes that specifically affect the Finance Committee. The budget schedule has been re-vamped and many of the "due" dates that deal with the Town budget have been re-

organized. In general, the overall budget review process has been given a framework which is expected to increase interaction; the highlight of this framework is a joint meeting of the Board of Selectmen and the Finance Committee which reviews the budget with the Department heads. In addition, there are changes that we believe address accountability and information flow in a positive manner, these changes would indirectly affect the Finance Committee. If passed at Town Meeting, the proposed Charter would then go to a vote at the next annual town-wide election.

The following action was taken:

On May 19, 2003 it was Voted: to postpone this article until May 20, 2003, at 8:00 P.M.

The Annual Town Meeting was called to order at 8:01 P.M., on May 20, 2003, by the Moderator, Bob Nadeau.

One hundred, eight (108) voters were present.

The Annual Town Meeting adjourned until 8:30 P.M. on May 20, 2003. (So the Special Town Meeting could be held)

The Annual Town Meeting reopened at 8:30 P.M. on May 20, 2003.

The Annual Town Meeting adjourned until 8:50 P.M. on May 20, 2003. (So the Special Town Meeting could be held)

The Annual Town Meeting reopened at 8:50 P.M. on May 20, 2003.

The following action was taken.

Article 14

Voted: Yes 80, No 18, Blanks 1, (65 votes needed for a 2/3 vote) that the Town accept the article as printed in the warrant with the following changes to the Charter as filed:

Article 2-7a Initiation of Warrant Articles

Change reference to regular town meeting to Annual Town Meeting

Article 7-7 Periodic Review

Insert 'Annual' Town Meeting in first line where reference is made to Town Meeting.

Article 4-6 Selecting a Town Administrator

Insert (3) in fourth paragraph regarding the number of persons the Committee feels are best suited to the position of Town Administrator.

And

Change the new sentence in Article 3 Section 2b Board of Selectman – Powers and duties to read:

The Board of Selectman shall be accountable to the Town, to the extent provided for in this Charter, for events and activities of the Town, as performed by employees and Boards under its authority.

The Finance Committee Recommended.
This article was voted by a secret ballot.

Motion made and seconded to adjourn the Annual Town Meeting at 9:30 P.M. on May 20, 2003. Meeting adjourned.

ARTICLE 15: BUILDING INSPECTOR FEES

To see if the Town will vote to amend the Town of Maynard By-Laws Chapter XII General Section 9 by deleting Section 9 in its entirety (as it reads):

Section 9: The Town through the Building Inspector shall charge and collect a fee for the construction, removal, demolition, and alteration of all buildings and structures in the Town of Maynard. The fee for each permit issued for inspecting residential property to be an amount equal to three dollars (\$3) for each one thousand dollars (\$1,000) portion thereof, this amount to be determined by said Building Inspector, based upon the estimate of the full prevailing cost or value, which ever is greater, of labor and materials of the work proposed.

Each permit issued by the Town for said inspection on non-residential property construction or alteration shall be in an amount equal to two dollars (\$2) for each one thousand dollars (\$1,000) portion thereof, of the full prevailing cost or value whichever is greater, of the labor and materials of the work proposed. The Building Inspector shall be the final determiner of said estimated cost.

1. There shall be a minimum of ten dollars (\$10) for all permits.
2. There shall be no fee for permits issued to the Town.
3. The fee for demolition and removal without an accompanying construction or alteration shall be five dollars (\$5).
4. The aforementioned fees do not alter fees prescribed by local ordinance for electrical, plumbing, sewer, water or other similar fees.
5. In addition, specific fees may be established by Town Meeting vote.

And replace it with the following new Section 9:

Section 9: The Town through the Building Inspector shall charge and collect a fee for the construction, removal, demolition, and alteration of all buildings and structures in the Town of Maynard. The fee for each permit issued for inspecting residential property to be an amount equal to four dollars (\$4) for each one thousand dollars (\$1,000) portion thereof, this amount to be determined by said Building Inspector, based upon the estimate of the full prevailing cost or value, which ever is greater, of labor and materials of the work proposed.

Each permit issued by the Town for said inspection on non-residential property construction or alteration shall be in an amount equal to six dollars (\$6) for each one thousand dollars (\$1,000) portion thereof, of the full prevailing cost or value whichever is greater, of the labor and materials of the work proposed. The Building Inspector shall be the final determiner of said estimated cost.

6. There shall be a minimum of twenty dollars (\$20) for all permits.
7. There shall be no fee for permits issued to the Town.
8. The fee for demolition and removal without an accompanying construction or alteration shall be ten dollars (\$10).
9. The aforementioned fees do not alter fees prescribed by local ordinance for electrical, plumbing, sewer, water or other similar fees.
10. In addition, specific fees may be established by Town Meeting vote.

One half of the fees shall go to the Building Inspector and one half shall be returned to the Town's General Fund.

To do or act thereon.

SPONSORED BY:	Board of Selectmen
APPROPRIATION:	None
FINCOM RECOMMENDATION:	Recommends

FinCom Comment: This article corrects a previous error in the residential versus commercial fees and also increases both the residential and commercial fees to more accurately reflect the cost of providing services to the users of these town services.

The following action was taken:

This article was withdrawn.

ARTICLE 16: CITIZEN'S PETITION

To see if the Town will vote to accept the provisions of Section 53F ½ in General Laws, Chapter 44, that would authorize the establishment of certain Enterprise Funds and authorize the establishment of the Water, Sewer and Waste Water Fund in accordance with Section 53F ½ and the proposal submitted as part of the FY2004 Program Budget for the Department of Public Works, or act on anything relative thereto. Monies would expect to be needed to fund capital expenses and addition of employees be brought before the Finance Committee for review and the Board of Selectmen for approval before expenditure of such funds.

To do or act thereon.

SPONSORED BY:	Citizen's Petition
APPROPRIATION:	None
FINCOM RECOMMENDATION:	Does Not Recommend

FinCom Comment: The idea of an Enterprise Fund for water and sewer for the Town of Maynard may be a good long-term plan. However, the Finance Committee believes there is a significant amount of work required to determine the viable of such an idea. Specifically, there are questions concerning whether or not there will be additional costs to do the accounting, whether the School Department would be required to be charged for water and sewer and what financial impact would result, how employee benefits would be charged to the fund, etc. More study is required before an Enterprise Fund is implemented.

The following action was taken:

No Motion was taken on this article.

ARTICLE 17: COUNCIL ON AGING VAN

To see if the Town will vote to borrow a sum of money not to exceed the sum of \$70,000 to fund purchase of a replacement van for the Council On Aging, and to accept any donation to offset this borrowing and to execute any and all documents related to the purpose of this vote and further that the Treasurer/Collector will borrow money only if the Town is unsuccessful in receiving a State Grant for this purpose.

To do or act thereon.

SPONSORED BY: Council On Aging

APPROPRIATION: \$70,000

FINCOM RECOMMENDATION: Recommends

FinCom Comment: This article will be used to purchase a new van for the Council On Aging. The existing van has 100,000 miles. The Council On Aging has applied for a State Grant with the assistance of the Town Planner. If the grant is approved, the State will pay 80% and the senior citizen club will pay 20%. The senior citizen club has raised \$15,000 towards the cost of the van.

The following action was taken:

Voted: Yes 141, No 19 (106 votes needed for a 2/3 vote) that the Town will borrow a sum of money not to exceed the sum of \$70,000. to fund purchase of a replacement van for the Council On Aging, and to accept any donation to offset this borrowing and to execute any and all documents related to the purpose of this vote and further that the Treasurer/Collector will borrow money only if the Town is unsuccessful in receiving a State Grant for this purpose.

The Finance Committee Recommended.

This article was voted by a secret ballot as required by Town By-law.

ARTICLE 18: DPW UPGRADE SEWER LIFT STATIONS

To see if the Town will vote to raise and appropriate, transfer from available funds, or otherwise provide the sum of \$65,000 or any other sum, to upgrade sewer lift stations as required by Department of Environmental Engineering.

To do or act thereon.

SPONSORED BY: Department of Public Works

APPROPRIATION: \$65,000

FINCOM RECOMMENDATION: Recommends

Comment: Funds to be used to provide pumps, alarms, electrical upgrades, and means of stand-by power sources. Work to be completed in November 2003.

FinCom Comment: This article will upgrade the lift stations as part of an administrative consent order with the State D.E.P., which is part of the on-going Powdermill Road pipeline, and pump station project. Fines will be assessed at \$200 per day for non-compliance. The source of funding for this article will come from remaining monies in Article 17 passed in October 2001, Parker Street Sewer Line Extension and Article 21 passed in May 2001 Tremont Street Water article.

The following action was taken:

Voted: Yes 131, No 9, that the Town transfer from Article 17 Special Town Meeting, October 2001 Parker Street Sewer the sum of \$48,000 and from Article 21 Annual Town Meeting Tremont Street Water Upgrade the sum of \$17,000 for a total of \$65,000. to fund sewer lift station upgrades as required by the Department of Environmental Protection.

The Finance Committee Recommended.

This article was voted by a secret ballot as required by Town By-Law.

ARTICLE 19: ACCEPT CHAPTER 11 AND CHAPTER 246

To see if the Town will vote to accept the provisions of Chapter 11 and Chapter 246 for Chapter 90 construction and to raise and appropriate the following sums:

Chapter 11 - \$136,198

Chapter 246 - \$138,748

To do or act thereon.

SPONSORED BY: Department of Public Works

APPROPRIATION: \$274,946

FINCOM RECOMMENDATION:

Comment: This article funds Chapter 90 construction and both are 100% reimbursable to the Town.

FinCom Comment: Chapter 90 Funds are used for road construction and repair, as well as other related transportation enhancement projects. These projects are eligible for reimbursement by the State if they meet the requirements set forth in M.G.L. Chapter 90. The allocations is set by the state, based on approved projects. The initial outlay of the funds does come from the Town, however, by managing the timing of the projects, reimbursement can occur in the same year offsetting the outlay.

The following action was taken:

Voted: Yes 125, No 2, Blanks 1, that the Town accept the provisions of Chapter 11 and Chapter 246 for Chapter 90 construction and to raise and appropriate the following sums:

Chapter 11 - \$136,198

Chapter 246- \$138,748

The Finance Committee Recommends.

This article was voted by a secret ballot as required by Town By-Law.

ARTICLE 20: PHOSPHOROUS REDUCTION PILOT PROGRAM

To see if the Town will vote to raise and appropriate, transfer from available funds, or otherwise provide the sum of \$9,500 to conduct a pilot program of phosphorous reductions via biological treatment of selected sewer pump stations.

To do or act thereon.

SPONSORED BY: Department of Public Works

APPROPRIATION: \$9,500

FINCOM RECOMMENDATION: Recommends

Comment: This program will treat wastewater out in the system prior to entering the Sewer Treatment Plant. It may not totally reduce phosphorous levels, but may improve and actually reduce chemical treatment costs.

FinCom Comment: This is a pilot program that could save the town substantial money as it goes forward with government regulations concerning the reduction of phosphorous and wastewater effluent.

The following action was taken:

This article was withdrawn.

Motion was made and seconded to adjourn the Annual Town Meeting of May 19, 2003, at 11:00 P.M., and to reconvene the meeting to Tuesday, May 20, 2003, at 8:00 P.M. Motion carried.

(See Article 14 for May 20, 2003 part of the meeting – Article 14 was the only article voted on May 20, 2003)



COMMONWEALTH OF MASSACHUSETTS

Middlesex, SS.

SPECIAL TOWN MEETING

To the Constable of the Town of Maynard, in said County

GREETINGS:

In the name of the Commonwealth of Massachusetts you are hereby directed to notify and warn the voters of said Maynard, to assemble in the Fowler Middle School Auditorium, 3 Tiger Drive in said Town, on Tuesday May 20, 2003 at 7:30 p.m. then and thereto act on the following articles:

The following action was taken:

At 7:40 P.M. on May 20, 2003, the Special Town Meeting was called to order by Bob Nadeau, Town Moderator. One hundred and eight (108) voters were present.

Motion was made and seconded to appoint Bob MacCarthy as Deputy Moderator. Carried.

Guests were acknowledged and admitted.

Motion made and seconded to waive the reading of the warrant as a whole. Carried.

ARTICLE 1: FY2003 SALARY

To see if the Town will vote to appropriate from Overlay Surplus the sum of \$12,774 to fund the salary amounts necessary for the following departments for the remainder of FY03:

DPW Salary (Administration)	\$1,600
Assessor Salary	\$1,174
Health Inspector Salary	\$2,314
Health Center Salary	\$ 395
Accountant Salary	\$4,444

Treasurer/Collector Salary	\$1,073
Selectmen Salary	\$ 108
Town Clerk Salary	<u>\$1,666</u>
TOTAL	\$12,774

To do or act thereon.

SPONSORED BY: Board of Selectmen

APPROPRIATION: \$12,774

FINCOM RECOMMENDATION: Recommendation at Town Meeting

FinCom Comment: Like most subsequent articles for Special Town Meeting, this article is funded via Overlay Surplus. The Assessor's Overlay Account is funded each year as a "reserve" to handle any real estate and/or personal property tax abatements that are approved or adjudicated. As of Town Meeting, the Board of Assessors has certified that there is \$49,778 in Overlay Surplus from various tax years (primarily FY00 and FY01) – these funds that are no longer needed since there are no unresolved actions in these tax years. These funds are needed to cover salary lines for the FY2003 budget. Most of these departmental amounts reflect only the Salary Administration increase voted on in May 2002 at the Special Town Meeting; this action occurred after the Annual Town Meeting, which set the budget without an increase.

However, the Town Accountant departmental amount is more complex and requires additional explanation. While it has been calculated that approximately \$2.4K of the increase is attributable to the salary increase of the retired Town Accountant (there was both a cost of living adjustment and a step raise), the balance is the result of transitional spending needed to cover staffing assumptions that didn't occur due to an earlier-than-expected action. Due to this, the retired Town Accountant received unused vacation pay, which overlapped the appointment of the new Town Accountant. In addition, additional administrative office hours were needed as part of the transition.

The following action was taken:

Voted: Yes 82, No 10, Blanks 1 that the Town accept the article as printed in the warrant.

The Finance Committee Recommended. This article was voted by a secret ballot as required by Town By-Law.

ARTICLE 2: PAY ERI CONSULTANT BILL

To see if the Town will vote to appropriate from Overlay Surplus the sum of \$2,500 to pay the Segal Company for services rendered to the Board of Selectmen for analysis of the merits of the Early Retirement Incentive legislation this past fall.

To do or act thereon.

SPONSORED BY: Board of Selectmen

APPROPRIATION: \$2,500

FINCOM RECOMMENDATION: Recommends

FinCom Comment: The money used for receiving an outside analysis regarding the impact on Maynard's finances of the Early Retirement Incentive legislation was money well spent. It was crucial to get this unbiased data for the Board of Selectmen to make a decision that was in the best interest of the town.

The following action was taken:

Voted: that the Town appropriate from Overlay Surplus the sum of \$2,500. to pay the Segal Company for services rendered to the Board of Selectmen for analysis of the merits of the Early Retirement Incentive legislation this past fall.

The Finance Committee Recommended.

ARTICLE 3: FY2003 HEALTH CARE

To see if the Town will vote to appropriate from the Stabilization Fund a sum of money for the FY2003 Health Care Account.

To do or act thereon.

SPONSORED BY:	Board of Selectmen
APPROPRIATION:	Unknown At This Time
FINCOM RECOMMENDATION:	At Town Meeting

FinCom Comment: As of the printing of this warrant, the Finance Committee has not voted on this article since there was no dollar amount identified. This article was included on the warrant as a "placeholder"; the Town will have a better idea on how much is needed in this account as we get closer to the end of the fiscal year and final costs can be tallied. This article will be needed only if the overall town budget would end in a deficit; funds can be moved to the Health Care account if there is a surplus in other line items.

This article will be very important if a deficit for FY2003 was going to occur because of Health Care spending. Per State law, communities cannot end the fiscal year in a deficit (except for snow removal costs). If a city/town overspends, there is a "double-hit" which adversely impacts the budget calculation until Free Cash is certified in the next fiscal year. This scenario happened at the end of FY2001 and adversely impacted the FY2002 budget.

The Health Care budget (Dept. 914) has seen major increases over the past three years; it currently budgeted for FY2003 at \$1,820,000 (up from 950,000 in FY2001).

The following action was taken:

Voted: Yes 85, No 9, Blanks 1, (62 votes needed for a 2/3 vote) that the Town will appropriate from the Stabilization Fund the sum of \$120,000. for the FY2003 Health Care Account.

The Finance Committee Recommended.

This article was voted by a secret ballot as required by Town By-Law.

ARTICLE 4: FY2003 DATA PROCESSING

To see if the Town will vote to appropriate from Overlay Surplus the sum of \$3,300 to the FY2003 Data Processing Account.

To do or act thereon.

SPONSORED BY: Board of Selectmen
APPROPRIATION: \$3,300
FINCOM RECOMMENDATION: At Town Meeting

FinCom Comments: The computer maintenance agreement renewals contain cost increases that exceeded budgeted amounts. These amounts are required to be funded in order for the Town departments to retain computer support for the remainder of the fiscal year.

The following action was taken:

This article was withdrawn.

ARTICLE 5: FY2003 TOWN INSURANCE PREMIUMS

To see if the Town will vote to appropriate from Overlay Surplus the sum of \$17,300 to the FY2003 Town Insurance Premium Account.

To do or act thereon.

SPONSORED BY: Board of Selectmen
APPROPRIATION: \$17,300
FINCOM RECOMMENDATION: Recommends

FinCom Comment: This article is also funded by the Overlay Surplus account. The funds are needed to supplement the FY03 budget items for Insurance (Dept. 945 with a FY03 budget of \$175,000). Due to payouts from 9/11 and from poor market conditions, insurance premiums have increased – especially the cost of insuring our town buildings and personal liability.

The following action was taken:

Voted: Yes 82, No 13, Blanks 1, that the Town appropriate from Overlay Surplus the sum of \$17,300. to the FY2003 Town Insurance Premium Account.

The Finance Committee Recommended.

This article was voted by a secret ballot as required by Town By-Law.

ARTICLE 6: RESCIND PREVIOUS DEBT AUTHORIZATIONS

To see if the Town will vote to rescind the balances on the authorization to borrow for the following articles:

Inside Debt Limit:

Article 49	05/19/1997	\$100,000.00
Article 18	05/15/1995	\$ 19,784.00
Article 17	10/10/2000	\$ 90,000.00

Outside Debt Limit:
Article 10 10/28/1997 \$ 53,000.00

To do or act thereon.

SPONSORED BY: Board of Selectmen
APPROPRIATION: None
FINCOM RECOMMENDATION: Recommends

FinCom Comment: The purpose of this article is to rescind previous articles that authorized debt, where some of that debt has not been issued. Since the remaining debt will not be issued, it is a good idea to rescind the authorizations to reduce the town's outstanding debt and to clean up the articles off the books. This is a good process for housekeeping purposes and should be done periodically.

The following action was taken:

Voted: that the Town rescind the balances on the authorization to borrow for the following articles:

Inside Debt Limit:
Article 49 05/19/1997 \$100,000.00
Article 18 05/15/1995 \$ 19,784.00
Article 17 10/10/2000 \$ 90,000.00

Outside Debt Limit:
Article 10 10/28/1997 \$ 53,000.00

The Finance Committee Recommended.

ARTICLE 7: HIRE COMMERCIAL REVALUATION CONSULTANT

To see if the Town will vote to raise and appropriate, transfer from available funds or otherwise provide \$24,999 or any other sum to hire a revaluation consultant for the fiscal year 2004 revaluation.

To do or act thereon.

SPONSORED BY: Board of Assessors
APPROPRIATION: \$24,999
FINCOM RECOMMENDATION: Recommends

FinCom Comment: During a reval year, which is mandated by the state, it is very important for the Board of Assessors to bring in extra resources with property revaluation expertise in order to accomplish the revaluation in a timely, fair, and accurate manner. The requested amount is the fair price to pay for this service. It is money well spent considering the value it will bring to the town during a reval year.

The following action was taken:

Voted: Yes 80, No 16, Blanks 1, that the Town appropriate from Overlay Surplus the sum of \$8,854.70 and transfer the sum of \$16,144.30 from FY03 Trash

Collection Expense for a total of \$24,999.00 to hire a revaluation consultant for the fiscal year 2004 revaluation.

The Finance Committee Recommended.

This article was voted by a secret ballot as required by Town By-Law.

ARTICLE 8: FUND 1ST YEAR STORM WATER MANAGEMENT PLAN

To see if the Town will vote to appropriate from Overlay Surplus the sum of \$8,350 to fund the 1st year costs associated with the Comprehensive Storm Water Management Plan as compiled by Earth Tech, Inc. of Concord, contracted by the Board of Selectmen.

To do or act thereon.

SPONSORED BY: Board of Selectmen

APPROPRIATION: \$8,350

FINCOM RECOMMENDATION: Recommends

Comments: This funds the 1st year of a 5-year cost schedule to meet the Federal EPA requirements for Storm Water Management. At the fall Town Meeting funds were approved for the permit and report and plan, as required by the Federal Government. The funds requested will be used for development of Storm Water Management practices for Municipal sites and the associated administrative costs. Total expected five-year expenditure is \$72,150.

The following action was taken:

Voted: that the Town appropriate from Overlay Surplus the sum of \$8,350. to fund the 1st year costs associated with the Comprehensive Storm Water Management Plan as compiled by Earth Tech, Inc. of Concord, contracted by the Board of Selectmen.

The Finance Committee Recommended.

ARTICLE 9: TRANSFER – SALARY TO EXPENSE – POLICE CRUISER

To see if the Town will vote to transfer the sum of \$20,000 from Police Salary to Police Expense for the purchase of an FY2003 Ford Crown Victoria. This article adds \$20,000 to FY2003 Police Department Expense for the addition of one (1) new police cruiser.

To do or act thereon.

SPONSORED BY: Maynard Police Department

APPROPRIATION: \$20,000

FINCOM RECOMMENDATION: At Town Meeting

FinCom Comment: The detective vehicle for the police department has been driven more than 100,000 miles and is incurring significant repair bills. We generally replace other police vehicles (such as cruisers) when they exceed 75,000 miles. This vehicle is needed to travel to Concord District Court and for other regular purposes and the vehicle needs to be available and in good repair to perform this function.

The following action was taken:

This article was withdrawn.

ARTICLE 10: ADDITIONAL LIQUOR LICENSES

To see if the Town will vote to petition the Massachusetts State Legislature for authorization to issue one additional "All Alcohol" Serving License in the Town of Maynard under the provisions of M.G.L. Chapter 138 Section 12 and one additional "Wine and Malt" Package Store License under the provisions of M.G.L. Chapter 138 Section 15.

To do or act thereon.

SPONSORED BY: Board of Selectmen
APPROPRIATION: None
FINCOM RECOMMENDATION: At Town Meeting

The following action was taken:

Voted: that the Town petition the Massachusetts State Legislature for authorization to issue one additional "All Alcohol" Serving License in the Town of Maynard under the provision of M.G.L. Chapter 138 Section 12 and one additional "Wine and Malt" package Store License under the provision of M.G.L. Chapter 138 Section 15.

The Finance Committee Recommended.

ARTICLE 11: ZONING BY-LAW

To see if the Town will vote to amend Section 12 of the Zoning By-Laws by deleting the first paragraph of Section 12.1.1 in its entirety and substituting therefore the following:

There shall be a Building Commissioner and an Alternate Inspector of Buildings appointed by the Town Administrator. The Building Commissioner and the Alternate Inspector of Buildings shall serve for a term of one (1) year.

To do or act thereon.

SPONSORED BY: The Planning Board
APPROPRIATION: None
FINCOM RECOMMENDATION: At Town Meeting

The following action was taken:

This article was Defeated by a Yes 63, No 34, Blanks 1. (64.6 votes needed for a 2/3 vote)

This article was voted by a secret ballot as required by Town By-Law.

ARTICLE 12: ZONING BY-LAW

To see if the Town will vote to amend Section 4 of the Zoning By-Laws by rewriting Section 4.1 (C) to read as follows:

Dwellings for 3 or more families, if authorized by a special permit issued by the Zoning Board of Appeals as specified under Section 12.4 of these Zoning By-Laws, as amended.

To do or act thereon.

SPONSORED BY: The Planning Board
APPROPRIATION: None
FINCOM RECOMMENDATION: At Town Meeting

The following action was taken:

Voted: Yes 61, No 24, Blanks 1, (56.6 needed for a 2/3 vote) that the Town amend Section 4 of the Zoning By-Laws by rewriting Section 4.1 © to read as follows:

Dwellings for 3 or more families, if authorized by a special permit issued by the Zoning Board of Appeals as specified under Section 12.4 of these Zoning By-Laws, as amended.

The Planning Board Recommended.

The Finance Committee made no recommendation.

This article was voted by a secret ballot as required by Town By-Law.

**Motion made by Phil Bohunicky and seconded to adjourn the Special Town Meeting at 8:51 P.M.
Motion carried.**



COMMONWEALTH OF MASSACHUSETTS
Middlesex, SS.
SPECIAL TOWN MEETING
To the Constable of the Town of Maynard, in said County
GREETING

In the name of the Commonwealth of Massachusetts you are hereby directed to notify and warn the voters of said Maynard, to assemble in the Maynard High School Auditorium, 1 Tiger Drive in said Town, on Monday, October 20, 2003 at 7:30 p.m. then and thereto act on the following articles:

The following action was taken:

At 7:35 P.M. on October 20, 2003, the Moderator, Jim Coleman, called the Special Town Meeting to order.

One hundred, twenty-two (122) voters were in attendance.

Guests were acknowledged and admitted.

**Motion made and seconded to have Patrica Chambers as Deputy Moderator.
Motion carried.**

The Pledge of Allegiance was lead by Philip Bohnicky.

Motion made and seconded to waive the reading of the warrant as a whole. Motion carried.

Motion made and seconded to not take up any new article after 11:00 P.M. Motion carried.

Article 1: FY2004 Operating Budget

To see if the Town will vote to amend Article 2, of the May 19th 2003 Annual Town Meeting FY2004 Operating Budget of the Town of Maynard as voted, by reducing line item 810 School Department line 2222 (expenses) from \$2,822,044 to \$2,738,696, and further reducing the total voted operating budget to \$26,230,237 and to further take any action necessary to provide a balanced FY04 budget.

To do or act thereon.

SPONSORED BY: Finance Committee

APROPRIATION: Unknown at this time

FINCOM RECOMMENDATION: Recommends

The following action was taken:

Voted: Yes 106, No 11, Blanks 1, that the Town amend Article 2 of the Annual Town Meeting May 2003 as voted, as follows: Change School Dept. Line Item 810-2222 Expense from \$2,822,044 to \$2,738,696 for a total School budget of \$12,106,534 and further raise from taxation the sum of \$24,974,918, appropriate from the Stabilization Fund the sum of \$700,000, appropriate from Ambulance Receipts the sum of \$156,653 and appropriate from Reserved for Appropriation Bond Premiums the sum of \$398,666 to be applied to debt service interest for a total operating budget of \$26,230,237.

The Finance Committee Recommended.

This article was voted by a secret ballot, as required by Town Bylaw.

Article 2: DPW Union Contract

To see if the Town will vote to raise and appropriate, transfer from available funds or otherwise provide a sum of money necessary to fund the Collective Bargaining Agreement between the Town of Maynard and the Massachusetts Laborer's District Council Local 1156, said agreement to be retroactive to July 1, 2003.

To do or act thereon.

SPONSORED BY: Board of Selectmen

APPROPRIATION: Unknown at this time

FINCOM RECOMMENDATION: At Town Meeting

The following action was taken:

Voted: Yes 109, No 12, the the Town raise from taxation the sum of \$15,631 to fund the Collective Bargaining Agreement between the Town of Maynard and the Massachusetts Laborer's District Council Local 1156, said agreement to be retroactive to July 1, 2003.

The Finance Committee Recommended.

This article was voted by a secret ballot as required by Town Bylaw.

Article 3: Land Transfer

To see if the Town of Maynard will vote to transfer from the care and custody of the Board of Selectmen to the Maynard Historical Commission a portion of land totaling 21, 780 square feet located on Rockland Avenue as described as a final judgment in Tax Lien Case, Commonwealth of Massachusetts Land Court to the Town of Maynard dated October 5, 1993, recorded in Book 23826, page 179 of the Middlesex South Registry of Deeds, said land to be preserved as an historical site.

To do or act thereon.

SPONSORED BY: Maynard Historical Commission

APPROPRIATION: None

FINCOM RECOMMENDATION: At Town Meeting

This article was withdrawn.

Article 4: Police Cruisers

To see if the Town will vote to raise and appropriate, transfer from available funds or otherwise provide the sum of \$52,500 for the purchase of two police cruisers and to authorize the trade-in of two used cruisers and refurbish an existing cruiser as an unmarked vehicle.

To do or act thereon.

SPONSORED BY: Maynard Police Department

APPROPRIATION: \$52,500

FINCOM RECOMMENDATION: At Town Meeting

The following action was taken:

Voted: Yes 101, No 23, Blanks 1, that the Town raise from taxation the sum of \$52,500 for the purchase of two police cruisers and to authorize the trade-in of two used cruisers and refurbish and existing cruiser as an unmarked vehicle.

The Finance Committee Recommended.

This article was voted by a secret ballot as required by Town Bylaw.

Article 5 Junk By-Law

To see if the Town will vote to amend Chapter IX, Nuisances, Section 21 of the Town of Maynard By-Laws to read as follows:

Section 21: Unregistered motor vehicles which are unfit for use, permanently disabled or have been dismantled, or are otherwise inoperative, shall not be stored, parked, or placed upon any land in the Town unless the same shall be within a building or in an area unexposed to the view of the public and abutters or in an area properly approved for the keeping of same by licensed junk dealers

and automobile dealers. The fine for any violation of the provisions of this by-law shall be not less than ten dollars (\$10.) nor more than three hundred dollars (\$300.) for each offense. Each day that such violation continues shall constitute a separate offense. (no change)

For the purposes of this section, inoperative shall be defined as unable to be driven on roadway or not properly registered and inspected.

To do or act thereon.

SPONSORED BY: Maynard Police Department

APPROPRIATION: None

FINCOM RECOMMENDATION: Makes no recommendation

The following action was taken:

Voted: that the Town accept the article as printed in the warrant.

The Finance Committee made no recommendation.

Article 6: Snow and Ice

To see if the town will vote to raise and appropriate, transfer from available funds, or otherwise provide the sum of \$118,016.00 for costs associated with snow and ice removal, FY-2003.

To do or act thereon.

SPONSORED BY: Department of Public Works

APPROPRIATION OF ARTICLE: \$118,016.00

FIN-COM RECOMMENDATION: Recommends

Finance Committee Comment: FinCom Recommends \$118,016 be transferred from Stabilization. This article provides funding for non-discretionary spending owed from FY-03 snow and ice removal and needs to be accounted for on the documentation that is submitted to the State of Massachusetts.

The following action was taken:

Voted: Yes 110, No 10, Blanks 4, that the Town raise from taxation the sum of \$118,016.60 for costs associated with snow and ice removal in FY2003.

The Finance Committee Recommends.

This article was voted by a secret ballot, as required by Town Bylaw.

Article 7: New Ambulance

To see if the town will vote to appropriate \$150,000.00 from Ambulance Receipts for the purchase of a new Fire Department Ambulance and to authorize trade-in of the current ambulance.

To do or act thereon.

SPONSORED BY: Maynard Fire Department
APPROPRIATION: \$150,000.00
FINCOM RECOMMENDATION: Recommends

Finance Committee Comment: The Maynard Fire Department will use the monies from Ambulance Receipts to fully fund a new ambulance. Ambulance Receipts are the moneys that the town of Maynard is paid for the usage of the Ambulance. The current ambulance is 7 years old and there are many failing parts. There have been numerous repairs made throughout the unit and components are continuing to fail on a regular basis. Currently the very costly air conditioning unit needs to be replaced and many hinges on doors are weakening.

The following action was taken:

Voted: Yes 119, No 5, that the Town accept the article as printed in the warrant. The Finance Committee Recommended.

This article was voted by a secret ballot, as required by Town Bylaw.

Article 8: Building Inspector Fees

To see if the Town will vote to amend the Town of Maynard By-Laws Chapter XII General Section 9 by deleting Section 9 in its entirety (as it reads).

Section 9: The Town through the Building Inspector shall charge and collect a fee for the construction, removal, demolition, and alteration of all buildings and structures in the Town of Maynard. The fee for each permit issued for inspecting residential property to be an amount equal to three dollars (\$3) for each one thousand dollars (\$1,000) portion thereof, this amount to be determined by said Building Inspector, based upon the estimate of the full prevailing cost or value, which ever is greater, of labor and materials of the work proposed.

Each permit issued by the Town for said inspection on non-residential property construction or alteration shall be in an amount equal to two (\$2) for each one thousand dollars (\$1,000) portion thereof, of the full prevailing cost or value whichever is greater, of the labor and materials of the work proposed. The Building Inspector shall be the final determiner of said estimated cost.

1. There shall be a minimum of ten dollars (\$10) for all permits.
2. There shall be no fee for permits issued to the Town.
3. The fee for demolition and removal without an accompanying construction or alteration shall be five dollars (\$5).
4. The aforementioned fees do not alter fees prescribed by local ordinance for electrical, plumbing, sewer, water or other similar fees.
5. In addition, specific fees may be established by Town Meeting vote.

And replace it with the following new Section 9.

Section 9: The Town through the Building Inspector shall charge and collect a fee for the construction, removal, demolition, and alteration of all building and structures in the Town of Maynard. The fee for each permit issued for inspecting residential property to be an amount equal to four dollars (\$4) for each one thousand dollars (\$1,000) portion thereof, this amount to be determined by said Building Inspector, based upon the estimate of the full prevailing cost or value, which ever is greater, of labor and materials of the work proposed.

Each permit issued by the Town for said inspection on non-residential property construction or alteration shall be in an amount equal to six dollars (\$6) for each one thousand dollars (\$1,000) portion thereof, of the full prevailing cost or value whichever is greater, of the labor and materials of the work proposed. The Building Inspector shall be the final determiner of said estimated cost.

1. There shall be a minimum of twenty dollars (\$20) for all permits.
2. There shall be no fee for permits issued to the Town.
3. The fee for demolition and removal without an accompanying construction or alteration shall be ten dollars (\$10).
4. The aforementioned fees do not alter fees prescribed by local Ordinance for electrical, plumbing, sewer, water or other similar fees.
5. In addition, specific fees may be established by Town Meeting vote.

One half of the fees shall go to the Building Inspector and one half shall be returned to the town's general fund.

To do or act thereon.

SPONSORED BY: Board of Selectmen

APPROPRIATION: None

FINCOM RECOMMENDATION: At Town Meeting

The following action was taken:

Voted: that the Town amend the Town of Maynard By-Laws Chapter XII General Section 9 by deleting Section 9 in its entirety (as it reads), and replace it with the following new Section 9.

Section 9:

The Town through the Building Inspector shall charge and collect a fee for the construction, removal, demolition, and alteration of all building and structures in the Town of Maynard. The fee of each permit issued for inspecting residential property to be an amount equal to eight dollars (\$8) for each one thousand dollars (\$1,000) portion thereof, this amount to be determined by said Building Inspector, based upon the estimate of the full prevailing cost or value, which ever is greater, of labor and materials of the work proposed.

Each permit issued by the Town for said inspection on non-residential property construction or alteration shall be in an amount equal to eight dollars (\$8) for each

one thousand dollars (\$1,000) portion thereof, of the full prevailing cost or value whichever is greater, of the labor and materials of the work proposed. The Building Inspector shall be the final determiner of said estimated cost.

The Building Inspector shall retain all of the first \$100 of a permit fee, 50% of the amount between \$100 and \$10,000, and 25% of the amount over \$10,000. The Town shall retain 50% of the amount between \$100 and \$10,000, and 75% of the amount over \$10,000.

1. There shall be a minimum of thirty dollars (\$30) for all permits.
2. There shall be no fee for permits issued to the Town.
3. The fee for demolition and removal without an accompanying construction or alteration shall be ten dollars (\$10).
4. The aforementioned fees do not alter fees prescribed by local Ordinance for electrical, plumbing, sewer, water or other similar fees.
5. In addition, specific fees may be established by Town Meeting vote.

The Finance Committee Recommended.

Article 9: Comprehensive Storm Water Management Plan

To see if the town will vote to raise and appropriate, transfer from available funds or otherwise provide \$5,000 or any other sum to fund the 1st year costs associated with funding the Public Education component of the Comprehensive Storm Water Management Plan. The Management plan was compiled by Earth Tech, with the public education portion to be delivered by SuAsCo.

To do or act thereon.

SPONSORED BY: Board of Selectmen

APPROPRIATION: \$5,000

FINCOM RECOMMENDATION: At Town Meeting

Comment: Monies were appropriated at the Fall STM in October 2002 for preparation of a Storm Water Management Plan by Earth Tech. At the Spring STM in 2003 monies were appropriated to fund the 1st year of Earth Techs' responsibilities under the plan filed with the Federal government. The request before you in October 2003 is to fund the 1st public education component that will be handled by the SuAsCo Watershed Community Council

The following action was taken:

Voted: that the Town raise from taxation \$3,000. to fund the 1st year costs associated with funding the Public Education component of the Comprehensive Storm Water Management Plan. The Management plan was compiled by Earth Tech, with the public education portion to be delivered by SuAsCo.

The finance Committee Recommends.

Article 10: Military Service Fund

To see if the Town will vote to raise and appropriate, transfer from available funds or otherwise provide the sum of \$8,739.21, or any other sum, for military service credit, to meet the requirements for the "Military Service Fund" of Chapter 708 of the Acts of 1941.

To do or act thereon.

SPONSORED BY: Board of Selectmen

APPROPRIATION: \$8,739.21

FINCOM RECOMMENDATION: At Town Meeting

Comment:

Chapter 708 of the Acts of 1941 requires political subdivisions, upon the member's reinstatement or reemployment, to pay into a special fund for military service credit, the amount which would have been paid if a member's service had not been interrupted by military obligations. Upon retirement, or payment of a member-survivor benefit under G.L.c. 32, & 12 (2) (d), the amounts in the special military service fund are transferred to the member's annuity reserve account. This amount funds two Maynard Town employees who were called to active duty.

The following action was taken:

Voted: that the Town raise from taxation the sum of \$8,739.21 for military service credit to meet requirements of the "Military Service Fund" of Ch. 708 of the acts of 1941.

The Finance Committee Recommended.

Article 11: FY2003 Legal Expenses

To see if the town will vote to raise and appropriate, transfer from available funds or otherwise provide the sum of \$3,357.32, to pay bills for legal expenses for prior fiscal year 2003.

To do or act thereon.

SPONSORED BY: Board of Selectmen

APPROPRIATION: \$3,357.32

FINCOM RECOMMENDATION: At Town Meeting

The following action was taken:

Voted: Unanimously that the Town will raise from taxation the sum of \$640.30 to pay bills for legal expenses for prior fiscal year 2003.

The Finance Committee Recommended.

Article 12 Water Main Installation

To see if the Town will vote to transfer the sum of \$15,000.00 or any other sum, from Article 21, Tremont Street area water main, A.T.M. May 21, 2001, to Article 23, Rockland Avenue Paul Road Water Main, A.T.M. May 21, 2001.

To do or act thereon.

SPONSORED BY: Department of Public Works

APPROPRIATION OF ARTICLE: \$15,000.00

FIN-COM RECOMMENDATION: Recommends

Finance Committee Comment: This article simply transfers unused funds from one DPW article to another. DPW has illustrated good fiscal management in these two projects and FinCom recommends this transfer.

Comment: This transfer will allow for the needed funding to undertake and complete this work. Bids were higher than anticipated.

The following action was taken:

Voted: that the Town transfer the sum of \$15,000.00 from Article 21, Tremont Street area water main, A.T.M. May 21, 2001, to Article 23, Rockland Avenue Paul Road Water Main, A.T.M. May 21, 2001.

The Finance Committee Recommended.

Article 13 FY2003 Unpaid Bill

To see if the town will vote to raise and appropriate, transfer from available funds, or otherwise provide the sum of \$20,000.00 to NSTAR Electric, for an unpaid invoice from a prior fiscal year(s).

To do or act thereon.

SPONSORED BY: Department of Public Works

APPROPRIATION OF ARTICLE: \$20,000

FIN-COM RECOMMENDATION: At Town Meeting

Comment:

A complete description will be provided at Town Meeting. The electricity was used at the temporary Water Pump Station on Rockland Avenue when the Bedrock Wells went on line. This service was discontinued last Fall, 2002 when the Rockland Avenue Water Treatment Plant went on line. No invoice was rendered nor could one be obtained from NSTAR prior to the close of the fiscal years.

The following action was taken:

Voted: Yes 114, No 5, Blanks 2, (107 votes needed for a 2/3 vote) that the Town raise from taxation the sum of \$20,000.00 to NSTAR Electric, for an unpaid invoice from the prior fiscal year(s). A complete description will be provided at Town Meeting. The electricity was used at the temporary Water Pump Station on Rockland Avenue when the Bedrock Wells went on line. This service was discontinued last Fall, 2002 when the Rockland Avenue Water Treatment Plant went on line. No invoice was rendered nor could one be obtained.

The Finance Committee Recommended.

This article was voted by a secret ballot, as required by Town Bylaws.

Article 14: Chapter IX Nuisances

To see if the town will vote to amend Chapter IX Nuisances, Section 11 of the Maynard Town By-Laws by deleting Section 11 in its entirety and substituting new Section 11A and 11B as follows:

Section 11A: No person shall coast or skateboard upon any sidewalk, street, public way or any other Town owned land except such areas as designated by the Board of Selectmen each year through public notice.

Penalty for each offence as cited by the Maynard Police Department shall be not more than three hundred dollars (\$300.) for each offense. (no change)

Section 11B: No person shall operate a motorized scooter, motorized skateboard, or other similar motorized motor vehicle on any public way, sidewalk, playground, or on any property owned by the Town of Maynard. The following vehicles shall be exempt from the provisions of this Bylaw, unless operating in an unsafe manner:

- a) Vehicles registered and/or licensed by the Commonwealth of Massachusetts as motor vehicles
- b) Vehicles used by handicapped persons, and
- c) Landscaping equipment

Penalty for each offense as cited by the Maynard Police Department shall be not more than three hundred dollars (\$300.) for each offense. (no change)

To do or act thereon.

SPONSORED BY: Board of Selectmen

APPROPRIATION: None

FINCOM RECOMMENDATION: Makes No Recommendation

The following action was taken:

Voted: Yes 72, No 44 (hand count), that the Town amend Chapter IX Nuisances, Section 11 of the Maynard Town By-Laws as printed in the warrant.

The Finance Committee makes no recommendation.

Article 15: FY2003 Unpaid Bill

To see if the town will vote to raise and appropriate, transfer from available funds or otherwise provide \$165.00 to Community Newspaper Company for publications from the Planning Board, to pay an unpaid bill from a previous fiscal year.

To do or act thereon.

SPONSORED BY: Planning Board

APPROPRIATION: \$165.00

FINCOM RECOMMENDATION: At Town Meeting

Comment: Bill from FY 2003

The following action was taken:

Voted: Unanimously that the Town will raise from taxation \$165.00 to Community Newspaper Company for publications from the Planning Board, to pay an unpaid bill from a previous fiscal year.

The Finance Committee Recommended.

Motion made and seconded at 9:30 P.M. to adjourn the Special Town Meeting of October 20th, 2003. Motion carried.

REPORT OF THE BOARD OF REGISTRARS

To the Citizens of Maynard:

The Board of Registrars herewith submit their Annual Report for the year ending December 31, 2003.

The Annual Listing of Residents was conducted beginning January 1, 2003, as prescribed by law, Chapter 51, Section 4, of the General Laws. The Census was completed by the end of April and Street Lists were available by the first of June.

The Board of Registrars held extra sessions of registration of voters prior to all Town Meetings and Elections, certified names on nomination papers and on absentee voters.

At the close of 2003, the number of registered voters was as follows:

Precincts

	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>Total</u>
Democrats	464	525	542	503	2034
Republicans	197	200	236	191	824
Libertarians	10	3	8	15	36
Green-Rainbow Party	8	2	4	3	17
Unenrolled	945	874	994	972	3785
*Green Party USA	0	1	2	1	4
*Inter. 3 rd Party	1	2	0	1	4
*Reform Party	1	0	0	0	1
Total	1626	1607	1786	1686	6705

***Political Designation: If you enroll in any Political Designation, you may not vote in any State or Presidential Primary.**

The Board of Registrars would like to encourage residents of Maynard to register to vote. Your vote is important.

Voter Registration

In order to vote at town, state and national elections and to vote at town meetings, town residents must be registered voters. Voter registration is a simple and convenient process. However, there are some legal time constraints that must be observed.

1. Registration
Massachusetts official Mail-in Voter Registration Form.
 - * at your Town Clerk's Office
 - * at the Town Library
 - * at State agencies

2. Qualifications

To register you must:

- * be a U.S. Citizen
- * be a Massachusetts resident
- * be at least 18 years old on or before the next election

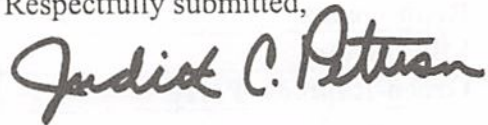
3. Special Times of Registration Prior to Election

Additional special times of registration prior to elections and town meetings are established by State statute. The State statute also sets registration deadlines (closing) for elections and town meetings. Times of registration are posted.

If you have any questions regarding registration, please call Judith C. Peterson, Town Clerk at (978) 897-1000.

The Board of Registrars wished to thank the Board of Selectmen, Town Officials and Employees for their courtesy and cooperation throughout the year.

Respectfully submitted,



Judith C. Peterson
Board of Registrars, Clerk

Madeline K. Lukashuk, Chairman
Deborah Collins
David Hull

VOTING PRECINCTS
TOWN OF MAYNARD

MAYNARD MEMORIAL
GYMNASIUM

MAYNARD TOWN HALL

MAYNARD HIGH SCHOOL
GYMNASIUM
Tiger Dr.
(Off Great Rd.)

MAYNARD HOUSING
AUTHORITY REC ROOM
Powder Mill Cir.
(Off Powder Mill Rd.)

SUMMER STREET
PRECINCT 1

MAIN STREET
PRECINCT 2

GREAT ROAD
PRECINCT 3

POWDER MILL RD.
PRECINCT 4

Acton St.
(#16,18,20,22,24,26,
30,38,50,62+66 thru 134)
Amory Ave.
Beacon St. (odd #s)
Blue Jay Way
Brigham St.
Brian Way
Brooks St.
Brown St.
(#15,17,19,21,23,25,
33,37,39,43,47,49)
Charles St.
Conant St.
Concord St.(#1thru 44)
Dana Rd.
Dix Rd.
Durant Ave.
Elm Ct.
Euclid Ave.
Everett St.
Florida Ct.
Florida Rd. (excluding #2)
Garden Way
George Rd.
Glendale St. (#1 thru 20)
Glenn Dr.
Guyer Rd.
Hazelwood Rd.
Jethro St.
Lincoln St.
Linden St.
Loring Ave.
Main St. (odd #s only
#1 to 49)
Maple Ct.
Maple St.
Mayfield St.
Michael Rd.
Mockingbird Ln.

Abbott Rd.
Allan Dr.
Apple Ridge Rd.
Assabet St.
Beacon St. (even #s)
Bent Ave.
Boeske Ave.
Burnside St.
Church Ct.
Cindy Ln.
Dewey St.
Driscoll Ave.
Elaine Ave.
Elmhurst Rd. (even #s)
Espie Ave.
Fletcher St.
Florida Rd. (#2 only)
Front St.
Great Rd. (#1 thru 160
excluding odds #129 thru
159)
Harriman Ct.
Heights Ter.
High St.
Hillside St. (#10 thru 26)
Howard Rd.
Lovell Ct.
Main St. (even #s only #2
to 48 and all #50 to 257)
Martin St.
Mill St.
Newton Dr.
O'Moore Ave.
Park St.
Percival St.
Pine St.
Pomciticut Ave.
Railroad St.
River St.
Riverbank Rd.

Arthur St. (excluding
4 thru 23 +#s 30,32,34,
36,38)
B St.
Bancroft St.
Barilone Cir.
Burns Ct.
Carbone Cir.
Carriage Ln.
Chance Farm Ln.
Chandler St.
Cutting Dr.
Dartmouth Ct.
Dartmouth St.
Demars St. (excluding #1)
Dettling Rd.
Dineen Cir.
Elmhurst Rd. (odds)
Elmwood St.
Fairfield St.
Field St.
Forest St.
Fowler St.
Great Rd. (#161 thru 324
+ odd #s only #129-159)
Harrison St.
Hayes St. (#10,+12 thru
26)
Hillside St. (#1 thru 8)
Kitty Cat Ln.
Kristen Ln.
Lantern Ln.
Little Rd.
Louise St.
Marlboro St.
Maybury Rd.
Meadow Ln.
McKinley St.
North St.
Oak Ridge Dr.

Acton Ct.
Acton St. (1thru 63 excluding
16,18,20,22,24,26,30,38,50,62)
Amy Lynn Way
Arthur St. (4 thru 23 + 30,32,34,36,38)
Bates Ave.
Bellevue Terr.
Birch Terr.
Brown St. (excluding 15,17,19,21,23,
25,33,37,39,43,47,49)
Butler Ave.
Colbert Ave.
Concord St. (45 thru 125)
Concord St. Cir.
Country Ln.
Crane Ave.
Dawn Grv.
Dawn Rd.
Deane St.
Deer Path
Demars St. (#1)
Douglas Ave.
East St.
Elm St.
Ethelyn Cir.
Fifth St.
First St.
Garfield Ave.
Garfield St.
Glendale St. (#21 thru 63)
Glennhill Ter.
Glenview Ter.
Grant St.
Hayes St. (#1 thru 9, + 11)
Haynes St.
Hird St.
King St.
Lewis St.
Lindberg St.
Marks Way

VOTING PRECINCTS (Continued)

TOWN OF MAYNARD

MAYNARD MEMORIAL
GYMNASIUM

MAYNARD TOWN HALL

MAYNARD HIGH SCHL
GYMNASIUM
Tiger Dr.
(Off Great Rd.)

MAYNARD HOUSING
AUTHORITY REC. ROOM
Powder Mill Cir.
(Off Powder Mill Rd.)

SUMMER STREET
PRECINCT 1

MAIN STREET
PRECINCT 2

GREAT ROAD
PRECINCT 3

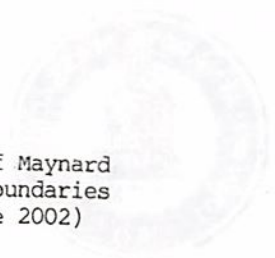
POWDER MILL RD.
PRECINCT 4

Nancy Cir.
Nason St.
Nick Ln.
Orchard Ter.
Orren St.
Patti Ln.
Paul Rd.
Randall Rd.
Reeves Rd.
Reo Rd.
Rice Rd.
Rickey Dr.
Rockland Ave.
Silver Hill Rd.
Summer St. (odd #s + #10
+ 42 thru 70)
Sunset Rd.
Whitney Ave.

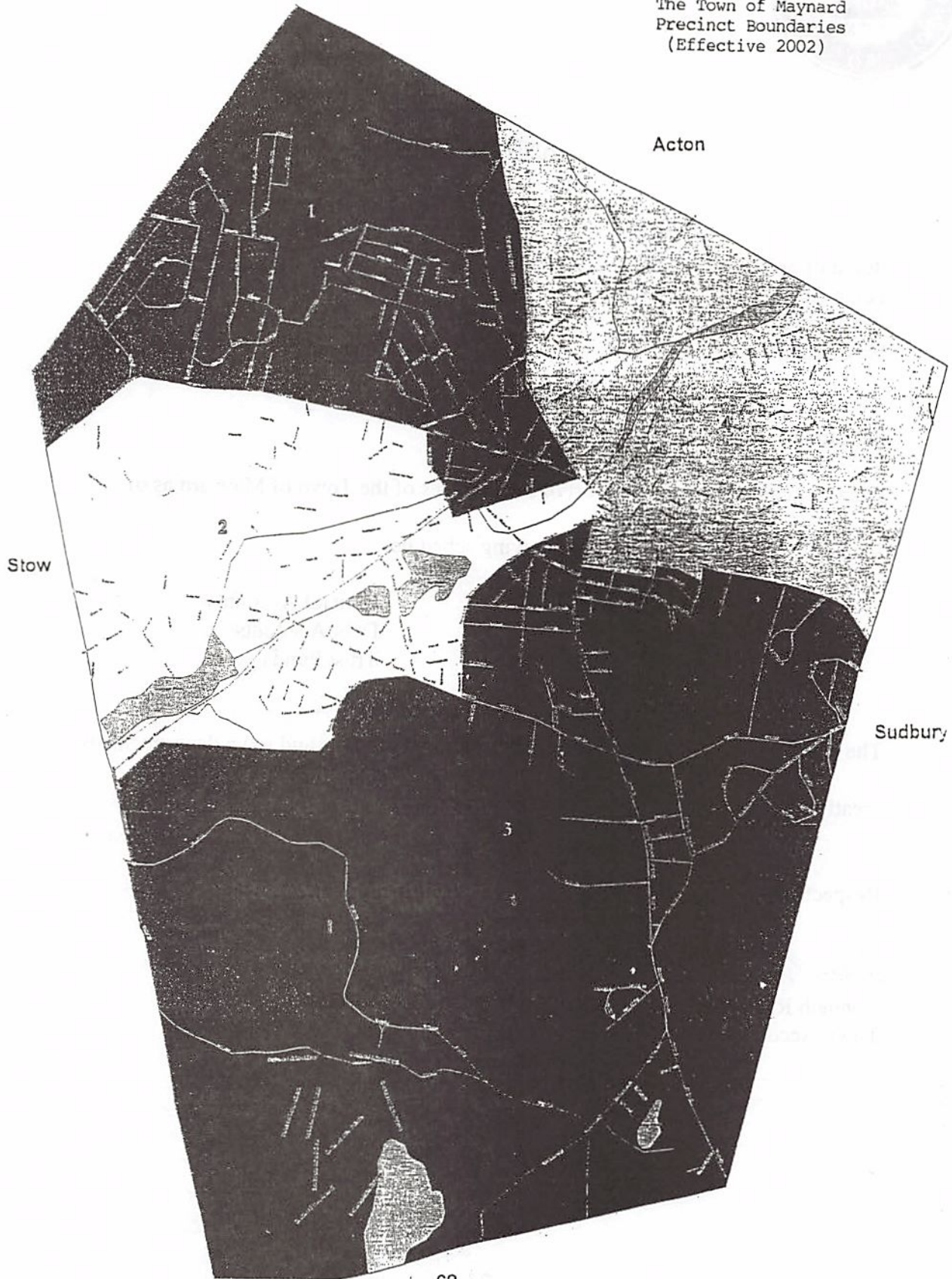
Riverside Park
Riverview Ave.
Sheridan Ave.
Sherman St.
Shore Ave.
Spring Ln.
Sudbury Ct.
Sudbury St.
Summer Hill Glenn
Summer Hill Rd.
Summer St. (even #'s
excluding #10 + 42 to 70)
Taft Ave.
Taylor Rd. (evens)
Thomas St.
Thompson St. (evens)
Virginia Rd.
White Ave.
Wilson Cir.
Winter St.

Oak St.
Old Marlboro Rd.
Old Mill Rd. (#1 thru 36)
Oscar's Way
Parker Place
Parker St. (excluding 4,5,
14,16,20,28,30)
Roosevelt St.(excluding
2,4,6,10,12,14,16,18,20,
22,24,26,28,30)
Sarah Ln.
School St.
South St.
Summit St.
Taylor Rd. (odds)
Thompson St. (odds)
Tobin Dr.
Turner Rd.
Vose Hill Rd.
Walker St.
Walnut St.
Waltham St. (odds
excluding 5 thru 73)
Woodridge Rd.

Noble Park
Old Mill Rd. (37- thru 44)
Parker St. #4,5,14,16,20,28,30)
Parmenter Ave.
Pinecrest Ter.
Pine Hill Rd.
Pleasant St.
Powder Mill Cir.
Powder Mill Rd.
Prospect St.
Roosevelt St. (#2,4,6,10,12,14,16,18,
20,22,24,26,28,30)
Russell Ave.
Second St.
Third St.
Tremont St.
Vernon St.
Walcott Ave.
Walcott St.
Wall Ct.
Waltham St. (evens + including odds
5 thru 73)
Warren Ave.
Warren St.
West St.
Wilder St.
Windmill Dr.
Winthrop Ave.
Wood Ln.
Woodbine Ter.



The Town of Maynard
Precinct Boundaries
(Effective 2002)





TOWN ACCOUNTANT

TOWN BUILDING
195 MAIN STREET
MAYNARD, MASSACHUSETTS 01754

ANNUAL REPORT

Board of Selectmen
Town Building
195 Main Street
Maynard, MA 01754

Selectmen:

I hereby submit the annual report of the finances of the Town of Maynard as of
June 30, 2003, consisting of the following schedules:

BALANCE SHEET

General Accounts
Debt Accounts
Trust Funds

The courtesy and cooperation received from town officials and town departments is
greatly appreciated.

Respectfully,

Kenneth R. DeMars
Town Accountant

TOWN OF MAYNARD

BALANCE SHEET

JUNE 30, 2003

ASSETS

Cash:

General	4,311,318.24	
Petty Cash	170.00	4,311,488.24

Accounts Receivable:

1977 Real Estate	3,981.07	
1978 Real Estate	1,472.13	
1979 Real Estate	841.24	
1980 Real Estate	16.23	
1982 Real Estate	32.12	
1983 Real Estate	5,901.64	
1984 Real Estate	9,689.76	
1985 Real Estate	3,262.15	
1986 Real Estate	2,613.07	
1987 Real Estate	1,925.19	
1988 Real Estate	3,300.21	
1989 Real Estate	3,638.61	
1990 Real Estate	(2,314.50)	
1991 Real Estate	(1,381.56)	
1992 Real Estate	(103.70)	
1993 Real Estate	2,066.96	
1994 Real Estate	1,850.69	
1995 Real Estate	30.46	
1996 Real Estate	27.45	
1997 Real Estate	726.64	
1998 Real Estate	(0.24)	
1999 Real Estate	3.26	
2000 Real Estate	32.28	
2001 Real Estate	1,421.25	
2002 Real Estate	(1,253.25)	
2003 Real Estate	160,154.53	
1991 Personal Property	80.78	
1992 Personal Property	95.33	
1993 Personal Property	3,631.51	
1994 Personal Property	4,915.99	
1995 Personal Property	4,237.23	
1996 Personal Property	5,343.52	
1997 Personal Property	3,518.32	
1998 Personal Property	4,729.71	
1999 Personal Property	6,873.14	
2000 Personal Property	8,165.40	
2001 Personal Property	5,824.54	
2002 Personal Property	7,259.31	
2003 Personal Property	10,554.09	263,162.56

Deferred Taxes		2,640.85
Tax Liens		673,721.42
Tax Foreclosures		258,008.45
1978 Motor Vehicle Excise	4,482.27	
1979 Motor Vehicle Excise	12,681.80	
1980 Motor Vehicle Excise	11,116.99	
1981 Motor Vehicle Excise	5,871.79	
1982 Motor Vehicle Excise	5,730.96	
1983 Motor Vehicle Excise	5,173.09	
1984 Motor Vehicle Excise	6,095.19	
1985 Motor Vehicle Excise	4,441.43	
1986 Motor Vehicle Excise	9,694.91	
1987 Motor Vehicle Excise	7,366.55	
1988 Motor Vehicle Excise	9,759.74	
1989 Motor Vehicle Excise	11,248.97	
1990 Motor Vehicle Excise	10,290.30	
1991 Motor Vehicle Excise	5,968.92	
1992 Motor Vehicle Excise	5,408.38	
1993 Motor Vehicle Excise	4,382.97	
1994 Motor Vehicle Excise	3,575.60	
1995 Motor Vehicle Excise	3,510.02	
1996 Motor Vehicle Excise	3,555.08	
1997 Motor Vehicle Excise	4,409.98	
1998 Motor Vehicle Excise	6,272.11	
1999 Motor Vehicle Excise	5,172.95	
2000 Motor Vehicle Excise	5,239.78	
2001 Motor Vehicle Excise	8,780.57	
2002 Motor Vehicle Excise	19,790.98	
2003 Motor Vehicle Excise	80,648.03	260,669.36
Water Rates	122,577.32	
Water Accounts Receivable	3,965.69	
Water Cross Connections	5,679.56	
1977 Water Liens	63.90	
1984 Water Liens	60.00	
2003 Water Liens	3,239.72	
2000 Committed Interest	15.62	
2003 Committed Interest	610.54	
2003 Cross Connection Liens	100.00	136,312.35
Sewer Rates	140,393.45	
Sewer Accounts Receivable	17,352.50	
1984 Sewer Liens	60.00	
2003 Sewer Liens	4,771.83	
2000 Committed Interest	5.53	
2003 Committed Interest	1,031.86	163,615.17

Unapportioned Street Assessments	5,987.50	
Unapportioned Water Assessments	3,123.75	
1981 Sewer Assessments	41.50	
1982 Sewer Assessments	41.50	
1983 Sewer Assessments	41.50	
1984 Sewer Assessments	41.50	
1981 Committed Interest	9.96	
1982 Committed Interest	7.47	
1983 Committed Interest	4.98	
1984 Committed Interest	2.49	9,302.15
Veterans Accounts Receivable	11,281.17	
Cemetery Accounts Receivable	5,326.10	16,607.27
State Aid To Highways		279,934.05
Loans Authorized		4,472,500.00
Underestimates:		
Non-Renewal Excise Tax		4,960.00
Due From Stabilization		120,000.00
Meals Tax		74.90
TOTAL ASSETS		10,972,996.77

LIABILITIES AND RESERVES

Reserve For Petty Cash		170.00
Warrants Payable		775,847.05
Payroll Deductions		6,346.62
Community Development Program		16,845.68
Community Development MHFA Escrow		542.80
Appropriation Balances		1,745,248.72
Reserved For Appropriation:		
Sale Of Lots & Graves	4,500.00	
Ambulance Receipts	319,781.24	
Bond Interest Premium	1,282,287.18	
Sale of Real Estate	17,343.00	
Cemetery Perpetual Care Bequests	5,000.00	1,628,911.42
Provisions For Abatements:		
1977 Levy	3,750.07	
1983 Levy	5,901.64	
1984 Levy	9,689.76	
1985 Levy	3,262.15	
1986 Levy	2,613.07	
1987 Levy	976.14	
1988 Levy	3,300.21	
1989 Levy	3,638.61	
1991 Levy	80.78	
1992 Levy	95.33	
1993 Levy	5,687.47	
1994 Levy	6,782.93	
1995 Levy	4,267.69	
1996 Levy	5,449.67	
1997 Levy	4,500.04	
2000 Levy	8,197.68	
2001 Levy	11,059.59	
2002 Levy	17,474.56	
2003 Levy	37,451.73	134,179.12

Revenues Reserved Until Collected:		
Deferred Taxes	2,640.85	
Motor Vehicle Excise	260,669.36	
Water	136,312.35	
Sewer	163,615.17	
Special Assessments	9,302.15	
Tax Liens	673,721.42	
Tax Forclosures	258,008.45	
Departmental	16,607.27	
State Aid To Highways	141,177.50	
Special Education	15,188.00	1,677,242.52
Temporary Loans:		
State Anticipation		250,000.00
Loans Authorized & Unissued		4,222,500.00
Health Insurance Chap. 32B		50,050.37
Water Surplus		180.18
Sewer Surplus		80.79
Surplus Revenue		464,851.50
TOTAL LIABILITIES AND RESERVES		10,972,996.77

TOWN OF MAYNARD

DEBT ACCOUNTS

JUNE 30, 2003

NET FUNDED OR FIXED DEBT			31,908,234.00
School Loan	8/15/86	6.60%	1,315,000.00
Sewer Loan	8/15/86	6.60%	100,000.00
Mass. Water Pollution Abatement Trust Bond			323,802.00
Water Loan	12/15/97	4.85%	1,180,000.00
Water Loan	12/15/97	4.85%	240,000.00
Sewer Loan	12/15/97	4.85%	190,000.00
Building Remodeling Loan	12/16/97	4.85%	45,000.00
Departmental Equipment Loan	12/17/97	4.85%	90,000.00
Sewer Loan	2/15/02	4.35%	86,000.00
Sewer Loan	2/16/02	4.35%	513,000.00
Sewer Loan	2/17/02	4.35%	316,000.00
Water Loan	2/18/02	4.35%	244,000.00
Water Loan	2/19/02	4.35%	236,000.00
Water Loan	2/20/02	4.35%	165,000.00
Water Loan	2/21/02	4.35%	438,000.00
Water Loan	2/22/02	4.35%	117,000.00
Departmental Equipment Loan	2/23/02	4.35%	45,000.00
WPAT Septic Loan			89,006.00
WPAT Assabet River Consortium			276,443.00
MWPAT Water Loan			4,870,983.00
School Project Loan	2/1/03	4.25%	19,561,000.00
Athletic Facility	2/1/03	4.25%	350,000.00
Water Loan	2/1/03	4.25%	157,000.00
Water Loan	2/1/03	4.25%	290,000.00
Sewage Treatment Facility	2/1/03	4.25%	470,000.00
Sewer Loan	2/1/03	4.25%	200,000.00

TOWN OF MAYNARD

TRUST FUNDS

JUNE 30, 2003

TRUST FUNDS CASH AND SECURITIES	3,785,137.11
Stabilization Fund	1,548,940.59
Due to General Fund	120,000.00
Leachate Analysis Fund	95.38
David McKenna Fund	3,191.74
Rose McGowan Fund	893.03
Maynard Soldiers Fund	545.82
Post War Rehab. Fund	9,543.04
Cemetery Perpetual Care Fund	658,219.13
Conservation Fund	67,724.43
Rafferty Fund	4,168.89
Katherine Kinsley Fund	21,986.16
Anne Marie Morton Fund	3,020.81
E. Sawutz Fund	2,928.43
Thomas & Athina Gramo Fund	12,959.95
George & Ann Lemire Fund	2,384.78
Anne Gibbons Fund	74,086.42
Guyer Fowler Fund	355,553.64
Shawn Parker Fund	85.18
Robert LeSage Fund	2,460.03
Friends of the Former Lions Club Fund	9.30
95/96 Scholarship Fund	136.30
Simmon Seder Fund	100.51
Maynard Alumni Fund	158.04
Fraser & Frances Forgie Fund	614,418.88
George Shaw Memorial Park Fund	398.45
Ralph & Marie Sheridan Fund	2,789.80
Brenda Bowker Flaherty Fund	9,954.41
Milton & Anne Duclos Fund	267,699.54
John Stigliani Fund	684.43

**FISCAL 2003 REPORT
MAYNARD BOARD OF ASSESSORS**

REAL ESTATE

The Town of Maynard had 3,894 taxable parcels in fiscal year 2003. Residential values continued an upward trend during the year. Generally, Commercial and Industrial values decreased or held steady during fiscal 2003 while land values continued to escalate.

The following is a comparison of valuations by class for Fiscal Years 2002 and 2003.

	FY 2002 COMMITTED VALUATIONS	FY 2003 COMMITTED VALUATIONS
Residential	678,340,871	681,950,388
Open Space	4,429,100	4,311,000
Commercial	40,871,453	41,155,736
Industrial	54,189,400	55,195,500
Personal Prop.	15,032,240	15,156,479
TOTAL	792,863,064	797,838,011

TAX LEVY LIMIT

The tax levy limit is the amount of monies raised by taxation that can be spent at Town Meeting. The FY2002 levy limit was increased by 2.5% and new growth was added making the FY2003 levy limit \$14,680,681. Debt Exclusions are then added to equal the Maximum Allowable Levy. The calculation is as follows:

Tax Levy for FY2002	\$14,129,914
Proposition 2 ½% increase	\$ 353,248
New growth in tax dollar	<u>\$177,219</u>
FY 2003 Levy Limit	\$14,680,681
FY 2003 Debt Exclusions	<u>\$477,617</u>
FY 2003 Maximum Allowable Levy	\$15,158,298

ABATEMENTS

Parcels that are assessed incorrectly are reassessed through the abatement process. In FY2003 the Board of Assessors granted real estate and personal property abatement applications abating a total of \$247,950 of value or \$6,527.21 of tax dollars in real estate abatements and \$55,864 of value for personal property abatements equal to \$1,589.29 of tax dollars.

MINIMUM RESIDENTIAL FACTOR HEARING/TAX RATE

The Maynard Board of Assessors is certified to assess Property according to use by the Massachusetts Department of Revenue. The certification allows the Town of Maynard to have a split tax rate thereby shifting a greater proportion of the tax burden from the Residential taxpayer to the Commercial and Industrial taxpayers. This shift is determined by the residential factor selected within parameters set forth in the Massachusetts General Laws.

The Maynard Board of Assessors calculates the Minimum Residential factor and possible Residential factors and tax rates between the minimum and the maximum. If the minimum residential factor were used it would trigger the maximum shift in taxes to the commercial and industrial sector. The opposite is also true. If the maximum Residential Factor were used the minimum shift to the Commercial/Industrial sector would occur and we would have the same rate across all sectors, Residential, Commercial/Industrial, and Personal Property.

The Maynard Board of Assessors presented data on possible tax rate options to the Maynard Board of Selectmen and concerned citizens. The Maynard Board of Selectmen selected a Minimum Residential Factor of .919106 (91.9106 %) at a public hearing. There was a tax rate decrease from \$28.82 in FY2002 for the Commercial, Industrial and Personal property to \$28.45 for FY2003. The Residential and Open Space rate decreased from \$17.69 in FY2002 to \$17.46 in FY2003.

EXEMPTIONS

Exemptions are granted to those who fill out the required applications and meet the Massachusetts General Law requirement of each exemption. The Maynard Board of Assessors grants or denies each exemption for Elderly, Veterans, Widows, Blind, Forestry, Agriculture, Recreation, Infirmary and Poverty based on individual qualifications. The Maynard Board of Assessors makes the determination on granting or denying Tax Deferrals. A total of 105 Exemptions were granted in Fiscal Year 2003.

The Commonwealth of Massachusetts partially reimburses the Town of Maynard the following year for the exempted amounts. Each year the exemption amounts are paid out of the Maynard Board of Assessor's Overlay Account.

MOTOR VEHICLE EXCISE

The Registry of Motor Vehicles determines motor vehicle values. The Registry uses the manufacturer's list price to determine the original value of the vehicle and reduces the value of the vehicle based on age to calculate the excise tax. Abatements to excise tax bills are granted if the plate is transferred, recommitted to another town, or sufficient evidence is presented to the Maynard Board of Assessor that the vehicle is overvalued. The excise tax is \$25 per thousand dollars of valuation with a minimum valuation of \$200. Motor vehicle excise bills are prorated monthly in a 12-month calendar year cycle.

Throughout the year, the Registry supplies the Assessors with computer tapes listing the data for billing. The assessor's clerk converts the tape information to a billing database for use when committing the taxes to the tax collector for collection. In fiscal 2003 the Assessing Office committed approximately 11,470-excise tax bills for total of \$1,065,431.87 to the Tax Collector and processed 402 abatements.

DEEDS

The Maynard Board of Assessors processed 366 deed changes in fiscal year 2003. Deeds are used to determine the owner of record (to which the tax bill is sent), and to incorporate any land changes on to the Assessors maps. The Assessors database is also updated with information contained on new deeds.

MAPS

The Assessors maps were updated as required by the State of Massachusetts in Fiscal 2003.

DATA COLLECTION

Data collection is an on-going process. All properties with building permits issued in the fiscal year must be visited by the Assistant Assessor. Arms-length real estate sales are also visited to ensure that our database and valuations are accurate. The data collected is used to determine land value, home values, new growth, and other changes to valuations in town.

PERSONAL PROPERTY

All businesses, except those under TIF agreements or registered manufacturing operations, pay a personal property tax on their machinery, equipment; and in some cases, their furnishings and inventory. The Assistant Assessor updates these accounts as they change. Fiscal Year 2003 recorded accounts for personal property with a total value of \$15,156,479.

ABUTTER'S LISTS

The Maynard Planning Board, Board of Appeals and Board of Selectmen rely upon the assessing office to determine record owners for the public hearings. These lists contain a tax assessment map and parcel numbers and a listing of all record owners who abut an applicant's property. Forty lists were produced in FY2003.

Respectfully submitted,
Mary Anne Schneider, Chairman

Dick Downey, Secretary
Stephen Pomfret MAA, Treasurer
Annette DeRose, Assessing Clerk
Anthony C. Maria MAA, Assistant Assessor



TOWN OF MAYNARD

OFFICE OF THE
BUILDING INSPECTOR

MUNICIPAL BUILDING
MAYNARD, MASSACHUSETTS 01754

2003 Annual Report of the Building Inspector

During the Year 2003 the Building Department issued 227 Building Permits as listed below, made inspections to the standards of the sixth edition of the Massachusetts State Building Code, handled the zoning issues that came before the town and continued the educational requirements as set forth by the Board of Building Regulations and Standards.

The Town of Maynard at the October Special Town Meeting raise the Building Permit Fee rate to \$8.00 per thousand dollars of valuation based on the Department square foot values of costs. Minimum cost of a Building Permit is \$30.00.

Number of Permits	Type of Construction	Construction Value
4	Single Family Dwelling	\$830,000.00
1	22 unit Apartment House	\$1,850,000.00
159	Remodeling and Additions	\$2,549,185.00
12	Strip and Re-roof	\$ 87,000.00
4	Re-siding	\$ 57,700.00
10	Swimming Pools	\$ 96,800.00
5	Business	\$ 405,500.00
5	Temporary Tents	N/A
8	Wood Stoves	\$ 7,800.00
3	Demolition Permits	N/A
13	Signs	\$ 14,100.00
1	Cell Antennas	\$ 164,000.00
2	Replacement Windows	\$ 43,500.00
1	Town Pumping Station	\$ 360,000.00
227		\$ 6,465,585.00

The Building Department would like to thank all the Town Boards for their help and cooperation during this past year.

Respectfully submitted,

Richard Roggeveen
Building Inspector

Charles Willett
Assistant Building Inspector

REPORT OF THE GAS INSPECTOR

To the Honorable Board of Selectmen,

There were 137 Gas Permits issued this year, totaling \$9,416 in revenue. Inspections were made on all work called for by Plumbers and Gas Fitters.

I would like to thank the Board of Selectmen for their cooperation.

Respectfully Submitted,

William F. Freeman – Gas Inspector

MAYNARD
EMERGENCY MANAGEMENT
AGENCY

2003 ANNUAL REPORT

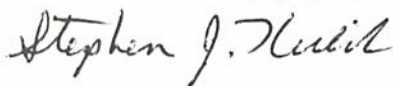
The Town of Maynard made it through 2003 without any major disasters or incidents requiring the activation of the Emergency Management Agency. Assistant Emergency Management Director Ron Cassidy and I attended numerous training sessions relating to subjects such as how to handle terrorist attacks utilizing weapons of mass destruction, how to implement a "sheltering in place" program and how to handle severe weather emergencies.

In December I completed a major update to a portion of the Comprehensive Emergency Plan in order to qualify for future grants and assistance from the Massachusetts Emergency Management Agency. Last October several town officials and department heads participated in a comprehensive Emergency Needs Assessment Survey for the Massachusetts Department of Public Health (MDPH) and the Office of Defense Preparedness (ODP). The MDPH Survey is used to determine a community's readiness for a bioterrorism or similar event. The ODP Survey is an inventory, which catalogs municipal assets for addressing homeland security, potential threat elements, and the desired levels of preparedness or resources to address those threats. The assessment has been mandated by Congress, and states will not receive federal homeland security dollars next year unless that mandate is met. I would like to thank Ron Cassidy, Health Agent Gerald Collins, and Lt. Al Whitney for all their time and effort in preparing this document.

The Auxiliary Police Force continues to serve the town under the direction of Police Chief James Corcoran. There are presently twelve members who receive annual training in such areas as medical first responder, CPR, and weapons training including qualifying in firearms proficiency.

I would like to thank the Honorable Board of Selectmen, Town Administrator, Chief Corcoran and the members of his department, the Maynard Firefighters, health Agent Gerald Collins, Ron Cassidy and all other town officials and citizens for their help and cooperation throughout the year.

Respectfully submitted,



Stephen J. Kulik
Director

2003 Annual Report
Maynard Conservation Commission's Highlights of 2003

Land Management:

*Revitalized
Maynard's
conservation lands
and increased
public access to
conservation lands*

- Received "Outstanding Municipality Award" for Ice House Landing Educational Park
- Completed Carbone Park rehabilitation and held Grand Opening Picnic
- Maintained volunteer network for land management
- Created new trails and cleared old trails
- Installed trail head signs & land boundary markers
- Adopted and posted land use regulations
- Contributed to plan for Assabet River Wildlife Refuge
- Developed policies for Conservation Restriction land
- Assisted with municipal stormwater planning



Land Protection:

*Increased
public access to
conservation lands*

- Submitted grant for major municipal land acquisition
- Helped acquire Assabet River Rail Trail parcel
- Targeted parcels for acquisition



Public Engagement:

*Got issues into
the local paper*

- Had numerous articles published in the Village Beacon
- Conducted annual Biodiversity Days species inventory
- Revised Maynard's Open Space & Recreation Plan
- Provided informational booth at MaynardFest



Wetlands Protection:

*Brought
violators into
compliance*

- Initiated law suit over developer's wetland violations
- Oversaw rehabilitation of DPW's recycling & staging areas
- Helped plan for Ben Smith Dam and river management
- Regulated construction near wetlands
- Addressed serious wetland violations
- Assisted citizens in development projects



Administration:
*Cooperated within
town for great returns*

- Provided Conservation Agent for the public
- Administered state wetlands law; addressed file backlog
- Coordinated with town departments

Maynard Conservation Commission's 2003 Annual Report *(continued)*

The Conservation Commission's mission

*Protect our
natural heritage for
future generations*

The reasons open space protection is so important:

*Open space saves
money and
balances growth*

Conservation Commission Finances: Leverage \$\$

Serving on the Conservation Commission in 2003:

*Devoted
volunteers*

Top Priorities for 2004:

*Land Protection,
Land Management,
and Wetlands
Protection*

- Administer state Wetlands Protection Act and Maynard Wetland Bylaw (review projects within 100' of wetland or 200' of river)
- Manage existing land holdings – over 200 acres
- Acquire new parcels of open space
- Engage and educate the public



- Open space saves money—Residential development demands more in services than it contributes in taxes
- Open space increases quality of life—clean water and air, recreation and education, and increased property values
- Open space allows for biological diversity—a rich web of life, including rare plants and animals



- \$25,000 pays for half-time Agent and all administration
- Agent has filed suit for over \$40,000 in fines
- Agent assists other departments in securing state and federal funds (Planner, Schools, Friends of Refuge)



- Members: Fred King (Chair), John Dwyer, David Cotter, Sherry Lassiter, and Doug Moore; Associate members: Peter Keenan, Peg Brown, and Ken Neuhauser
- Part-time Conservation Agent: Jennifer Steel



- Acquire parcels for water-supply protection and future town needs by aggressively pursuing grants
- Complete Open Space & Recreation Plan to qualify town for State grants and identify land preservation priorities
- Continue to support Rail Trail and Wildlife Refuge
- Create effective municipal storm water management plan

MAYNARD CONTRIBUTORY RETIREMENT SYSTEM

ANNUAL REPORT DECEMBER 31, 2002

Active Members	197
Inactive Members	45
Retired Members	83
Total Membership	325

ASSETS

Cash	78,859.48	
Short Term Investments	625,797.87	
Fixed Income Securities	8,139,690.72	
Equities	5,484,522.03	
Interest Due And Accrued	110,326.02	14,439,196.12

FUNDS AND LIABILITIES

Annuity Savings Fund	4,459,424.52	
Annuity Reserve Fund	1,317,273.83	
Military Service Fund	581.66	
Pension Fund	1,762,997.93	
Pension Reserve Fund	6,898,918.18	14,439,196.12

RECEIPTS

Members Deductions	501,928.90
Transfers from Other Systems	8,874.58
Members Make Up Payments And Redeposits	3,692.93
Investment Income Credited To Members Accounts	56,651.20
Investment Income Credited To Annuity Reserve Fund	35,656.05
Reimbursements From Other Systems	56,606.03
Received From Commonwealth For COLA	63,472.69
Pension Fund Appropriation	1,010,023.00
Investment Income Credited To Military Service Fund	8.03
Investment Income Credited To Expense Fund	86,964.63
Federal Grant Reimbursement	11,831.00
Pension Reserve Appropriation	67,860.00
Interest Not Refunded	1,613.84
Excess Investment Income	(433,083.22)
TOTAL RECEIPTS	1,472,099.66

DISBURSEMENTS

Refunds To Members	73,130.53
Transfers To Other Systems	57,501.64
Annuities Paid	131,616.59
Option B Refunds	-
Pension Payments	761,275.89
Survivorship Payments	36,951.36
Ordinary Disability Payments	67,107.60
Accidental Disability Payments	146,402.40
Accidental Death Payments	37,556.64
Section 101 Benefits	-
Reimbursements To Other Systems	37,248.74
Board Member Stipend	2,500.00
Salaries	20,250.00
Travel	1,748.67
Administration Expenses	6,676.00
Management Fees	42,433.99
Custodial Fees	13,355.97
TOTAL DISBURSEMENTS	1,435,756.02

COUNCIL ON AGING

Municipal Building – Main Street – Lower Level
Business Line: 978-897-1009 Van Line: 978-897-1032

Council on Aging (COA) Meetings is held on the first Monday of the month, at 10:00 AM in the Town Hall, Room 201 (second floor). There are no (COA) meetings in July and August. Marcia Curren was hired as Director on April 2, 2003.

The COA sponsors the following activities:

The COA Van provides mobility assistance for seniors, the disabled and people in transition. It was provided under a Mobility Grant from the Department of Transportation and Construction, and the partially matching funding from the Senior Citizen's Club. The VAN operates Monday – Friday from 7:00 AM to 3:00 PM, but does not run on holidays, and days when the schools are closed due to bad weather condition. **There is no fee for riding the van.** Sam Seel is the van driver. Pepper Hatch serves as back up van driver. Gert Pettigrew drives for the monthly out-of-town shopping trips. The Senior Citizens' Club (a private organization) pays for all repairs, tires, etc. for the van. These costs were extensive this past year, and we also received support from the Police Department.

The Senior Citizens' Center at Clock Tower Place, Building 2, is open from 10AM to 1:00 PM, but hours may vary depending upon demand and programs. The Rosewood Management the owners of Clock Tower Place generously donates the space and utilities. The following programs are offered: Organ lessons on the Thomas organ, Quilting lessons, card playing, exercise equipment, computer with internet connection, computer games, movies and other activities as identified. The Center is usually closed the first Wednesday of each month. Our representative (Pat Walrath) of the MA State Legislature visits once a month to discuss senior issues, though other issues that may be presented. The Senior Center is staffed entirely by volunteers, and furnished with donated items. All are welcome.

The COA sponsors a **Blood Pressure Clinic** at the office of Dr. Minna Mehta, at the Maynard Medical Center, on the first Tuesday of each month. The blood pressure clinic hours are 10AM to 12 Noon. No appointment is required. This is a free service provided by Dr. Mehta. We also sponsor a **Podiatry Clinic** held at the Town Hall once approximately every 7 weeks. Dr. Rodney Gallo is the Podiatrist. Appointments are required and may be made by calling the COA office. Dr. Gallo may charge a modest fee. **Exercise classes** to enhance flexibility, mobility, strength training, and balance are held weekly on Thursdays, at 10 AM at the Concord Street Circle recreation hall. Patricia Piecewicz, Physical Therapist, conducts the classes, which are classes are free and are fully funded by a Formula Grant from the Department of Elder Affairs.

A **Quarterly Newsletter** is published by the COA and is partially funded by the Department of Elder Affairs. The newsletter is mailed to seniors. Volunteers from the Council on Aging assist in preparing the mailing. Copies of the Newsletter are also available on the first floor of the Town hall, at the Senior Center, the Drop-in, the Senior Citizens' Club, and the COA office.

The Drop-In Center, Joan Meakin, Director, is open every Tuesday from 8:00 AM to 1:00 PM. It is located in the church hall at the Union Congregational Church on Main Street. Activities at the Drop-In include crafts, card games, exercise, and an invited speaker. A reasonably priced hot lunch is provided. The Formula Grant provides the Drop-in rent and Director's stipend.

We are very pleased to have a new **SHINE COUNSELOR**, (serving the health needs of elders) Ada Hayes, who holds office hours at the Town Hall on the second Wednesday from 10:00 AM until Noon. Ada was trained by Minute Man Senior Services. She is also available for telephone consultation and will make home visits to shut-ins.

The AARP (IRS Volunteers) provides **Free Tax Help** through TCE (Tax Counseling for the Elderly) from February 2, - April 15. By Appointment only. Call the COA office for details.

Our beloved COA member Julie Nee passed away this year. She is deeply missed by all.

The FORMULA GRANT THIS YEAR WAS \$8,297. The Grant has been level funded for the past two years.

The Senior Citizens' Club, a *private organization*, meets the first Wednesday of each month at 1 PM at the Lodge of Elks. The Club has been highly supportive of the COA Van and has done fund raisings to pay for the repairs. The Club does not meet in July and August.

MEMBERS OF THE COUNCIL

Marilyn Hanson, Chairperson, Shirley Barilone, Katherine Colombo, Richard Gross, Robert Hatch*, Ben Ianniarli, Lee Landry, Mary Lattuca, Vincent Stigliani, Alfred Walazek, Patricia Walazek. *Mr. Hatch is President of the Senior Citizens' Club.

ASSOCIATE MEMBERS

Bucky Burgess, Mary Burgess, Nancy Hatch, Mary James, Ruth Jones, Adele Milewski, Joan Meakin, Gloria Nilsson, Constance Quinn, Helen Smith, Constance Stigliani, Barbara Tomyl, Helen Vincent, Agnes Wourio, Anna Zolotuskaya.

COUNCIL ON AGING

STATISTICS FOR 2003

Incoming phone calls to the office: 7,435

Podiatry visits: 105

Van miles traveled: 27,888

Van trips: 4,549

Tax Assistance: 66

Office visits from seniors: 465

Fuel Assistance: 27 applications completed and submitted to SMOC

REPORT OF THE MAYNARD CULTURAL COUNCIL
2003

Council Members:

Lee Caras, Chairperson
Lisa Andersen
Jean D'Amico, Secretary

Melissa Gopnick, Treasurer
Lisa Lines, Publicist
Eric Zeller, Keeper of the Banner

The Maynard Cultural Council, a volunteer organization, serves as the local representative of the Massachusetts Cultural Council for the purpose of supporting arts and humanities initiatives in Maynard by granting funds allocated to the town by the state. These funds come from the Massachusetts State Lottery and the National Endowment for the Arts. No monies are obtained through state or local taxes.

In the 2003-04 grant cycle, the town of Maynard received \$2,050 from the state for grants to be awarded by the Maynard Cultural Council. This amount represented the same amount awarded in 2002, which had represented a 62% cut in funding from 2001. However, the Maynard Council voted to regrant \$900 of unused monies from previous years and to grant an additional \$1,000 from funds raised in November '03 by the Council itself. This year's total grant budget was, therefore, \$3,950.

The Council received 10 grant proposals and approved funding for 5 proposals. Priority was given to proposals that directly benefited Maynard schoolchildren, families, and senior citizens, as dictated by community feedback from the Council survey conducted at Town Meeting in 2001. Approximately 66% of the funds were granted for programs that will benefit Maynard schoolchildren, and 33% of the funds were granted for programs that will benefit families and senior citizens. The Maynard organizations that received grants were the Green Meadow Elementary School, Fowler Middle School, Maynard High School, the Maynard Library and Acme Theater. The remaining 1% of funds will be allocated for administration, as allowed by the state.

Two members of the Council left this year after giving their invaluable service: Laura Howick, former Chairperson, and Rachel Korn, former school liaison. Lisa Andersen was recently recruited and welcomed to the Council.

During the past year the Council held its first fundraising event, an antiques and art appraisal day at ArtSpace. Thanks to community business support of the event brochure and community participation in the appraisal day, the event was highly successful. The \$4,000 raised will supplement state funding for future grantmaking by the Maynard Cultural Council.

Respectfully submitted,



Lee Caras, Chairperson
Maynard Cultural Council

Report of the Finance Committee

Year Ending December 31, 2003

The Finance Committee is charged by the Town Charter with the responsibility of reviewing articles presented at Annual and Special Town Meetings and to prepare written recommendations and explanations of those recommendations for each article. The Finance Committee holds an open hearing before each town meeting to receive comments from town residents and to explain the committee's recommendations.

The Finance Committee analyzes the annual town budget prepared by the Board of Selectmen to determine if it is consistent with overall plans, provides value to the town, and balances against projected revenues. The Finance Committee also oversees the Reserve Fund, which is used to meet unanticipated expenditures during the year.

Overall, the philosophy of the Finance Committee is to promote accountability and consistency to the town departments in managing budgets, operating expenses, and capital expenses.

Members:

The Finance Committee has eleven members, appointed by the Town Moderator. As of December 31, 2003, the following volunteers serve on the Finance Committee:

Ronald Calabria – Chair	Shuyu Lee
Sally Bubier - Vice Chair	Thomas Lent
Valerie Paquin-Gould – Secretary	Anthony Wood
Robert Gottlieb	Diane Dahill
Louise Ann Fleming Cutaia	
James Fulton	

Ellie Waldron is the Finance Committee's Recording Secretary. During 2003, William Cranshaw, Patricia Chambers, Mark Gies and Gregory Wood resigned from the Finance Committee. During the same period, Diane Dahill, James

Fulton, and Robert Gottlieb were appointed by the Town Moderator to fill vacancies on the Committee.

2003 Activities:

The Finance Committee held 43 regular meetings during 2003. Some of these meetings were held during the town meetings in order to render official votes and conduct official business during the proceedings. Finance Committee members also participated in several joint meetings with the Board of Selectmen and attended meetings of the School Committee and other town boards.

In February 2003, the Finance Committee participated in the first annual town budget discussion meeting. The Finance Committee considered this meeting to be an historical event for the Town as the Town's committees, boards and departments, for the first time, jointly met to discuss, review and present proposals for the Town's annual budget. At the meeting, each committee, board and department were allotted time to present its respective 2004 budget requests and provide relevant information to the Finance Committee and the Board of Selectmen. The Finance Committee hopes that the annual town budget discussion meeting now will be the accepted method in which the annual budget proposals are first set forth and presented to the Town for discussion, debate and consideration.

The Finance Committee held open hearings about upcoming annual and special town meetings. Hearings were held before the Annual and Special Town Meetings in May, and the Special Town Meeting in October.

Throughout the year, the Finance Committee meetings reviewed and voted to approve or not approve requests for transfers from the Reserve Fund. These activities included requests for details on spending to qualify the need. This demonstrated our mission to promote accountability and consistency by the town departments in the operating expenses.

At the beginning of the year, the primary focus of the Finance Committee in 2003 was the annual town budget for Fiscal Year 2004 (July 1, 2003 – June 30, 2004). When the original budget was being compiled by the town departments and Board of Selectmen, the objective of the Finance Committee was to ensure that all annual expenses were accurately budgeted, and that the budget provided for an adequate level of town services. The Finance Committee expressed its concern with the proposed budget for 2004. At the Annual Town Meeting, several budget plans were set forth. The Finance Committee could not recommend the Board of Selectmen's annual town budget, which the Finance Committee believed reduced spending more than was prudent and relied on adding back funds at the fall Special Town Meeting. Due to the decisions the School Committee needed to make to comply with the proposed reductions, it would not have been possible to re-hire teachers after the fall meeting. An alternative

annual town budget, which the Finance Committee supported, with additional expenses was put forth to the town to vote. The Town of Maynard approved the alternative budget, which was adopted and in effect at the beginning of the Fiscal Year 2004.

Reserve Fund Transfers:

For FY03, the Town Meeting allocated \$100,000 from taxation to the Reserve Fund. Of these funds, \$67,261.17 was used to meet unanticipated and unforeseen expenditures with the balance of \$32,738.83 transferred to the Maynard Department of Public Works for payment towards the Snow & Ice deficit. The Department requesting the funds meets with the Finance Committee, which must approve each transfer by majority vote. In FY2003, all monies in the Reserve Fund were allocated to the various budget lines as follows:

Fiscal Year 2003 Reserve Fund Transfers

Department	Category	Amount
Veterans	Expense	\$2,000.00
Unemployment Compensation	Expense	\$3,878.33
Police Department	Salary	\$5,000.00
Unemployment Compensation	Expense	\$4,477.70
Town Counsel	Litigation	\$9,647.37
Unemployment Compensation	Expense	\$10,330.78
Board of Selectmen	Expense	\$4,106.30
Print Town Report	Expense	\$1,484.64
Police Department	Salary	\$7,767.56
Town Counsel	Legal	\$9,169.99
Board of Selectmen	Expense	\$2,854.57
Board of Selectmen	Expense	\$461.96
Town Counsel	Legal	\$1,908.52
Town Counsel	Legal	\$2,454.60
Town Counsel	Legal	\$849.56
Board of Selectmen	Expense	\$869.29

Total FY03 Transfers	\$67,261.17
ATM Appropriation	\$100,000.00
Department of Public Works Snow and Ice	\$32,738.83

The Future:

The Finance Committee continues to take a broad approach to its work. It is committed to working with town departments and committees to understand spending approaches and work flows in order to find ways to save money and increase efficiency. The committee also is dedicated to helping the town departments manage their budget commitments.

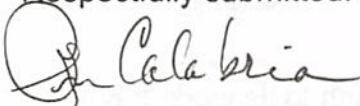
In October 2003, the Finance Committee, in conjunction with the Board of Selectmen and the Maynard School Committee, established a Town Study Group to identify, target and examine ways to improve the financial situation of the Town. The four study teams that comprise the Town Study Group have been asked to “think outside the box” in their efforts to propose and study ideas for cost reduction and revenue generation. The basic idea for these study teams is to improve Town revenue and reduce Town expense without resorting to layoffs and other budget cutting methods that would negatively impact Town services. The Finance Committee realizes that for these efforts to be successful, it will take hard work, time, imagination and cooperation. The Finance Committee, however, firmly believes that these efforts are necessary if the Town is truly committed to pursue new and alternative ways, ideas and methods to reduce net costs to the Town and the provision of more efficient services to its citizens.

The financial picture for the town in 2004 will continue to be difficult. Real estate taxes comprise only about two-thirds of the town’s revenue. In addition, as with many communities in the Commonwealth of Massachusetts, local aid by the State has been reduced, which will make it that much more difficult to provide for an adequate level of town services within the constraints of Proposition 2½. The Town of Maynard also must address several spending issues including the continuing rise in the cost of health care and benefits and the annual increases in town and school employee salaries as well as the anticipated lack of new growth in tax revenue.

Though difficult, as exemplified above, the Finance Committee knows that the residents of Maynard and their elected and appointed Town officials have the determination and dedication to develop a financial plan that meets the current and future needs of the community.

We urge all town residents to take an active role in their town government. All interested persons are welcome to observe or participate in Finance Committee meetings and the Town Study Groups. The Finance Committee meetings are held on the second and fourth Monday evenings at 7:00 PM. The meeting schedule is posted at the Town Clerks office and is available on the town's website.

Respectfully submitted:



Ronald Calabria

Finance Committee Chair

Maynard Fire Department 2003 Annual Report

Report of the Fire Chief

During the calendar year 2003 the Maynard Fire Department responded to 1,802 calls for service. This number includes 1,474 Still and Box Alarms, an increase of 86 calls (6.2%) over 2002. 328 inspections and fire drills etc. were also conducted by on duty personnel. As you will see by the statistics listed at the end of this report, medical/ rescue and mutual aid responses are up over last year.

Fire Prevention and Public Education

Each year the Maynard Fire Department takes an active roll in Fire Prevention and Public Education. Whether it be safety tips for the elderly or teaching a youngster how to handle a family emergency, the firefighters pride themselves in disseminating valuable safety lessons and materials to the public. In 2003, we participated in the Middlesex County Sheriff's Department's Safety Camp for our local youth. Each participating town provided a S.A.F.E. (Student Awareness of Fire Education) instructor to teach children about fire safety during a week of activities. Maynard Fire, along with the Maynard Police Department put on a demonstration simulating a mock motor vehicle accident involving a drunk driver. The fire department demonstrated how a person is extricated from a serious accident using the "Jaws of Life" Rescue Tool. I would like to recognize Firefighter/S.A.F.E. instructor Mark Tomyl for his dedication to teaching fire safety to the youth of Maynard.

Emergency Medical Services

The Fire Department Ambulance and emergency medical technicians were kept extremely busy in 2003. The present ambulance has seen better days and a special town meeting vote last October authorized me to purchase a replacement. I have formed a committee of officers and firefighter/EMTS to research and recommend the type of vehicle and its equipment they would like to see in a new ambulance. We hope to have bids out very shortly. In 2003, the Town of Maynard was designated a "Heart Safe" community by the Massachusetts Department of Public Health. This award recognized our commitment to CPR training and cardiac defibrillator accessibility. With 2 new defibrillators added to our fleet and our commitment to soon provide public access defibrillators throughout town, Maynard was selected to receive this distinguished award.

Grants and New Equipment

The Maynard Fire Department fared extremely well in 2003 in the grants department. In June, the department was awarded a \$21,000 equipment grant from the Executive Office of Public Safety. Some of the items selected by the department were two new state of the art gas meters that can detect explosive atmospheres, the presence of carbon monoxide, and the level of oxygen in the air. Other items include radio equipment for the fire alarm console, radio/pagers, a cold-water rescue suit and assorted safety equipment. In June, we received another grant for two new defibrillators. All our first line engines as well as the ambulance now have defibrillators.

In December the Maynard Fire Department was notified by the Federal Emergency Management Agency that we would be awarded \$37,026 under the Assistance to Firefighters Grant Program for 2003. This is exciting news as these grants are extremely competitive. Maynard has been awarded a FEMA grant three years in a row. With the 10% match of \$4114 the department selected the training category under the Fire Operations and Firefighter Safety Program. The program is designed to provide direct delivery of Firefighter I and II skills training to all members of the department. The training, and subsequent certification of personnel by the Massachusetts Fire Training Council along with the National Board of professional Qualifications will allow the department to meet the requirements of NFPA standards 1001 and 1002. Also included in the award are funds to provide direct delivery of OSHA Hazardous Materials Awareness and Operational training for all department members. I plan to include training for members of the police department, department of public works and health department.

Finally, Massachusetts Fire District 14, which includes Maynard and 22 other towns in MetroWest, received a Homeland Security Grant, which will enable the district to purchase equipment to deal with weapons of mass destruction. The sport utility vehicle and enclosed trailer will be equipped with level A and B chemical suits, air monitoring equipment and mass casualty first aid equipment.

Training

All members of the Maynard Fire Department train on a continuous basis so that their skills remain sharp. Some of the areas in which specialized training was conducted were modern vehicle extrication, mass decontamination and the last phase of rapid intervention training. One of the two programs that began late in 2002 and carried over to 2003 was certifying each firefighter in rapid intervention training. Through the generosity of a local citizen the department was able to practice their rescue techniques at a building scheduled to be torn down. We were able to simulate scenarios where firefighters were trapped or missing and the teams had to locate, extricate and remove them to safety. Another scenario utilized techniques to breach walls to get firefighters out of areas where exits are blocked. All Maynard Firefighters can now be part of a rapid intervention team throughout our mutual aid district.

As mentioned in last year's town report, the state delivered mass decontamination trailers to every fire district in the state. We received four days of extensive training on how to set-up and utilize this valuable asset should there be any kind of chemical or biological release and resulting contamination of the general population.

We are currently working on strengthening our dive/rescue capabilities by adding new divers to the team and providing advanced water rescue and recovery training programs to our experienced divers.

Fire Department Personnel

There have been many personnel changes over the last year and a half at the Maynard Fire Department. In March 2003 Firefighter George Murphy retired after 29 years of dedicated service. Firefighter Kyle Gordon left the Maynard Fire Department to take a firefighters position in Sudbury. He spent 3 years in Maynard. In August, Captain Robert Loomer left the department after 35 years of dedicated service to the town to become the Chief of the Wayland Fire Department. The Maynard Fire Department wishes all of the above-mentioned personnel the very best as they embark on their new endeavors. Of course, as people move on, replacements are made. Firefighters Tom Dawson and Joe Landry were promoted to the rank of Captain. We were very fortunate to re-hire Firefighters Pat Hakey and Sean Kiley who were laid off in 2002. Walter Latta was appointed firefighter last August and we hope to enroll him in the Massachusetts Firefighting Academy for training in the near future. On duty personnel perform many other functions besides responding to emergency calls. Many hours are spent in fire and medical training, station maintenance, fire prevention inspections and public education, pump and hose testing, hydrant maintenance, plans review and fire alarm work.

I would like to thank the Honorable Board of Selectmen, the Town Administrator, Chief of Police and his staff, Board of Health, Building and Wiring Inspectors, Superintendent of Public Works and his staff, the School Department and all other town employees for their continued support. Thank you to my assistant Nancy Brooks and all the Firefighters and Officers of the Maynard Fire Department for their hard work and dedication to their profession and community.

Report on Apparatus, Equipment and Facilities

Your Fire Chief was appointed under Massachusetts General Law, Chapter 48, Section 42, which requires the Fire Chief to report the conditions of the Fire Department, including apparatus, equipment and facilities.

As reported in last year's annual town report, the present building that houses the Police and Fire Departments is in poor condition. The heating system needs major work. Most radiator valves are either stuck on or off and some are leaking. Some areas in the fire station are controlled by a thermostat on the police side. Utility bills are continuing to rise due to the inefficiency of the current boiler. We try to utilize all available space and do some cosmetic improvements from time to time but there is no room to grow.

Concerning apparatus, each will be commented on separately.

Engine 1: Engine 1 is a 2001 Emergency One Cyclone Pumper with a 1250 g.p.m. pump. It is our front line attack piece and is used for structure fires. It is in excellent condition.

Engine 2: Engine 2 is a 1991 Emergency One Class A pumper and is also used as a structural firefighting vehicle. It is second due on structure fires and is our mutual aid piece that responds to out of town fires. It is in good shape and should remain reliable for many more years.

Engine 3: Engine 3 is a 1997 Emergency One/Freightliner Class A pumper. It is a smaller pumper with a two-man cab that accompanies the ambulance to medical emergencies and motor vehicle accidents. Besides being a structural firefighting piece, it carries back-up medical supplies and the "Jaws of Life" rescue tool. It is in fine shape at this time.

Engine 4: Engine 4 is a 2000 Ford F-350 Super Duty pick-up truck. It is used primarily as a brush firefighting vehicle. It is also used by the shift commander in his daily activities such as inspections and department business. It is in good shape and should remain dependable for several more years.

Ladder 1: Ladder 1 is a 1986 Emergency One Aerial Ladder Truck. It was refurbished in 2001 and meets today's standards for aerial ladders. We should get many more years of reliable service from this truck.

Car 9: Car 9 is a 1997 Emergency One ambulance on a freightliner chassis. It has seen better days and is scheduled to be replaced in 2004.

Car 10: Car 10 is a 1997 Ford Crown Victoria and is used by the Chief of the Department. It is still a reliable vehicle.

Incident Summary for 2003

Run statistics are compiled from the National Fire Incident Reporting System incident type coding as recorded by the Maynard Fire Department incident reports.

Fire Incidents –49

Building Fires	8
Mutual Aid to Fire	8
Mutual Aid Ladder Response	2
Cooking Fires, Food on Stove	12
Chimney Fires	1
Oil Burner/Boiler Malfunction	7
Trash/Rubbish Fires	4
Vehicle Fires	2
Brush/Grass Fires	2
Outside Equipment Fires	2
Dumpster Fires	1
Explosions Without Fire	1
Fireworks Explosion, no fire	1
Rescue/EMS Calls	812
Ambulance Calls	735
Motor Vehicle Accidents	61
Extrications	2
Elevator Rescue	3
Assist Other EMS Crew	5
Lock-in	2
Search for Missing Person	1
Rescue/EMS Call, Other	2
Rescue/EMS Standby	1

Hazardous Conditions	79
Investigations	9
Gas/Oil Spills	16
Natural Gas/Propane Leak	18
Electrical Arcing/Shorted Equip.	17
Wires Down	9
Overheated Motor	1
Attempted Burning	1
Aircraft Standby	2
Building Collapse	1
Carbon Monoxide	2
Refrigerant Leak	1
Other Hazardous Conditions	1
Service Calls	174
Assist Disabled Person	24
Line Box Response	13
Water Problem	41
Lock-outs	31
Assist Police	22
Assist the Public	14
Assist Other Agencies	1
Police Matter	3
Smoke Odor Removal	3
Animal Rescues	2
Persons in Distress, Other	2
Illegal Burning	5
Mutual Aid-Cover Station	5
Service Call,Other	8
Good Intent Calls	
Well Being Check	47
911 Hang-up Invest.	65
EMS Call, No injury or Illness	20
Steam,Dust Mistaken for Smoke	24
Cancelled Enroute	5
Hazmat Invest. – No Release	3
Controlled Burning	5
Vicinity Alarm	1
Wrong Location	1
Good Intent, Other	15

False Alarms	171
Fire Alarm Investigations	158
Malicious False Alarms	6
Carbon Monoxide Alarm(false)	3
False Calls/Alarms, Other	4
Severe Weather/Weather Emergency	1
Lightning Strike	1
Special Incidents and Inspections	328
Smoke Detector Inspections	283
Oil Burner Inspections	22
LP Gas Inspections	5
Tank Truck Inspections	3
Fire Alarm Inspections	3
UST Removals	3
Commercial System Inspections	2
Regional Fire Investigation Unit	2
Total	1802

OTHER STATISTICS

Mutual Aid Calls 136

Acton	51	(38 EMS, 5 Fire, 1 Cover, 9 Line Box)
Concord	31	(25 EMS, 4 Fire, 1 Cover, 1 Rescue Standby)
Stow	22	(18 EMS, 1 Fire, 3 Line Box)
Sudbury	30	(24 EMS, 3 Fire, 3 Cover)

Runs by Group

Busiest Overall

Group 3	463	(25.69%)
Group 2	455	(25.25%)
Group 1	453	(25.14%)
Group 4	431	(23.92%)

Busiest – Still and Box Alarms

Group 3	379	(25.73%)
Group 4	370	(25.12%)
Group 1	370	(25.12%)
Group 2	354	(24.03%)

Busiest Fire Runs

Group 3 - 14 (28%)
Group 2 - 13 (26%)
Group 4 - 12 (24%)
Group 1 - 11 (22%)

Busiest EMS Runs

Group 3 - 212 (26.11%)
Group 1 - 210 (25.86%)
Group 4 - 199 (24.51%)
Group 2 - 191 (23.52%)

Most Inspections

Group 2 - 100 (30.50%)
Group 3 - 84 (25.60%)
Group 1 - 83 (25.30%)
Group 4 - 61 (18.60%)

Respectfully submitted,



Stephen J. Kulik
Fire Chief

ANNUAL REPORT OF THE BOARD OF HEALTH FOR 2003

The Town of Maynard is served by the following Board members and staff:

Shirley Grigas, Chairman Gerald Collins, Health Officer Irene Tompkins, Clerk
Paul Jacques, Secretary Beth Grossman, Food Inspector Tom Natoli, Animal Contr
Susan Butterworth, Member Grace Hender, part-time Clerk Ray Smith, Plumbing Ins.

The Board of Health (BOH) met 21 times and attended three Town Meetings held in 2003.

A list of the major accomplishments in 2003 includes:

- 1) **Solid Waste Recycling Program.** 2003 wrapped up 10 full years of Maynard conducting a combined Trash/Recycling program with curbside collection. Our recycling rate has been averaging 40% for the past 3 years and our rate for 2003 is approximately 43% as we file this report. We credit the citizens of Maynard for their consistent efforts even after we were forced to raise our sticker cost to \$2/sticker last July 1st. We remind the citizens that 88% of the solid waste program is funded by taxes and 12% is covered by the sticker program.

In the Fall of 2003, we actively enforced the volume and weight restrictions in our regulations by tagging 300 barrels that were oversized. Be advised a container of trash can not weigh more than **75 lbs.** or exceed **32 gallons** in volume.

To improve our recycling and trash collection in the Downtown area we added restrictive lids to the public trash containers (there are 14 of them) and added 3 recycling stations as well.

As we begin 2004, our Health Officer will be participating in discussion between Wheelabrator Millbury (WMI) and the 36 Central Massachusetts communities that dispose of their trash in Millbury. The discussions are directed toward looking beyond the year 2008 when our current contract with WMI ceases. Hopefully, an extension can be arranged on terms favorable to Maynard.

Our per household cost for solid waste service remains at just under \$190/household averaging \$16/month/household. This provides trash collection and disposal, recycling, composting, and running the Hazardous Waste Day and Drop-off Center.

- 2) **Food Service Inspection Program.** Maynard has some of the most diverse dining selections in the area and restaurants form a high percentage of the Downtown businesses. The Board employs Beth Grossman as a part-time Food Inspector. For calendar year 2003, there were 45 routine inspections and 55 follow-up inspections. In addition, there were 14 investigative inspections conducted relating to complaints, new operations meetings and follow-up inspections conducted by the Health Officer.

A total of 1 new restaurant opened in Maynard, 1 closed, and 4 were sold to new owners in 2003.

- 3) **West Nile Virus (WNV).** WNV has surpassed Eastern Equine Encephalitis (EEE) as the highest disease risk for humans from diseases spread by mosquitoes. In the mosquito season of 2003, a total of 16 Massachusetts residents were infected with WNV and there was 1 fatality. The Maynard BOH joined East Middlesex Mosquito Control Project (EMMCP) in 2001 and continued to receive critical service from them in 2003. In 2003, EMMCP performed the following:
- a. Larval control applied to 95 wetland acres in the spring.
 - b. 34 site visits to 14.8 wetland acres.
 - c. Larval control applied to 901 catch basins.
 - d. Maintained three mosquito surveillance sites and collected mosquitoes for testing on four occasions in July, August with the final collection on 9/10/03.

The Health Officer represents the Town of Maynard at the regional planning meetings of the EMMCP.

The BOH worked with the State Department of Public Health with their ongoing surveillance program of dead birds. Maynard had a total of 69 dead birds reported. Five birds were taken to the State Lab in Jamaica Plain by the Health Officer. All birds were tested, and two birds tested positive for West Nile Virus.

In the opinion of the BOH, the health risk posed by West Nile Virus will only continue to increase. The Board has emphasized that it is critical for Maynard to remain a member of the EMMCP. Consult the Maynard BOH web page (<http://web.maynard.ma.us/gov/boh/>) during the summer months for more information on West Nile Virus.

4) **Emergency Preparedness.**

In response to the September 11, 2001 terrorist attack in NYC the Federal Government formed the Office of Homeland Security. Money has been appropriated to fund coordinated response capabilities at the local level. The BOH is participating with the Fire Chief as part of the Local Emergency Planning Committee (LEPC). Our Health Officer is meeting with both the LEPC and has been attending Emergency Preparedness meetings hosted by the State Department of Public Health (DPH). As we start 2004, Maynard is part of Region 4a, a 34 Town Emergency Preparedness District, that is designed to prepare Towns to respond to public health related emergencies. Before the end of FY'04 (June 30, 2004), the BOH should receive some local funding to help us in preparation and training.

5) Other Programs and Services.

Tobacco Control. The BOH continued to work with the Tobacco Control Alliance based in Leominster to conduct underage purchase inspections at tobacco outlets in Maynard. The Board issued variances to allow smoking in bars and lounges to the eight establishments that have received variances in the past. However, with passage of the Clean Air Initiative in Boston and surrounding communities and the pending signing of a statewide ban, 2003 was the final year of variances to our smoking regulations.

Cancer Study. The Massachusetts Department of Public Health (DPH) Bureau of Environmental Health Assessment met with our Board as a result of inquiries from residents who were concerned about the number of cancer deaths in certain Maynard neighborhoods. DPH conducted a study of cancer deaths in Maynard based on data from the Massachusetts Cancer Registry. The report was delivered to the BOH toward the end of 2003. The report indicated that there was no evidence of any increased risk of cancer associated with environmental exposure in Maynard in general or in the neighborhood that was specifically studied by the DPH. However, Maynard residents continue to experience higher rates of some smoking-related cancers. BOH will host a public informational meeting in early 2004 to summarize the study findings and address residents' questions.

Contracted Services.

Nursing Contracts: Emerson Homecare in Concord provides skilled nursing services to elderly patients from Maynard at time of discharge from Emerson Hospital, conducts all of our epidemiological investigations, and staffs many of our health clinics. The blood pressure clinics average 30 attendees per month. The fall flu clinics administered 282 flu shots, 3 pneumonia shots, and 1 tetanus shot for the elderly, and 115 shots for town employees.

Mental Health: The BOH contracts with Eliot Community Human Services Inc. of Lexington to provide Maynard residents with critical mental health services. In 2003, a total of 118 children, adolescents, adults, elders and families from Maynard received 1525 hours of service. Nineteen people attended the Community Center at Elm Brook Place. Twelve additional folks, while living independently in Maynard, received specialized support services.

East Middlesex Mosquito Control Program (EMMCP). This program was originally organized by the State Department of Food and Agriculture as a Mosquito Control Board for prevention of Eastern Equine Encephalitis. The activities handled by EMMCP personnel in 2003 are detailed under our major accomplishment section. Maynard joined the list of those communities in Massachusetts that have confirmed dead birds positive with West Nile Virus in 2003.

Annual Statistical Summary of Routine Work: 2003

License and Permits

Food Service	53
Milk/Cream	46
Temporary Food	1
Catering	2
Mobile Foods	2
Frozen Desserts	5
Funeral Directors	3
Swimming Pools	3
Tanning Salon	1
Septic Haulers	6
Massage	7

Investigations

Housing Inspections	13
State Housing Inspections	18
Rooming House Inspections	3
Home Reviews	2
Septic	
New	0
Old	2
New Food Service Operations	2
Pools	3
Complaints:	
With Animal Control	4
With Fire/Police	1
With DPW	1

Communicable Disease Cases:

Tuberculosis	4
Viral Meningitis	2
Salmonellosis	1
Lyme Disease	2
Chicken Pox	6
Hepatitis (A, B & C)	4
Streptococcus	1
Mumps	1
Campylobacter	4
Encephalitis	1

Tobacco Control Program:

Permitted merchants	17
Rounds of inspection	2
Total number of inspections	38
Total number of violation	3
Variances to food establishments	8

Mosquito Control Program

Larvicide application	
Aerial (acres)	95
Ground – visits	34
Acres	14.8
Wetland Surveys (hours)	10
Mosquito traps	
Sites	3
Nights of testing	4
Catch basins treated	901

Animal Control Investigations:

Total number of calls	240
Animal bites	3
Quarantines	19
Rabies vaccine clinics	2
State Laboratory tests for rabies	14
Dead birds:	
Reported	69
Sent for testing	5
Tested for WNV	5
Positive for WNV	2

Contact our Board with any questions concerns or comments. Our Board generally meets the first and third Wednesday of the month at 7 PM in our office meeting area unless posted otherwise. Please contact us at: (978) 897-1002, fax us at: (978) 897-8457, or E-mail us at gcollins@townofmaynard.net.

*Also, consult the Maynard webpage for copies of the BOH regulations, health information, solid waste and recycling updates, and more at <http://web.maynard.ma.us/gov/boh/>.

Respectfully submitted:

Gerald Collins, Health Officer
Shirley Grigas, Chairman
Paul Jacques
Susan Butterworth

ANNUAL REPORT OF THE ANIMAL CONTROL OFFICER(ACO): He continues to provide valuable services to the Town on a 24-hour on call basis. His role in planning our annual rabies clinics and the extensive work performed in addressing the many different types of animal control issues is an invaluable asset. This past year was busy with the West Nile Virus testing of dead birds. The ACO must attend training programs conducted by the State and keeps registered as both an animal control officer and a Problem Animal Control (PAC) officer. The ACO provides a monthly report of his work to the BOH, which totaled 240 calls in 2003. The BOH wishes to thank Tom Natoli for his dedicated efforts in these areas.

ANNUAL REPORT OF THE PLUMBING INSPECTOR FOR THE YEAR 2003
During 2003, there were 128 permits issued to plumbers during work in the Town of Maynard. Inspections were made of the rough and finish work when called for by the installing plumber. I wish to thank all Town Departments and especially the help of the Board of Health and the Department of Public Works.

Respectfully submitted:
Raymond A. Smith
Plumbing Inspector

MAYNARD HISTORICAL COMMISSION

ANNUAL REPORT

To the Honorable Board of Selectmen and the citizens of Maynard:

We herewith submit the Report of the Maynard Historical Commission for the year ending December 31, 2003.

Pursuant to the purposes of the commission to preserve, we have continued to work closely with the Maynard Historical Society.

Glenwood Cemetery is Maynards first National Register Nomination; this has been a four-year project.

We have asked for the Old Marble Farmland on Rockland Avenue to be put under the care of the Historical Commission. We will bring it back to be voted on at the spring Town Meeting.

We are still in search of a place to have a permanent town museum.

With the great interest in Maynard history and preservation the year 2004 will be a banner year.

Paul V. Boothroyd, Chairman
Christine McNiff, Secretary
Robert Barta
David Griffin
Benny M. Sofka

Report of the Maynard Housing Authority

To the Honorable Board of Selectmen,

Herewith is the report of the Maynard Housing Authority for the year ending December 31, 2003.

At this time the Authority's three elderly and handicapped developments are fully occupied, Powdermill Circle (fifty-six units), Concord Street Circle (fifty-six units) and Summerhill Glen (thirty units). In 2003 there were six new tenants at Powdermill Circle, three new tenants at Concord Street Circle and seven new tenants at Summerhill Glen.

The HUD Low Rent Family Dawn Grove (thirty-two units) are also fully occupied at this time. There were four new tenants that moved into this development in 2003.

Properties at Dawn Grove, Powdermill Circle and Concord Street Circle had additional major maintenance related projects undertaken to improve both appearance and safety in the developments.

For information relative to low income housing for Elderly and Handicapped or for Families, please contact the Executive Director at the Authority office, 15 Powdermill Circle, Monday through Friday, 8:30 a.m. to 4:00 p.m. Telephone (978)897-8738 or (978) 897-6893. TDD #1-800-545-1833 – Ext. 144.

Respectfully submitted,

William Primiano, Chairman
John Arnold, Vice Chairman
Charles W. Nevala, Treasurer
C. David Hull, State Appointee
George Hardy, Member



978-897-1029

TOWN OF MAYNARD
PLANNING BOARD

Town Building

MAYNARD, MASSACHUSETTS
01754

To the Honorable Board of Selectmen and Citizens of the Town of Maynard:

The following is the Annual Report of the Maynard Planning Board for the year ending December 31, 2003.

<u>Board Members</u>	<u>Term</u>
John Thompson	2006
*Marilyn Messenger	2003
Peter O'Callaghan	2005
Malaina Bowker	2007
Brendon Chetwynd	2007
Cassandra Allwell	2008
 <u>Alternate Member</u>	
*Michael Lalli	2003
*Expired Term	

Administrative Assistant: Cynthia Panetta

The Planning Board welcomes and looks forward to working with new member, Ms Cassandra Allwell.

The Board wishes to thank Marilyn Messenger for her 10 years of dedicated service to the Town of Maynard. The Board also wishes to extend their appreciation to Michael Lalli for his dedicated service as the Planning Board Alternate. The Board wishes them well in their future endeavors.

On July 8, 2003, the Board re-appointed John Thompson as Chairman for the upcoming year.

The Planning Board acted on the following sub-divisions under the Sub-division Control Law, Approval Not Required (ANR):

<u>Location</u>	<u>Action Taken</u>
Taylor Road	Approved
Randall Road	Approved
Great Road	Approved

The Planning Board acted on the following sub-divisions under the Sub-division Control Law:

<u>Location</u>	<u>Action Taken</u>
Vernon Street	Under review

The Planning Board acted on the following applications for Site Plan Approval:

<u>Location</u>	<u>Action Taken</u>
Doncel Pizza, Nason Street	Denied
Restaurant 01754, Victory Plaza	Withdrawn by Applicant
St. Mary's Indian Orthodox Church	Under Review

The Planning Board acted on the following applications for Special Permits:

<u>Location</u>	<u>Permit Type</u>	<u>Action Taken</u>
Sprint Spectrum / Maynard	Cell	Approved
Rod & Gun Club	Tower	

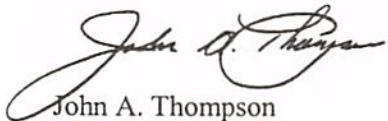
Other activities of the Planning Board during the year were:

- Malaina Bowker was re-appointed by the Board of Selectmen as the Town representative to the Metropolitan Area Planning Council (MAPC)
- Brendon Chetwynd continued to represent the Planning Board on the Community Development Planning Committee.
- Subdivision rules and regulations were compiled electronically and published in one comprehensive document.

The Planning Board extends its appreciation to the Citizens of Maynard for their interest, attendance and input at our meetings. We thank the various Citizen groups for their participation and we encourage all Citizens to continue to become involved.

The Planning Board extends a special thank you to all Town Officials who lend their assistance and support, particularly to the Honorable Board of Selectmen; Michael Gianotis, Town Administrator; Walter Sokolowski, Superintendent of Public Works; James Corcoran, Chief of Police; Stephen Kulik, Fire Chief; Richard Roggeveen, Building Inspector; John Perten, Esq., Town Counsel.

Respectfully Submitted,



John A. Thompson
Chairman

Report of the Librarian

2003 was yet another exciting and fun-filled year at the Maynard Public Library. During 2003, we reached the critical goal of securing a 2.1 million dollar award from the state toward the new library project, and voter approval of the project. Town wide support for this project brings gratification to all those involved in the project, library staff, Trustees, Building Committee members, Friends of the Maynard Public Library, and volunteers.

Permanent Library staff for 2003 included: Stephen Weiner, Cynthia Howe, Conrad Miller, Ellie Carey, Mark Malcolm, and Karen Weir. Circulation staff included: Dennis Morrisey, Katrina Scheiner, Christopher Lewis, Jenny Gallagher and Miles Betley. The library's volunteer staff consisted of: Marilyn Hansen, Pat Walazak, Mary Jane Papson, Janet Brayden, Nancy Bailey, and Margaret Scheiner. Again, Jan Rosenberg did a wonderful job as leader of the library's Book Discussion Group. Jack Mendelsohn, Friends Board member, is also to be commended for leading the community's successful get-out –the-vote campaign regarding this venture to build a new public library facility, as are all the Friends of the Maynard Public Library, especially President and Vice President, Cheryl Bouchard and Dottie MacKeen for their leadership.

As in past years, we sought to supplement our cultural programming with grants and other funds. Jan Rosenberg continues to do an excellent job running our book discussion group at no charge. Children's Librarian Mark Malcolm received a grant from the Maynard Cultural Council enabling the library to again sponsor summertime concerts. During 2003, 3,372 people attended programs sponsored by the Maynard Public Library.

New Library Programs for 2003

During 2003, we implemented several initiatives designed to better serve our community. Children's librarian Mark Malcolm held workshops and programs during school vacations and over the summer. Staff and volunteers re-arranged the lower floor of the library to create a separate Children's area for the first time in over a decade. The Minuteman Library Network started implementing a new software system making it easier to request books and other materials from other libraries. As a result Maynard's borrowing from other libraries increased 48% since the new software program was initiated.

New Library Building Project

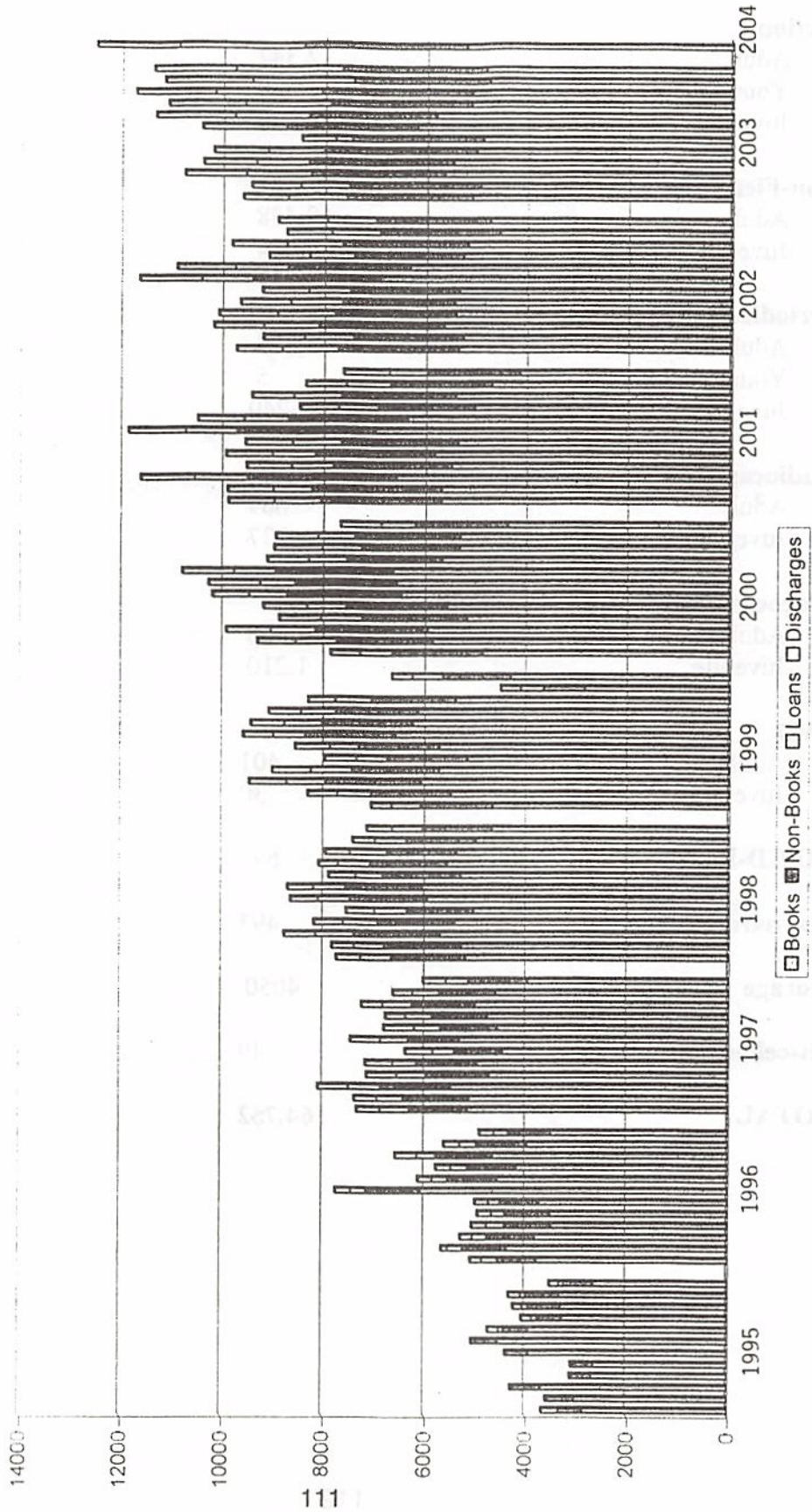
2003 was another exciting year for the new library building project. The state of Massachusetts, through the agency of the Massachusetts Board of Library Commissioners, awarded the Town of Maynard 2.1 million dollars toward new library construction. The voters supported a debt exclusion override to fund the remaining

portion of the new library project. The Maynard Public Library Building Committee selected an architectural firm to take the project from its current stage until completion. The firm, chosen through a competitive process, was Lerner, Ladds & Bartels. 2003 Building Committee members included: Bill Cullen, Betsy Binstock, Anne Marie Lesniak-Betley, Peter Reed, Jeff Romeo, Mike Bass, Kevin O'Neill, Willis Bean, and Stephen Weiner.

Library Circulation

The Maynard Public Library circulated 126, 233 items during 2003, which represents a 7% increase over 2002 item circulation. Book selection of materials more critical and easier access to materials owned by other libraries in the Minuteman Network accounted for much of the circulation increase. It is gratifying that the library is so well used.

Circulation 1995-2004



Library Collection

Fiction	
Adult	12,342
Young Adult	1,550
Juvenile	10,049
Non-Fiction	
Adult	19,438
Juvenile	7,614
Periodicals (126 titles)	
Adult	3,323
Young Adult	5
Juvenile	240
Audiocassettes	
Adult	669
Juvenile	237
Videocassettes	
Adult	2,360
Juvenile	1,210
DVD	
Adult	401
Juvenile	30
CD/CD-Rom	692
Maynard History	493
Storage	4050
Miscellaneous	49
TOTAL	64,752

Hours of Operation


The Maynard Public Library was open during these hours in 2003

Monday, Wednesday, Friday, and Saturday 10AM-5PM

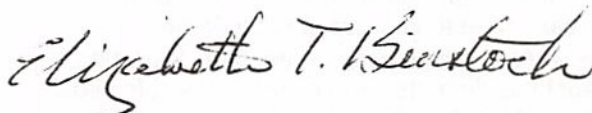
Tuesday and Thursday 2PM-9PM

Closed Saturdays during July and August.

Respectfully submitted,



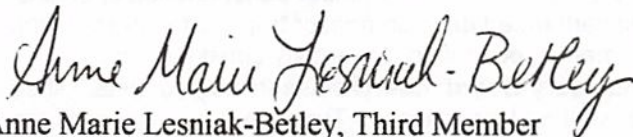
Stephen Weiner, Library Director



Elizabeth T. Binstock, Chair, Board of Library Trustees



William J. Cullen, Secretary



Anne Marie Lesniak-Betley, Third Member

METROPOLITAN AREA PLANNING COUNCIL

The Metropolitan Area Planning Council is the regional planning and economic development district representing 101 cities and towns in metropolitan Boston. In addition, the Council shares oversight responsibility for the region's federally funded transportation program as one of 14 members of the Boston Metropolitan Planning Organization. The Council's legislative mandate is to provide technical and professional resources to improve the physical, social and economic condition of its district, and to develop sound responses to issues of regional significance. The Council provides research, studies, publications, facilitation and technical assistance in the areas of land use and the environment, housing, transportation, water resources management, economic development, demographic and socioeconomic data, legislative policy and interlocal partnerships that strengthen the operation of local governments.

The Council is governed by 101 municipal government representatives, 21 gubernatorial appointees, and 10 state and 3 city of Boston officials. An Executive Committee composed of 25 members oversees agency operations and appoints an executive director. The agency employs approximately 30 professional and administrative staff. Funding for Council activities is derived from contracts with government agencies and private entities, foundation grants, and a per-capita assessment charged to municipalities within the district.

In the past year, the Council has focused on initiatives that respond to regional challenges, some of which include:

- **Municipal planning:** working with more than 25 communities under the Executive Order 418 program. EO 418 provides communities with up to \$30,000 in state funding to undertake overall visioning on local planning issues, including housing, economic development, natural resources, and transportation.
- **Bringing advanced technology to cities and towns in the region:** a contract with Pictometry International will provide aerial photographic images that municipal departments, including police and fire, can utilize to improve service delivery.
- **Adoption of smart growth principles:** MAPC developed and adopted principles of good planning practice that will encourage sustainable patterns of growth to benefit people living throughout the metro Boston region. MAPC is also a founding member of the Massachusetts Smart Growth Alliance.
- **Metro Data Center:** The Center is an official US Census affiliate, helping to distribute demographic data throughout the region, including demographic, economic, and housing profiles for all 101 communities in metro Boston.
- **Transportation planning:** as vice chair of the Boston Metropolitan Planning Organization, MAPC worked to develop the 25-year Regional Transportation Plan as well as the annual Transportation Improvement Program, including transportation spending priorities for the region. We also spearheaded development of transportation spending criteria, taking into account environmental, economic, and equity considerations.
- **Metropolitan Highway System Advisory Board:** MAPC staffs this board, established in 1997 by the Commonwealth to advise the Massachusetts Turnpike Authority on issues relative to land use, air rights, zoning, and environmental impacts associated with development of land owned by the authority.
- **Regional Services Consortia:** The four regional consortia established by MAPC collectively purchased \$18 million in office supplies and highway maintenance services for its 31 member municipalities. The project also facilitates collegial forums among members' chief administrative officers focused on collaborative problem solving and resource sharing.
- **Metro Mayors Coalition:** Working with the mayors and city managers of 10 municipalities in the urban core on issues such as group purchasing, employee health insurance, security and emergency coordination, and municipal relief legislation.

- **Homeland security:** addressing homeland security issues by facilitating cross-municipal partnerships between police, fire, and emergency management departments to acquire and share equipment, and more generally to plan for emergencies involving multiple municipalities.
- **Hazard mitigation:** initiating a federally-funded partnership to produce a hazard mitigation plan to protect nine coastal communities in the event of natural disasters, including flood, winter storm, wind, fire, and geologic hazards.

Please visit our website, www.mapc.org, for more details about these and other activities.

Metrofuture: Making A Greater Boston Region

MAPC has launched a new civic process, called MetroFuture, to create an updated regional vision and growth strategy for metropolitan Boston. MetroFuture engages city and town governments, state agencies, non-profits, business, labor and academic groups in this planning process. The outcome will be a vision and growth strategy that puts the region on a sustainable path in terms of land use, economic, environmental and social issues. MAPC will need the support of a broad range of organizations in the region to help plan, fund and implement this new framework for addressing the challenges facing metropolitan Boston.

The effort to create this new strategy was launched on October 29, 2003 at a Boston College Citizens Seminar. More than 400 citizens from a wide range of local and regional groups attended the event, and expressed their opinions on the region's resources and challenges as well as their own visions for the future. This input will be critical as we move to the next phase of this exciting multi-year project. Please visit the project web site, www.metrofuture.org, for more information.

Minuteman Advisory Group on Interlocal Coordination (Acton, Bedford, Bolton, Boxborough, Carlisle, Concord, Hudson, Lexington, Lincoln, Littleton, Maynard, Stow)

This year, the Minuteman Advisory Group on Interlocal Coordination (MAGIC) hosted two Legislative Breakfasts; set transportation priorities and ranked projects; sponsored a forum on "Zoning Reform: Why, What, & How"; organized two "Creative Solutions" housing workshops; reviewed and submitted environmental comments on several developments of regional impact, including Littleton Technology Park, Bose (Stow), and the Rt. 2 rotary; continued work on the "MAGIC Carpet," a study of alternative transportation options; and planned events in conjunction with the Regional Vision and Growth Strategy. Using MAPC Geographic Information Systems (GIS) staff, MAGIC also provided introductory and more advanced GIS training sessions for local officials and staff. This year, MAGIC also welcomed Bolton as a new member.

MAPC Annual Report prepared and submitted by Marc D. Draisen, Executive Director, Metropolitan Area Planning Council.

REPORT OF THE CHIEF OF POLICE

To: The Honorable Board of Selectmen

Submitted herewith is the Annual Report of the Maynard Police Department for the Calendar Year 2003.

PERSONNEL

Officer Erik Karlon has once again been called to active military service by his country. Erik is in the Army Reserves 94TH Military Police Company and his unit was mobilized on December 5, 2002. Erik was wounded in action in Iraq on December 19, 2003 when his convoy was ambushed and a land mine exploded. Erik is currently recuperating from his injuries. He is very optimistic concerning his return to the Maynard Police Department (MPD). The MPD looks forward to Erik's safe return and appreciates his dedication to his country. We wish Erik the best and pray for his safe return.

Thomas A. Neufell became a permanent part of the MPD on June 19, 2003. Officer Neufell graduated from Lowell Police Academy on November 15, 2002.

Brian R. Cushing became a temporary full time Officer on June 25, 2003. Brian has been filling in while Officer Karlon is in the military reserves. Officer Cushing graduated from the Lowell Police Academy on November 15, 2002.

COMMUNITY POLICING

The MPD has adopted the Community Policing Philosophy and will strive to continue this idea due to the benefits that have come from this program. With the adoption of the Community Policing Program (CPP), our role as Police Officers has changed drastically. Community Policing has allowed the MPD the opportunity to become more proactive than reactive in dealing with issues that involve the Town of Maynard and its residents. A certain trust has developed as a result of this program and will continue to grow. Please support the Community Policing Program – we all benefit from this relationship.

The men and women of the MPD take pride in their roles as Community Policing Officers. We are very fortunate to have the quality of Officers serving in the Town of Maynard.

POLICE GRANTS – FY2003

The Maynard Police Department has received grants in the following areas. Monies that are not used in the current fiscal year may be carried over to the next fiscal year.

<i>ALCOHOL ENFORCEMENT GRANT</i>	\$ 2,250.00
<i>COMMUNITY POLICING GRANT</i>	\$ 16,000.00
<i>D.A.R.E. – THIS GRANT IS NO LONGER FUNDED</i>	
<i>GOVERNORS ALLIANCE AGAINST DRUGS</i>	\$ 15,000.00
<i>LOCAL LAW ENFORCEMENT PUBLIC SAFETY</i>	
<i>EQUIPMENT GRANT PROGRAM</i>	\$ 20,500.00

Officer Michael Noble is in charge of Grant writing for the Police Department. I would like to thank Mike for all his hard work in obtaining funding for the Police Department. His job will become even more important as both funding and Grant Programs are eliminated due to the current state of our economy. Although shortfalls are expected in the area of funding, we at the MPD will strive to keep the Community Policing Philosophy alive.

MAYNARD POLICE 2003 TOY DRIVE

The MPD would like to thank everyone that helped with this year's Toy Drive. Once again, it showed the outstanding generosity of the Maynard residents and businesses. Due to the kindness of so many, the Police Department was able to help over 60 families; and, as a result, over 200 children benefited from this act of sharing. This year's Toy Drive was a great success.

I would like to recognize and thank both Sgt. Wilson and Officer Nyholm for their dedication to the Toy Drive. I would also like to thank all those civilians and other Police personnel that helped in this year's event. We had more businesses and residents contribute to the Toy Drive this year than ever before. The quality and quantity of gifts was outstanding. The number of volunteers we had to help us made this the best year ever. I would like to thank everyone that participated. This is an excellent example of Community Policing at its best. We should all be proud of our Community for helping one another. See you next year.

JUVENILE OFFICER'S REPORT

D.A.R.E. Program

D.A.R.E. stands for "Drug Abuse Resistance Education." The D.A.R.E. Program was introduced to the Maynard schools in September 1992. Since that time there have been many changes and/or improvements. The D.A.R.E. Program began with a 17-week program taught at the 5th grade level by one Officer. We now have a six (6) week program at the 4th grade level as well as a 10-week program at the 9th grade level. The program is taught by Sgt. Clifford Wilson, Officer Gregory Balzotti, and Officer Michael Noble.

The D.A.R.E. Program has run since 1992 without any financial burden to the Police Department as a result of State Grants, Federal Grants, and donations from both Maynard businesses and residents. The State Grants ran out a few years ago but Federal Grants and donations have kept the program going.

School Resource Officer:

The High School has provided Sgt. Wilson with an office at the school to use as a School Resource Officer. Sgt. Wilson spends about two (2) hours a day at the school to be a resource for the students as well as the teaching staff.

School Safety:

The Maynard Police Department, Fire Department, and Maynard Schools have all been working very hard this past year on school safety. New school ***emergency codes and procedures*** have been established in an effort to keep the students safe. These procedures include

lockdowns in dealing with intruder(s); as well as evacuation procedures in the event of a fire and/or medical emergency. The Police and Fire Departments have updated their response procedures to school emergencies.

Sheriff's Camp:

Last summer the Middlesex Sheriff's Department offered a one-week Public Safety Camp for 5th, 6th, and 7th grade Maynard students. We had about 20 students sign up for the program. Several Police Officers and Fire Fighters volunteered to help with the program. One day was spent at the Maynard Boys and Girls Club where the students were shown a variety of "safety" demonstrations by both the Police and Fire Departments.

COMPUTER UPDATE

Lt. Alfred T. Whitney, Jr. is in charge of all computer operations at the MPD. He oversees all issues dealing with both maintenance and software applications. The MPD currently has eight (8) work stations and has three (3) servers inside the Police Department – primarily operating on a Windows 2000 platform. The MPD also has four (4) Mobile Computer Units utilizing wireless technology to communicate with the in-house system as well as the Criminal Justice Information System (CJIS).

Our in-house systems enable us to share e-mail data and digital photographs of suspects and events over a high-speed network that otherwise would be impossible without our virtual private network protected by a sophisticated firewall. This software and hardware technology is the wave of the future in Police operations. Therefore, the Town of Maynard must continue its efforts to assist the Police Department in acquiring the latest equipment and technology. The future computer and software technology will have much to offer such as

systems with increased reliability and more portability. Software programs which will assist in completing more work in less time; and, therefore, will save the town money. With your continued support, we hope to be part of this future technology.

THE FUTURE

As Chief of Police, it is my duty to keep the residents of Maynard updated on police operations. The MPD was very busy in the year 2003. There was a large increase in the number of arrests, accidents, and responses to E-911 calls. The MPD's budget was slashed by \$40,000.00 at the Town Meeting. This represents a loss in training for Police Officers and not filling certain shifts. Both of these items represent an immediate effect on Public Safety. The Police Commissioners and the residents of Maynard demand that their Police Officers be *professional* and pay attention to the duty at hand. With shortfalls concerning the Police Department's budget, any future cuts will result in the reduction of Police personnel meaning less protection for the residents of Maynard.

I am once again informing the residents of Maynard that the current public safety building – the Police Department – is inadequate. Storage concerns, over crowding, and deteriorating conditions hinder the operation of the Police Department. Our public safety building is not in compliance with handicap accessibility. I welcome any suggestions from the residents of the Town of Maynard concerning your public safety building. Lets work together to find a solution to this on going problem.

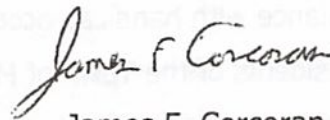
In closing, I would like to thank the men and women of the MPD for their dedication to duty and for making the Town of Maynard a safer and better place to live.

I would also like to thank the Police Commissioners who are the Board of Selectmen. They work on a variety of issues concerning the welfare of the Town of Maynard. I appreciate their interest and input on matters concerning public safety. I would like to thank the Town

Administrator, Michael Gianotis for his dedication to duty. Mike had a tough year in 2003; but was always available to answer questions concerning the operation of the Police Department. To my Department head friends, I thank you for making yourselves and your departments available for issues concerning public safety. The Police Department would not be able accomplish as much without your resources.

I would like to recognize and thank the MPD's Special Police Officers for their service. Your service is a very important part of this department. I would like to recognize the Maynard Fire Department, and the Department of Public Works for their continued support and assistance. I give a special thank you and job well done to the school crossing guards. I appreciate the Finance Committee's budgetary advice and dedication. I would also like to thank the Maynard Rod & Gun Club for their generosity – especially Frank Ignachuck who never says no when it comes to public safety. To my secretary, Linda Sevene and Parking Clerk, Ellen Waldron – thank you both for keeping me ahead of the game. I do appreciate your dedication. Finally, to the residents of Maynard, the MPD is your department. We take great pride in serving you. We will need your support on a variety of issues concerning public safety in the near future.

Sincerely,



James F. Corcoran

Chief of Police

DEPARTMENT PERSONNEL

Chief of Police	James F. Corcoran	
Lieutenant	Alfred T. Whitney, Jr.	
Sergeants	Edwin Grierson	
	Douglas Macglashing	
	James Dawson	
	Clifford Wilson	
	Stephen Jones	
Officers	Phil Craven	(Prosecutor)
	John Kaziukonis	(Photo Officer)
	Karl Nyholm	(Meter Officer)
	Mary McCue	(Crime Prevention)
	Gregory Balzotti	(Motorcycle) (DARE)
	Brian Quinlan	(Motorcycle)
	Michael Noble	(Motorcycle, DARE) (GRANTS)
	Timothy Lawton	(Detective)
	Robert Gallagher	(Field Training Officer)
	Erik Karlon	(Evidence Officer)
	Steven Bigusiak	
	Steven Atwood	
	William Duggan	
	Paul Maria	
	Thomas Neufell	
	Brian Cushing	(Temporary)
Parking Clerk	Ellen Waldron	
Secretary	Linda C. Sevene	
Custodian	James Maria	
Crossing Guards:	Jenipher Brine	
	Parnell Houle	
	Robert French	
	Lee Ann Brainard	

Matrons:

Debbie Richardson

Nancy Brooks

Tracey Grierson

Michele Hauser

Jenipher Brine

Jeannie Cronis

Pamela Conrado

***STATISTICAL INFORMATION
MAYNARD POLICE DEPARTMENT***

	<i>2002</i>	<i>2003</i>
Traffic Citation	2078	1623
Total Arrests	285	362
E-911 Calls	1549	1653
Total Incidents	4337	3930
Accidents	144	186
Accidents w/injury	33	26
Hit/Run Accidents	31	22
Operating Under Influence	32	48
Parking Tickets	4496	3600

CRUISER MAINTENANCE

<u>Vehicle</u>	<u>Purchased Date</u>	<u>Amount Paid</u>	<u>Type</u>
Cruiser 10	12-12-2001	\$ 25,000.00	2001 Ford
Cruiser 11	11-19-2002	\$ 25,000.00	2003 Ford
Cruiser 12	10-23-2003	\$ 25,580.00	2004 Ford
Cruiser 13	11-04-1999	\$ 16,784.00	1999 Ford
Cruiser 14	10-23-2003	\$ 25,580.00	2004 Ford
Cruiser 15	11-19-2002	\$ 25,000.00	2003 Ford

PARKING CLERK

Parking Tickets Issued	3600
Meter Collections	\$ 21,010.00
Parking Clerk Collections	<u>\$ 33,996.24</u>
Total Collection:	\$ 55,060.24

The Parking Clerk's Office as of January 1, 2003 has started using Kelly & Ryan Associates as a Collection Agency for our parking ticket system. The Parking Clerk places the tickets into the system which are then tracked by Kelly & Ryan. If the parking tickets are not paid within the allowed time, letters are sent out with additional fines attached. After two or three months of the tickets being unpaid, licenses and/or registrations are attached and may not be renewed until the tickets are paid in full. Tickets are being paid much sooner as a result of this system and parking space availability is improving greatly.

**DEPARTMENT OF PUBLIC WORKS
ANNUAL REPORT OF THE
SUPERINTENDENT**

**TO THE BOARD OF SELECTMEN AND CITIZENS OF
MAYNARD FOR THE YEAR ENDING DECEMBER 31, 2003.**

The Department of Public Works is comprised of six (6) Divisions which include Administration, Highway, Water & Sewer, Waste Water Treatment Plant, Parks & Forestry, and Cemetery Divisions. These Divisions are staffed by twenty (19) Full Time Employees, including the Superintendent and two office staff. We utilize a number of part time employees to supplement our work force during the summer. Employees, although assigned to a particular Division, may be required to fill in at other Divisions during emergencies. With the demands on this Department we feel that additional employees are required to provide an adequate level of service to the Community.

In an effort to make the Department of Public Works more accessible to the residents of Maynard we are providing this information to you. At most times during normal working hours the Divisions may not be available at their phone numbers as they are working in the field. The Administration Office will take inquires for all Divisions.

Administrative Offices:	Hours M-F, 8:00 AM to 4:00 PM Phone # 897-1017 or 1018 Fax # 897-7290 Adm. Office will take calls for all Divisions
Highway Division:	Phone # 897-1019 Fax # 897-3428
Forestry Division:	Phone # 897-1019 Fax # 897-3428
Water Division:	Phone # 897-3380
Cemetery Division:	Phone # (508) 395-0823 Fax # 897-7290
Waste Water Treatment Plant:	Phone # 897-1020 Fax # 897-1682

PRIMARY DIVISIONAL RESPONSIBILITIES

HIGHWAY DIVISION

- Road Construction and Resurfacing
- Sidewalk Construction, Maintenance and Repair
- Infra-red Pavement Maintenance
- Catch Basin Cleaning, Construction and Repair
- Drain Line Maintenance, Construction and Repair
- Street Sweeping, Side Walk Sweeping and Parking Lots
- Traffic Signs, Street Name Signs and Line Painting
- Snow and Ice Control
- Vehicle and Equipment - Maintenance and Repair

WATER & SEWER DIVISION

- Water Supply
- Water Treatment and Sampling
- Water Distribution
- Hydrants Maintenance and Replacement
- Water Services and Connections
- Meter Readings
- Sewer Collection
- Maintenance of Pump Stations and Collection System
- Sewer Service Connections
- DEP & EPA Compliance and Reports.

PARKS AND FORESTRY DIVISION

- Tree Trimming and Removals
- Tree Plantings
- Maintenance of Parks and Athletic Fields
- Installation of Tables, Benches and Trash Receptacles
- Road Side Maintenance

WASTE WATER TREATMENT PLANT

- Maintenance of Treatment Plant
- Operation of Treatment Plant
- Processing of Effluent
- DEP and EPA Compliance and Reports

CEMETERY DIVISION

- Maintenance of Cemetery Property
- Grave Orders
- Internments as Required
- Process Grave Orders

ADMINISTRATIVE DIVISION

- Oversee All Divisions
- Oversee All Construction
- Establish and Prioritize Projects, Short and Long Range
- Solicit Bids on All Department Projects
- Interface With All Federal, State and Local Authorities
- Prepare all Federal and State Reports
- Ensure Compliance With All Federal and State Mandates
- Accounts Payable and Receivable Commitments
- Infrastructure Improvements
- Street Lighting
- Execute all Other Administrative Functions

The preceding section is a brief outline of Divisional Responsibilities and should not be considered a complete listing of areas of responsibility or obligations.

The remainder of this report will outline some accomplishments of this Department as well as what we plan to accomplish in the next calendar year.

HIGHWAY DIVISION

We presently have 220 Streets in the Town of Maynard with more than 50 miles of roadways. This does not include sub-divisions under construction. The Highway Division is charged with maintaining these roadways.

Road Construction & Resurfacing

This year several paving projects were undertaken utilizing Chapter 90 or other funds. Parker Street was paved from Old Marlboro Road to the Sudbury line, Concord Street was paved from Summer Street to Acton Street, Tremont Street, Vernon Street, Hurd Street, King Street, Lindberg Street, Warren Street, Windmill Drive, Country Lane and Ethelyn Circle were also paved.

The paving schedule for 2004 tentatively includes Fairfield, Elmwood Streets neighborhood, Crane Avenue , Butler Avenue, Walcott Avenue and other Streets in this neighborhood, Walnut Street and two sections of Great Road, various sidewalks in Town and possibly several other areas depending on available Chapter 90 funds.

The Highway Division installed approximately 50 tons of asphalt on various streets and sidewalks. This work included patching trenches, repairing deteriorated surfaces and around rebuilt catch basins and manholes. This is an ongoing process to improve sidewalks and streets.

Infra-red Pavement Maintenance

Infra-red treatment is a process of heating existing pavement to a workable temperature and adding or removing asphalt as required, raking to finish grade and rolling. This process is used to eliminate depressions, broken pavement, matching grades at catch basins and manholes and raising trenches from construction back to proper grade. During 2003 we repaired about 750 square yards of pavement.

Drain Line Maintenance, Construction & Repair

2003 saw a continuation of improvements to the drainage system in Maynard. We constructed 2 new catch basin and rebuilt 10 catch basins to improve the surface drainage system. This construction not only eliminates localized flooding but also prevents water from freezing on the road surface during the winter season. Improvements to the drainage system are an ongoing process.

We maintain over 75 culverts and outfalls associated with the drainage system. Built up sand, leaves etc. are cleaned away and the channels are kept open to insure adequate flow.

Catch Basins and selected Drain Manholes, including the Schools, were mechanically cleaned in 2003. Main drain lines and other problem lines were washed clean in various sections of Town in order to insure design capacity.

We are requesting that the residents of Maynard keep the catch basins in front of their property clear of leaves and trash. This prevents localized flooding during sudden downpours or prolonged rainstorms. With over 900 catch basins in our community your assistance is greatly appreciated.

Street Sweeping, Sidewalk Sweeping

All sidewalks are cleaned of winter sand and debris, all roadways, parking lots and schools are swept by contract with good results. The Central Business District is swept weekly or as needed through out the year. Trash receptacles are emptied weekly; litter is picked up as needed. This work requires daily attention to keep areas clean and appealing to the public.

Clean up programs sponsored by various civic organizations such as the Boy Scouts, Garden Club, Rail Trail, Organization for the Assabet River and other organizations are supported by this Department. When needed we supplied both manpower and equipment in 2003 to make these programs successful for the groups involved.

Traffic Signs, Street Name Signs and Line Painting

Traffic and street name signs are replaced when needed. New signs added as directed by the Police Department or Board of Selectmen. We straighten and

replace parking meter posts as necessary. We continue to assist other Departments with signage issues.

Crosswalks, center and edge lines, parking stalls, handicapped designations and other markings on roads and parking lots were painted in 2003. The Highway Division paints the crosswalks as needed to insure the safety of pedestrians.

Snow and Ice Control

The primary function of the Highway Division during the winter is to insure that the Towns roadways and sidewalks - approximately 100 lane miles of roads and 11 miles of sidewalks - are open and safe as soon as possible after snow or ice incidents. All streets and sidewalks are plowed and sanded as necessary. Snow is removed from the Central Business District along with outlying areas and intersections, including churches, parking lots, schools and funeral homes to allow for proper traffic movement, pedestrian use and general safety considerations.

The Town continues to grow, requiring additional time and labor to accomplish this task. A considerable number of trucks and equipment used for Snow and Ice Control are in excess of 15 years old. Their replacement is critical and these concerns are addressed elsewhere in this report. Essential Snow and Ice Control is provided with a close watch on the budget. That policy will continue, with environmental concerns practiced such as limited salt use, particularly in the areas of public water supply wells. Sand barrels are placed where needed in Town and should only be used for emergencies.

From January 1, 2002 until December 31, 2003 95 inches of snow was recorded. We also had a number of icy incidents that required sanding only. Sanding and salting takes a great deal of time and materials generally requiring that areas be sanded several times to insure safe roads. During the calendar year 2003 we used approximately 2,200 tons of sand and 800 tons of salt.

Vehicle & Equipment – Maintenance & Repair

The Highway Division maintains all vehicles owned by the Department of Public Works. We presently have 33 pieces of equipment registered in our fleet which include trucks, loaders, backhoes, sidewalk plows, sewer rodders, brush chippers etc. Our fleet's average age is over 17 years old. A complete listing of equipment can be viewed in the Departments fixed asset report, which is included in this Town Report. Although some of the oldest

equipment is very specialized it is essential to the needs and safety of the public. In the Capital Improvement Plan, replacement needs are being addressed. We maintain our equipment to the highest degree possible, however because of the age of our equipment, this program is quite expensive and time consuming.

The Town continues to grow and the demands on our equipment increase each year. The need for replacement is critical and the Capital Improvement Plan is an integral part of assuring that equipment and truck needs are addressed and priorities set.

PARKS and FORESTRY DIVISION

The Parks and Forestry Division is responsible for the maintenance of all Town Owned Parks and Athletic Fields – except for the Schools. This Division also maintains trees and vegetation on Town property.

Tree Trimming and Removals

We maintain all public shade trees, trimming when necessary and removal of dead or dying trees. We utilize a sub-contractor for this service, as this Division does not own a bucket truck at this time. During 2003 we removed 25 trees and trimmed 40 trees to remove safety hazards. As a service to the community Christmas trees may be dropped off at the Boys Club for disposal during the month of January. This Department chipped over 2,000 Christmas trees in 2003.

Maintenance of Parks and Athletic Fields

The Parks and Forestry Division now maintains approximately 1,000,000 square feet of grass areas, which include athletic fields, parks and numerous small grass areas scattered through out Town.

We expanded the program of fertilizing, aerifying and slice seeded to improve the playing fields. The heavy use of the Parks particularly in the Fall and Spring (the best time periods to establish new grass seed) make the establishment of an acceptable playing service difficult. Working in co-operation with the School Department we will continue to maintain and improve the fields.

All playground equipment is inspected on a regular schedule and repairs are made. Safety issues are monitored at the playgrounds and corrective action taken.

Installation of Tables, Benches and Trash Receptacles

Trash receptacles are placed Downtown and at the parks and athletic fields. They are emptied as needed to ensure these areas are clean and appealing to the public. This work requires daily attention. Tables and benches are placed at parks and athletic fields for the use of the public.

Road Side Maintenance

This Division controls the vegetation growing on the sides of roads. We cut back what grows into the travel lanes or obstructs vision at intersections or corners. We also cut the vegetation that over hangs sidewalks insuring proper clearance is maintained. This is an ongoing process that requires constant attention. We ask your cooperation in assuring that your plantings do not interfere with the use of sidewalks or obstruct the vision of motorists.

WATER DIVISION

The Water Division is responsible for ensuring that the water supply meets or exceeds all EPA and DEP guidelines for safe drinking water. We do extensive testing of the water supply, both at the source and at various points in the distribution system to ensure the quality of water. Testing is done on a weekly basis for bacteria and more extensive testing for other contaminants is conducted on a schedule mandated by DEP. All water samples are sent to a certified laboratory for analysis to ensure compliance with DEP & EPA standards and your assurance the water you drink is of the best possible quality.

The "Annual Water Quality Report" is mailed to all residents each year.

Water Supply

Water Pumping Record in Gallons

	<u>1992</u>	<u>2002</u>	<u>2003</u>
January	17,671,000	26,959,000	23,528,000
February	14,192,000	24,862,000	20,596,000
March	18,397,000	27,297,000	22,975,000

April	15,996,000	28,102,000	20,937,000
May	20,091,000	34,205,000	24,594,000
June	38,099,000	33,799,000	27,096,000
July	31,946,000	35,355,000	29,884,000
August	33,541,000	39,731,000	25,857,000
September	21,290,000	27,387,000	22,066,000
October	16,661,000	20,957,000	20,456,000
November	15,141,000	20,523,000	19,848,000
December	19,255,000	20,449,000	19,510,000
TOTAL	416,578,000	339,606,000	277,347,000
AVG. DAILY CONSUMPTION	1,141,000	930,427	759,855

Water Treatment & Sampling

The water is treated with a minimal amount of chemicals to insure safe drinking water and meet all DEP & EPA standards for drinking water. These samples are sent to a State certified laboratory for testing. The water is treated at the source or at the Water Treatment Plant, which removes excess Iron and Manganese, ph is adjusted and Chlorine is added to remove any bacteria in the water. All personnel who work in the Water Department are licensed by the State.

Water Distribution

We have approximately 70 miles of water mains ranging from 16 inches to 4 inches in diameter. Many of these water mains are more than 70 years old. The master plan on the water system has been completed and improvements will be forthcoming based on this report.

The distribution system is monitored for water leaks and repairs are made immediately when discovered. We had 4 major water breaks and 5 service leaks during 2003. This is excellent for a system of our size and age. As mentioned earlier we have two water tanks, with a capacity of 4 ½ million gallons, for storage and pressure.

Sewer Service Connections

This Division inspects all connections to the sewer system to insure compliance with Town regulations. During 2003 we had 10 connections to the sewer collection system.

WASTE WATER TREATMENT PLANT

The Wastewater Treatment Plant is responsible for ensuring that all effluent discharged into the Assabet River meets or exceeds all EPA and DEP requirements. Maynard has maintained compliance with the EPA issued permit; however, since EPA will be requiring stricter limits on future permits additional upgrades will be mandated soon. This will mean that some existing process components be refurbished or replaced and that some new processes be installed.

Operation of Treatment Plant

The Treatment Plant operates 24 hours a day, year round. The influent and effluent wastewater is tested to determine the operational condition of the plant. Results from the daily sampling and monitoring of the plant provide the information needed to make any process control adjustments for maintaining effluent quality. Chemicals added to the treatment process are adjusted based on test results. A total of 246 loads of sludge were hauled to Upper Blackstone and Fitchburg processing centers which totals 1,968,000 gallons.

A summary of 2003's monthly flows and comparisons to the monthly flows last year and ten years ago are included for your information.

W.W.T.P. Flow Record in Gallons

	<u>1993</u>	<u>2002</u>	<u>2003</u>
January	31,550,000	26,425,000	35,701,000
February	25,611,000	24,593,000	27,883,000
March	30,914,000	30,774,000	44,598,000
April	33,452,000	34,873,000	45,431,000
May	32,271,000	34,798,000	34,910,000
June	29,928,000	29,345,000	37,237,000
July	28,565,000	25,092,000	28,508,000
August	29,689,000	24,325,000	29,033,000

Hydrant Maintenance and Replacement

This Department flushes fire hydrants throughout the year. During 2003 we replaced old style hydrants with new models, gate valves were installed as needed. Fire hydrants are periodically tested by the Fire Department and conditions noted. Shoveling out of hydrants is completed as needed. We ask your co-operation in keeping any hydrants near your property clear of snow to assist this Department and the Fire Department.

Water Services & Connections

This Division inspects all connections to the water system, there were 4 new service connections installed in 2003. We assisted homeowners with frozen water services and replaced house service shut-offs as needed.

Meter Readings

All residential and commercial water meters are read twice a year, we presently have about 3,900 water services. Water and sewer bills are sent out twice a year in the Spring and Fall. Broken or defective meters are replaced or repaired when detected. Master meters are maintained at the water sources, these meters are read daily and calibrated yearly or as needed.

SEWER COLLECTION

Over 95% of the residents in Maynard are serviced by the sewer collection system. Trunk lines and mains vary with age. Infiltration and inflow into the system is a concern. Problem areas are being looked into and corrective action will be taken.

Maintenance of Pump Stations and Collection System

We presently have 10 pump stations at various locations throughout Town to service low lying neighborhoods. These pump stations are checked daily with a thorough inspection, cleaning and servicing once a year. The Powder Mill Road pump station was totally rebuilt and a new 21" pipeline was installed from the Elks parking lot to the station. All our other pump stations were upgraded with installation of new alarms, electrical work and other repairs as needed.

During 2003 we had approximately 50 sewer blocks. We will be increasing our effort this year in a systematic program of cleaning sewer lines to prevent blockages.

September	29,761,000	24,308,000	26,084,000
October	29,451,000	26,270,000	27,869,000
November	29,340,000	29,614,000	29,300,000
December	30,568,000	39,946,000	37,559,000
Total	361,100,000	347,363,000	404,113,000
Daily Average	989,315	951,679	1,107,159

Maintenance of Treatment Plant

The entire plant is inspected daily to ensure all equipment is operating correctly and the treatment process is operating effectively. Preventive maintenance of pumps, motors and other components are conducted on a regular schedule, including planned downtime on some equipment and processes. Repairs are completed if equipment fails or when preventive maintenance suggests.

Effluent

The Wastewater Treatment Plant consistently meets or exceeds the present mandates of our discharge permit. Maynard is one of seven Municipalities that discharge into the Assabet River. Currently, the EPA is in the process of establishing stricter limits for effluent discharge. When concluded, Maynard will finish phases 3 and 4 of the Comprehensive Wastewater Management Plan. This report will address future upgrades that Maynard must complete to meet new discharge limits.

Our focus now is on incoming flows. Finding ways to reduce and/or treat the influent to the Plant will lower operational costs.

One concern is infiltration and inflow (I&I). Infiltration is excess water entering the sewer naturally; inflow is any illegal flow into the sewer. A way of estimating excess flow is to compare the amount of water being pumped from the water plants to the amount of sewerage treated. Once identified, the location(s) of the I&I need to be established, then, if cost effective, the I&I can be reduced.

Another concern is fats, oils and grease (FOG). Although eliminating all FOG is not practical, a substantial amount of FOG deposited into the sewers can be eliminated. A preliminary study, conducted earlier in 2003, treated certain sites, in the sewer system, biologically to determine the effectiveness this treatment had on FOG and other constituents. The report on this study, however, has not been finalized, as of this writing. If favorable, additional

studies may be conducted before a final determination is reached on the effectiveness of this type of treatment.

Monthly Reports

The Treatment Plant operates under a permit issued by EPA and monitored by DEP and EPA, monthly reports, which include concentrations and mass loadings of influent and effluent characteristics, the percent removal rates and daily flows are sent to both these agencies. If permit limits are exceeded or there are any operational problems at the Plant, EPA and DEP are notified immediately of these events, and the appropriate corrective actions taken; this is followed by a letter within 5 business days of the occurrence.

CEMETERY DIVISION

Glenwood Cemetery uses approximately 25 acres of land at the present time. The Town owns land for expansion. The Cemetery will need to be expanded in the near future and this is being looked into at this time.

Maintenance of Cemetery Property

The Cemetery is mowed as needed and trimming around headstones and trees is completed on a regular base. This year saw the repair of numerous sunken graves as well as re-seeded of poor grass areas. A program of raising flat markers back to grade was continued this summer, this program is implemented as time allows. This is an ongoing process and progress is being made to improve the appearance of the grounds. All Town plantings and shrubs are trimmed in the Spring; it is the lot owner's responsibility to maintain shrubs and plantings on their lots. The Town also removed shrubs on lots that were overgrown, the Cemetery Division will continue to remove shrubs that become unsightly or overgrown. The Town also directs the placement of monuments and flat markers to ensure they conform to Cemetery By-laws. The Cemetery Division installed 9 G.I. Markers for our Veterans; the Veterans Administration supplies G.I. Markers.

Grave Orders, Internments as Required and Processing Grave Orders

During 2003 there were 68 burials Glenwood Cemetery. When an Undertaker gives a grave order to us we locate the gravesite and prepare the area for internment. Once the internment is completed all relevant data is recorded and stored in a secure area. In addition records are being added to a computerized data base for additional backup.

ADMINISTRATIVE DIVISION

During 2003, the Public Works Department conferred many times with various Federal and State Agencies, Town Boards and Committees, Citizens and private organizations in regard to water, sewer, drainage and highway related issues.

We continue to assist Town Boards, Committees, and other Departments when our assistance is needed. We continue to perform the most efficient and highest level of service possible to the Citizens of Maynard. This Department continues to review and update its immediate and long-range goals.

Some of the D. P. W. projects completed or started in 2003 include:

- **Water Mains installed on Tremont, King, Vernon, Wilder and Lindberg Streets.**
- **Chapter 90 Paving – See Highway Section.**
- **Fire hydrant replacement program continue.**
- **Phase II Storm Water Management Plan begun.**
- **Comprehensive Wastewater Management Plan continues**
- **Water Main Loop installed from the Rockland Ave. Treatment Plant to George Road**
- **Powder Mill Road Pumping Station completed**
- **1,800 feet of 21” Sewer Line to Powder Mill pump station completed**
- **Upgrade of Sewer Lift Stations**

Some of the major projects in the planning stage for calendar year 2004 include:

- **Chapter 90 work to continue.**
- **Continuation of Fire Hydrant replacement program.**
- **Continued implementation of long range Capital Planning Study.**
- **RBC repairs at WWTP – continual concern because of age.**
- **Continuation of the Comprehensive Wastewater Management Plan**
- **Acton, Concord and Brown Streets intersection to be completed.**
- **Continue with infrastructure improvements.**
- **Sidewalk construction Projects and Repaving.**
- **Continue implementation of Storm Water Management Plan.**
- **Infrastructure improvements.**
- **Remote Water Meter reading capabilities.**

These are some of the areas we are working on, we continue to address the needs of the Town.

In closing, I wish to thank The Board of Selectmen, Town Administrator, all Department Heads, the Department of Public Works Staff and Employees and all who assisted this Department throughout the year.

**Respectively Submitted
Walter Sokolowski
Superintendent of Public Works**

TOWN OF MAYNARD

WEIGHTS & MEASURES DEPARTMENT

2003 ANNUAL REPORT

Report of the Sealer

During calendar year 2003 all known weighing and measuring devices used to sell products were inspected and sealed.

Basically, this involves measuring the product dispensed by gasoline and diesel pumps to determine if the pumps are calibrated properly. Scales are checked for calibration by using a set of Certified Weights.

During 2003, 30 gasoline/diesel fuel pumps and 4 measuring scales were checked and sealed.

I would like to thank the Honorable Board of Selectmen and the Town Administrator, Michael J. Gianotis, for their cooperation and assistance.

Respectfully Submitted,

Steven Lossow
Sealer

MAYNARD RECREATION DEPARTMENT

195 Main Street
Maynard, MA 01754
978-897-1008

2003 YEAR END REPORT

SKIING OR SNOW BOARD LESSONS – 157 Youngsters in grades 3-8 participated in this 6 week, Saturday morning program at Nashoba Valley Ski Area in Westford, MA. The cost for this program was \$150.00 for lessons, \$55.00 optional ski equipment rental, \$70.00 optional for snowboard equipment rental. A special thanks to Barbara Murphy and Steve Carter who took over the responsibility of the Chaperones. We would also like to thank all of those that did volunteer to be chaperones. Without you, this program would not be a success.

ADULT BASKETBALL – This popular program ran for four 8-week sessions under the direction of Leonard Curcio. An average of 20 adults participated on a weekly basis. This program ran on Monday evenings from September and was held at the Memorial Gym. The cost was \$40.00 per person.

ADULT VOLLEYBALL – This program also ran for four 8-week sessions. There was an average of 15 adults who participated each week. The sessions were held on Thursday evenings at the Memorial Gym. The cost for this program was \$40.00. The instructor/referee was Leonard Curcio.

YOUTH BASKETBALL – This is one of our most popular programs with children from grades 3 – 8 participating. There were approximately 175 children that enjoyed this 10-week program. The cost of this program was \$65.00. All the games were played on Saturday afternoons at the Memorial Gym and Fowler Gym. Practices for drills and skills were held during the week and were broken down by grade level. This program was under the direction of Commissioner Bob Eglitis. Many thanks to all the volunteer coaches, timers, referees, and score keepers. Without the volunteers this program would not be as successful as it is.

MINUTEMAN SENIOR BASEBALL LEAGUE – A weekend spring Baseball League for children ages 13-15, which ran from April to June with 74 participants from Maynard, Stow, Bolton and Lancaster. Maynard had 5 teams in this league, playing against teams from Sudbury, Wayland, Westford and Concord-Carlisle. A regular season schedule of 14 games and post-season playoffs were played on Saturdays and Sundays. The cost of \$105.00/resident, \$125.00/non-resident helped pay for insurance, league fees, uniforms, new equipment and certified umpires. Many thanks to all of those who volunteered their time to be coaches or assistant coaches spending many hours with the children from games and practices. This program was under the direction of Commission Joanne Pileeki.

SUMMER PLAYGROUND – This program ran for 6 weeks outside the Green Meadow School, Monday through Friday from 8:30 a.m. until 12:00 noon. Children that had completed Kindergarten through grade 7 participated. There were 220 children in this program. The cost for the six-week program was as follows: \$150.00 for 1st child, \$125.00 for 2nd, \$100.00 for 3rd. Funding from the Town covered salaries for a Playground Director, instructors, supervisors, and aides that are all Maynard residents, most of who are High School or College students. The children were kept busy with arts and crafts, scavenger hunts, and organized games. We finished our six weeks of fun with a cook out for everyone. We would like to thank the staff at the Green Meadow School, especially the custodians who were always there when we needed them to assist. Thanks to Robert Larkin, in helping us with the cookout, and Kinch Food Services for being available for the children to purchase snacks.

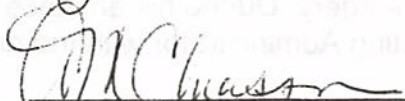
The Recreation Commissioners would like to thank the Selectmen and Mike Gianotis for their continual support. The continued cooperation of the School Department for sharing their facilities is greatly appreciated by all. In particular Superintendent Dr. Mark Masterson, principals Mr. John Lent, Mr. Robert Brooks, and Mrs. Bernadette McLaughlin. Thanks to the Athletic Department staff and coaches along with all the Physical Education Teachers. A grateful thanks to the Custodial Staff at all of the Schools who have been very accommodating for all our programs. A special thanks to Town Police and Fire Departments who help make our summer program safe. We would also like to thank the Towns Department of Public Works, especially the Parks crew, who has been available to assist us with the necessary maintenance along the way.

The Recreation Commissioners spent many hours this year on the Memorial Gym. With the funds appropriated by the Town of Maynard, the Commissioners were able to replace the doors, remove the old bleachers and replace them with portable bleachers, have the roof repaired, windows resealed, gutters cleaned, and the floor resealed.

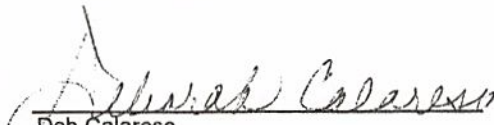
Maynard Recreation would like to recognize two young men from Maynard, Jeff Hill and Michael Konetzny. They both were working on their Eagle Scout projects, and approached the Recreation Department suggesting they help out in the Memorial Gym. Both came up with their own proposal of what they wanted to do, and how they would do it. Jeff Hill was responsible for the boy's locker room and Mike Konetzny was responsible for the girl's locker room. The implementation of cleaning, removing debris such as old lockers, bathroom stalls, painting, and reorganizing was a huge undertaking. The Recreation Department was thrilled with the results. We are all proud of their efforts.


Joanne Pileeki, Chairperson

Joseph P. Magno


Ann Marie Chiasson


Robert Eglitis


Deb Calareso

REPORT OF THE BOARD OF SELECTMAN

The Board of Selectman respectfully submits to the Town of Maynard its report for the year 2003. The Board worked diligently to provide essential services to the residents while attempting to maintain fiscal responsibility.

The Board of Selectman and the Finance Committee held the first Joint Budget Hearing on Saturday February 8th. These hearings are a recommendation of the Charter Review Committee and will become a yearly event if the Charter Recommendations are accepted by the town.

The FY 2004 Budget was a challenge with the State continuing to face major budget shortfalls that would impact the amount of state aid appropriated to all of the Cities and towns in the Commonwealth. To balance the budget, the town experienced more layoffs in both the town and school departments along with cuts in most departments' expense line items. However, even with layoffs and cuts funds were used from the Stabilization fund and Bond Premium to supplement the budget. With forecasts of continuing fiscal problems in the state, the Board of Selectman and the Finance Committee held an open forum to discuss ways to cut the budget and save money for the town. Four committees were formed to look into Health Care Costs, share purchasing and services across town departments, the license and fee structures and regionalization of town services with neighboring communities.

Carolyn Britt, the towns' Consultant Planner, continued to be successful in grant writing and facilitating the purchase of land for the ARRT. In the spring, with the aid of our neighbors in Hudson, Stow and Acton, the sale was finalized for the Track Road parcel.

In June the Board held a public hearing on a request from WAVM to allow the two tennis courts at Crowe Park to be turned into a Skateboard Park. After a presentation by Joe Magno with the support of Mary McCormack, Joel Cohen, Greg Balzotti and students involved with WAVM, the Board unanimously voted to support the park. With the fall came the grand opening and children of all ages and abilities flocked to the park.

Downtown is receiving a face lift with the removal of the dilapidated building at the corner of Summer and Nason Sts. We watch as a new apartment building rises out of the rubble and anticipate the day when the Library will move to the old Roosevelt just down the street.

In the spring of 2003, our Town Administrator was diagnosed with cancer. Michael started treatment immediately and continued to work as much as his health would allow until July, when he underwent surgery. During his absence Ken Demars, the Town Accountant, filled in as Acting Administrator with the aid

of Ron Cassidy, who came out of retirement to help cover the office. Michael returned to office in September and we gratefully watch as his health returns. Our appreciation for Michael's expertise and guidance was enhanced during his absence and our thanks go out to Ken and Ron for their willingness to take over the responsibilities to keep the town running smoothly.

Also, during the summer of 2003 Valerie Galvin, the Selectman's Secretary was urged to take a medical leave by her physician. Becky Mosca and Linda Bersani have been covering the office in her absence. We extend our thanks to Becky and Linda for a stepping in and doing a wonderful job.

Finally, the Board would like to recognize the professional staff and all of the volunteers. Their time, energy and enthusiastic service help to make Maynard the town that it is.

Respectfully submitted for the Board,

Ann Thompson Chairman

REPORT OF THE TOWN ADMINISTRATOR

Calendar year 2003 was even more of a challenging year, both professionally and personally. The following represents highlights and projects completed or begun in year 2003.

- Grappa Restaurant sold to Monsoon Indian Bistro.
- Selectmen impose liquor license application fees to licensees amending their licenses.
- Powdermill Road Pump Station work completed.
- Intel donates \$1,000 to Town for Rail Trail acquisition expenses.
- Ciro's Restaurant closed due to health violations.
- Town begins Federally mandated Storm Water Management Planning.
- Selectmen sell parcel of land to McDonald Development to aid construction of apartment building at Summer and Nason Streets.
- Town Administrator and Treasurer/Collector negotiated School Bond sale with net proceeds of \$1.2 million.
- Selectmen sell former tax title land on Brown Street for \$110,000, single family home is now under construction.
- Debt Exclusion approved by Town Voters for Roosevelt School renovation as New Maynard Library.
- Town receives approximately \$25,000 in Federal reimbursement for February snowstorm costs.
- Town awarded additional full liquor as a Common Victualler License by petition of Legislature.
- Selectmen and Consultant Planner negotiate purchase of Maynard Sand & Gravel land utilizing grant funds for Assabet River Rail Trail.
- Town Administrator negotiates increase and extension of Cingular Wireless lease on Tower Road.
- One restaurant fails Police Sting.
- Selectmen set Goals and Objectives.

- Construction completed on “DJ’s Field, new Little League Field donated by Amorello family in honor of their late son “DJ”!
- Selectmen establish new Water & Sewer Rates.
- \$670,00 grant application submitted to State for new sidewalks on Parker Street.
- Quarterdeck Seafood awarded Wine & Malt Package Goods License and upgrade of Wine and Malt Restaurant License to All Alcohol License.
- Neighborhood Brick Oven Pizza purchases Wine and Malt Restaurant License from Quarterdeck and transfers license to 95 Main Street.
- Selectmen conduct Nuisance By-law Hearing regarding conditions at 70 Summer Street.
- Selectmen increase Alcohol License Fees, Common Victualler Fees, and Lodging House Fees; reduce cost of several minor fees.
- Selectmen support School Committee request to urge Legislature to put moratorium on Charter Schools.
- Selectmen authorize Sunday package store sales.
- WAVM Telethon raises \$55,455 for Beacon Santa Charities.
- Assabet Valley Chamber of Commerce, Maynard Rotary Club and Clock Tower Place hold annual “Maynard Fest” and “Octoberfest”.

The Town continues to receive grant funds and was very successful in 2003.

Board of Selectmen/DPW - \$25,000 reimbursement from FEMA for February snow removal costs.

Board of Health - \$53,600 from Mass Recycling Incentive Program from DEP to coordinate Regional Recycling Programs.

Police Department - \$16,000 Community Policing Grant.

Police Department - \$15,000 Governor’s Alliance Against Drugs.

Police Department - \$2,250 Alcohol Enforcement Grant

Fire Department - \$21,000 Fire Safety Grant from Executive Office of Public Safety to buy clothing and equipment.

Fire Department - \$1,400 S.A.F.E. Grant from Executive Office of Public Safety.

Fire Department - Defibrillator Grant from Executive Office of Public Safety to purchase 2 Defibrillators.

Fire Department - \$37,026 from Federal Emergency Management Agency for Firefighter Training.

Board of Health - \$25,870 from Mass. Technology Park Coalition for assistance in paying for upgrade to Wheelabrator – Millbury Pant.

Council on Aging - \$8,297 from Dept. of Elder Affairs Formula Grant for Drop In-Center supplies, printing of newsletter and Elder Exercise Program.

Cultural Council - \$2,050 in grants from State for Cultural activities.

Board of Selectmen - \$25,000 from various State Agencies through MAPC for Community Development Plan.

Board of Selectmen - \$150,000 reallocation of Federal ISTEA funds from Town of Acton for Rail Trail Acquisition.

Consultant Planner Carolyn Britt, Community Opportunities Group and I have been busy managing Housing Rehab Grants, Long Range Community Development Planning and Economic Development. This past year Carolyn assisted the Council on Aging in its grant writing for a new van, the Historical Commission in its goal to have Glenwood Cemetery named to the National Register of Historic Places and the Community Development Planning Committee in its long Range Planning.

Carolyn was successful in bringing in \$180,000 in grant funds for Rail Trail and Community Planning, well worth the \$20,000 investment matched by Clock Tower Place.

McDonald Development Corporation demolished the building at Summer and Nason Streets and construction on a 21-unit apartment building is nearing completion. The rehab of the former Victory Plaza is almost complete with a full service restaurant expected to be the newest tenant. Aubuchon Hardware completed its new building and is now open. The focus of my attention for economic development in 2004 will be the former Digital site on Parker Street. The building owners want to aggressively market the buildings and may seek community assistance, which I feel is vital to their success.

The major issue facing the Town in 2004 will be the FY05 budget. Level funded local aid, use of reserves in FY04 and increasing health care costs are driving the budget to a deficit. Painful decisions regarding services may have to be made before July 1, 2004.

On a personal note, I would like to thank all who wished me well and offered their support and prayers during my illness, which kept me out of the office from May through September, 2003. I'd like to especially thank

the Board of Selectmen for their kindness through my ordeal and most importantly, Ken DeMars who served as Acting Town Administrator and retired Fire Chief Ron Cassidy who provided day-to-day administrative help to keep the Town running smoothly. I will be always grateful. I'd also like to thank Valerie Galvin for her service to the Town for 10 years and Town Building employees, Fred Brooks and Ray Smith, Jr. for their faithful service.

Michael J. Gianotis
Town Administrator

PERSONNEL STAFFING PLAN

As required by town Charter Section 5-2, herewith is the personnel and staffing plan currently in place for all Town Departments with exception of the School Department.

The personnel and staffing plan is organized by department. The initials P.T. denotes part-time employees. Employees listed are those permanent part-time or full-time. Accompanying this plan is a chart delineating the structure of Town Government under the newly enacted Town Charter. The plan is in order as the departments appear in the budget documents.

OFFICE OF THE SELECTMEN

Town Administrator	Michael J. Gianotis
Administrative Secretary	Rebecca Mosca
Custodian	Frederick Brooks
Custodian (PT)	Raymond Smith, Jr.

TOWN ACCOUNTANT

Town Accountant	Kenneth Demars
Clerk (PT)	Carol Akillian-Casey

TREASURER/COLLECTOR

Treasurer/Collector	Teresa DeSilva
Clerk	Dorothy Murphy
Clerk	Jennifer Waldron

OFFICE OF THE ASSESSORS

Assistant Assessor	Anthony Maria
Clerk	Annette DeRose

TOWN CLERK

Town Clerk	Judith C. Peterson
Asst. Town Clerk	Michelle Sokolowski

BOARD OF HEALTH

Health Officer	Gerald Collins
Clerk (PT)	Irene Tompkins
Clerk – Volunteer	Grace Hender

PUBLIC LIBRARY

Library Director	Stephen Weiner
Assistant Librarian	Cynthia Howe
Childrens/Young Adult Librarian	Mark Malcolm
Automated Services Librarian	Conrad Miller
ParaProfessional (FT)	Ellie Carey
ParaProfessional (PT)	Karen Weir

RECREATION DEPARTMENT

Clerk (PT)	Rhonda Rocheleau
------------	------------------

COUNCIL ON AGING

Van Driver	Sam Seel
COA Director (PT)	Marcia Curren
Clerk (PT)	C. David Hull

POLICE DEPARTMENT

Chief	James Corcoran
Lieutenant	Alfred Whitney, Jr.
Sergeant	Edwin Grierson
Sergeant	Douglas MacGlashing
Sergeant	James Dawson
Sergeant – Juvenile/DARE Officer	Clifford Wilson
Sergeant	Stephen Jones
Detective	Timothy Lawton
Photo Officer	John Kaziukonis
Meter Officer	Karl Nyholm
Prosecutor	Philip Craven
Officer	Mary McCue
Officer	Michael Noble
Officer	Robert Gallagher
Evidence Officer	Eric C. Karlon *
Officer	Neil W. Bogonovich
Officer	Steven Bigusiak
Officer	Steven Atwood
Officer	William Duggan
Officer	Gregory Balzotti
Officer	Brian Quinlan
Officer	Paul Maria
* Active Duty U.S. Army	
Temporary Officer	Thomas Neuffell
	Brian Cushing (Temporary)

FIRE DEPARTMENT

Fire Chief	Stephen J. Kulik
Secretary (PT)	Nancy W. Brooks
Captain	Francis J. King, Jr.
Captain	Patrick A. Sullivan
Captain	Thomas J. Dawson
Captain	Joseph P. Landry
Firefighter	Gerald J. Byrne
Firefighter	David D. Hillman
Firefighter	William H. Soar
Firefighter	James A. MacGillivray
Firefighter	Peter R. Morrison
Firefighter	Anthony L. Tyler
Firefighter	Michael D. Hamill
Firefighter	Timothy C. Gray
Firefighter	Mark Tomy
Firefighter	Craig Desjardins
Firefighter	Richard G. Hill
Firefighter	John W. Primiano
Firefighter	Jeffrey W. Boudreau
Firefighter	Patrick Hakey
Firefighter	Sean Kiley
Firefighter	Walter Latta

DEPARTMENT OF PUBLIC WORKS ADMINISTRATION

Superintendent	Walter Sokolowski
Asst. Superintendent	Vacant
Clerk	Dianne Brenn
Clerk	Janice Barbagallo

Cemetery Department

Foreman	John Vincent
---------	--------------

Highway Department

Foreman	Roland Jerome
Lead Mechanic	Joseph Foster
Skilled Laborer	Gerard Flood
Skilled Laborer	Michael Gallagher
Skilled Laborer	John Demars
Equipment Operator	Michael Kaskiewicz

Tree & Parks Department

Skilled Laborer	Jeffery Price
-----------------	---------------

Water & Sewer Department

Foreman/Lead Operator	Michael Hatch
Water/Sewer Operator	Walter Marr
Water/Sewer Operator	Timothy Mullally
Water/Sewer Pumping Station Operator	Michael Abbondanzio

Sewer Treatment Plant

Chief Operator	Charles Dismuke
Asst. Chief Operator	Victor Vasselin
Laboratory Technician	Steven Lossow
Skilled Laborer	Mark Currier

Several Town Departments are staffed by individuals either on the a Fee Basis or Contract Basis not eligible for Town benefits. Those departments are as follows:

FINANCE COMMITTEE

Recording Secretary (Contract)	Ellen Waldron
--------------------------------	---------------

TOWN CLERK

Census Workers	Sundry
Voter Registrar (Flat Fee)	Madeline Lukashuk
Voter Registrar (Flat Fee)	Deborah Collins
Voter Registrar (Flat Fee)	C. David Hull
Voter Registrar Clerk (Flat Fee)	Judith C. Peterson
Election Workers	Sundry
Town Meeting Workers	Sundry

PLUMBING

Inspector (Fee Basis)	Raymond Smith
-----------------------	---------------

BUILDING

Inspector (Fee Basis)	Richard Roggeveen
Asst. Inspector (Fee Basis)	Charles Willett

WIRE

Inspector (Fee Basis)	Benjamin Bigusiak
Asst. Inspector (Fee Basis)	Peter Morrison

GAS

Inspector (Fee Basis)	William Freeman
-----------------------	-----------------

SEALER OF WEIGHTS AND MEASURES

Sealer (Fee Basis)

Steven Lossow

VETERANS

Agent (Flat Fee)

Stewart Campbell

DOG OFFICER

Dog Officer (Contract)

Leslie Boardman

PLANNING BOARD

Administrative Assistant

Cindy Panetta

ZONING BOARD OF APPEALS

Administrative Assistant

Vacant

RECREATIONAL (Seasonal)

Instructors, Aides, Supervisors (PT)

Sundry

Real Property Ownership List

<u>Parcel ID</u>	<u>Parcel Address No.</u>	<u>Parcel Street</u>	<u>Parcel Owner Name</u>	<u>Parcel Value</u>
174/001.0-0000-0004.0	0	ROCKLAND AVE	CONSERVATION	20,000
174/013.0-0000-0004.0	0	ABBOTT RD	CONSERVATION	591,800
174/020.0-0000-0168.0	0	BURNS CT &	CONSERVATION	38,300
174/009.0-0000-0214.0	0	CHARLES ST EXT	CONSERVATION	215,600
174/010.0-0000-0179.0	0	COLBERT AVE	CONSERVATION	194,500
174/010.0-0000-0060.0	0	CONCORD ST (REAR	CONSERVATION	1,296,300
174/004.0-0000-0156.0	0	DANA RD	CONSERVATION	314,900
174/012.0-0000-0014.0	0	DEWEY ST	CONSERVATION	16,000
174/008.0-0000-0113.0	0	DIX RD	CONSERVATION	16,000
174/009.0-0000-0223.0	0	END OF ORCHARD TE	CONSERVATION	24,700
174/004.0-0000-0023.0	0	GEORGE RD	CONSERVATION	1,045,400
174/014.0-0000-0286.0	0	HOWARD RD	CONSERVATION	142,400
174/021.0-0000-0032.0	0	MAYBURY RD	CONSERVATION	140,400
174/008.0-0000-0204.0	0	MOCKINGBIRD LN	CONSERVATION	1,900
174/009.0-0000-0032.0	0	MOCKINGBIRD LN	CONSERVATION	81,000
174/008.0-0000-0025.0	0	NICK LN	CONSERVATION	180,000
174/008.0-0000-0114.0	0	REO RD	CONSERVATION	212,600
174/001.0-0000-0002.0	0	ROCKLAND AVE	CONSERVATION	531,100
174/005.0-0000-0004.0	0	ROCKLAND AVE	CONSERVATION	699,300
174/005.0-0000-0010.0	0	ROCKLAND AVE	CONSERVATION	757,900
174/005.0-0000-0012.0	0	SILVER HILL RD	CONSERVATION	587,400
174/013.0-0000-0002.0	0	SUMMER HILL RD	CONSERVATION	1,400
174/013.0-0000-0003.0	0	SUMMER HILL RD	CONSERVATION	1,409,000
174/008.0-0000-0174.0	0	SUMMER ST	CONSERVATION	360,800
174/008.0-0000-0186.0	0	SUMMER ST	CONSERVATION	523,300
174/014.0-0000-0067.0	0	SUMMER ST	CONSERVATION	126,800
174/009.0-0000-0324.0	0	WALCOTT ST	CONSERVATION	23,500
174/010.0-0000-0206.0	0	WALCOTT ST EXT	CONSERVATION	18,200
174/010.0-0000-0210.0	0	WALCOTT ST EXT	CONSERVATION	20,700
174/010.0-0000-0068.A	0	WINDMILL DR	CONSERVATION	9,600
174/018.0-0000-0189.0	0	WINTER ST	CONSERVATION COMMISSION	17,400
174/020.0-0000-0234.0	12	BANCROFT ST	COOLIDGE SCHOOL	634,400
174/024.0-0000-0001.1	141	GREAT RD	CROWE PARK	577,200

174/009.0-0000-0257.0	101	ACTON ST	DPW	14,600
174/028.0-0000-0001.0	0	BEHIND HIGH SCHOO	DPW	1,123,700
174/024.0-0000-0015.0	0	GREAT RD	DPW	1,157,300
174/024.0-0000-0016.0	0	GREAT RD	DPW	283,500
174/020.0-0000-0248.0	0	HARRISON ST	DPW	145,100
174/008.0-0000-0119.0	23	MOCKINGBIRD LN	DPW	138,300
174/029.0-0000-0011.0	0	OLD MARLBORO RD	DPW	7,659,400
174/006.0-0000-0014.0	0	PINE HILL RD	DPW	124,800
174/006.0-0000-0015.0	0	PINE HILL RD	DPW	124,900
174/006.0-0000-0016.0	0	PINE HILL RD	DPW	112,700
174/006.0-0000-0017.0	0	PINE HILL RD	DPW	119,700
174/010.0-0000-0094.0	18	PINE HILL RD	DPW	6,930,600
174/010.0-0000-0099.0	0	POWDER MILL RD	DPW	143,300
174/013.0-0000-0001.0	0	SUMMER HILL RD	DPW	2,568,400
174/014.0-0000-0155.0	0	SUMMER ST	DPW	1,167,900
174/013.0-0000-0092.0	99	TOWER RD	DPW	125,800
174/018.0-0000-0184.0	38	WINTER ST	DPW	776,300
174/014.0-0000-0268.0	61	SUMMER ST	FOWLER JUNIOR HIGH	2,986,100
174/025.0-0000-0014.0	0	PARKER ST	GLENWOOD CEMETARY	490,600
174/024.0-0000-0001.0	143	GREAT RD	GREEN MEADOW SCHOOL	6,186,700
174/024.0-0000-0003.0	1	TIGER DR	HIGH SCHOOL	3,840,100
174/010.0-0000-0154.0	15	CONCORD CIR	HOUSING AUTHORITY	2,543,600
174/010.0-0000-0144.0	1	DAWN RD	HOUSING AUTHORITY	1,652,500
174/011.0-0000-0004.0	1	POWDER MILL RD	HOUSING AUTHORITY	2,215,500
174/015.0-0000-0067.0	1	SUMMER ST	POLICE & FIRE STATION	255,400
174/024.0-0000-0014.0	0	TAYLOR RD	RECREATION	626,100
174/014.0-0000-0217.0	0	NASON ST	ROOSEVELT SCHOOL	549,100
174/024.0-0000-0012.0	0	GREAT RD	SCHOOL COMMITTEE	75,000
174/024.0-0000-0013.0	3	TIGER DR	SCHOOL COMMITTEE	29,932,100
174/024.0-0000-0011.0	0	BALLFIELD	SCHOOL DEPARTMENT	173,300
174/024.0-0000-0002.0	0	GREAT RD	SCHOOL DEPARTMENT	367,800
174/009.0-0000-0335.A	0	ACTON ST	SELECTMAN	90,100
174/005.0-0000-0003.0	138	ACTON ST	SELECTMEN	121,500
174/014.0-0000-0254.A	0	BROOKS & SUMMER	SELECTMEN	500
174/009.0-0000-0213.0	0	CHARLES ST EXT	SELECTMEN	4,000
174/018.0-0000-0177.0	0	CORNER WHITE &	SELECTMEN	409,800
174/014.0-0000-0086.0	0	EUCLID AVE	SELECTMEN	78,900

174/014.0-0000-0093.A	0	FLORIDA CT	SELECTMEN	9,000
174/020.0-0000-0246.0	0	FOREST ST	SELECTMEN	87,800
174/018.0-0000-0023.0	0	GREAT & MAIN STS	SELECTMEN	15,500
174/017.0-0000-0009.0	0	GREAT RD	SELECTMEN	12,000
174/019.0-0000-0075.0	0	GREAT RD	SELECTMEN	11,000
174/025.0-0000-0013.0	208	GREAT RD	SELECTMEN	154,600
174/019.0-0000-0052.0	0	KEENE AVE	SELECTMEN	14,400
174/009.0-0000-0145.A	0	LINCOLN ST	SELECTMEN	1,100
174/014.0-0000-0123.0	195	MAIN ST	SELECTMEN	794,000
174/014.0-0000-0130.C	0	MAIN ST	SELECTMEN	19,500
174/014.0-0000-0187.A	0	MAIN ST	SELECTMEN	-
174/018.0-0000-0260.0	0	MOYNIHAN DR	SELECTMEN	2,500
174/014.0-0000-0166.0	0	NASON ST	SELECTMEN	94,700
174/014.0-0000-0292.0	0	NASON ST	SELECTMEN	439,000
174/009.0-0000-0106.0	0	OFF CHARLES ST	SELECTMEN	155,400
174/029.0-0000-0032.0	0	OLD MARLBORO RD	SELECTMEN	3,000
174/015.0-0000-0026.0	0	PLEASANT ST	SELECTMEN	1,600
174/009.0-0000-0383.0	0	RAILROAD	SELECTMEN	52,600
174/008.0-0000-0131.0	0	REO RD	SELECTMEN	641,600
174/005.0-0000-0001.0	1	ROCKLAND AVE	SELECTMEN	1,330,100
174/005.0-0000-0005.0	0	ROCKLAND AVE	SELECTMEN	29,700
174/005.0-0000-0014.0	0	SILVER HILL RD	SELECTMEN	1,800
174/007.0-0000-0003.0	0	SUMMER ST	SELECTMEN	1,587,300
174/008.0-0000-0132.0	0	SUMMER ST	SELECTMEN	372,400
174/008.0-0000-0204.A	0	SUMMER ST	SELECTMEN	33,000
174/021.0-0000-0015.0	0	WALTHAM ST	SELECTMEN	131,700
174/021.0-0000-0015.B	0	WALTHAM ST	SELECTMEN	500
174/009.0-0000-0283.0	0	WARREN ST	SELECTMEN	4,300
174/018.0-0000-0131.0	0	WINTER ST	SELECTMEN	15,000
		Total Value		92,159,900

Salaries and Wages Paid in Excess of 1,000 for Calendar 2003

Some wages paid may reflect totals from more than one department

Overtime and private details (non-town funds)

Abbondanzio, Michael	56,003.01	Grierson, Edwin A	109,900.14
Akillian-Casey, Carol A	11,522.79	Grossman, Beth A	4,465.00
Atwood, Steven W	78,712.15	Hakey, Patrick A	37,417.89
Balzotti, Gregory E	58,159.50	Hamill Michael D	50,147.92
Barbagallo, Janice	35,781.90	Hatch, Michael	65,332.73
Bigusiak, Benjamin A	5,067.50	Hatch, Robert R	2,361.57
Bigusiak, Stephen M	72,781.07	Hauser, Michele K	1,838.92
Bogonvich, Neil	25,571.43	Hill, Richard G	65,601.36
Boudreau, Jeffrey W	50,025.18	Hillman, David	59,631.66
Bowles, Paul D	22,486.18	Houle, Parnell R	5,704.97
Brainard, Lee Ann	4,902.60	Howe, Cynthia Claire	47,221.60
Brenn, Dianne	27,719.83	Hull, C. David	10,653.55
Brooks, Frederick J	39,451.73	Jerome, Roland	58,758.11
Brooks, Nancy	31,042.48	Jones, Stephen G	76,740.58
Byrne, Gerald	71,989.79	Kaskiewicz, Michael	42,606.41
Campbell, Stewart T	1,250.00	Kaziukonis, John J	66,003.36
Carey, Eleanor	30,038.75	Kiley, Edward J	3,873.41
Carlson, Maryanne	5,033.11	Kiley, Sean E	26,206.38
Cassidy, Ronald	24,120.00	King, Francis J Jr	77,179.75
Collins, Gerald J	62,671.53	Kulik, Stephen J	90,251.59
Conrado, Pamela L	1,313.84	Landry, Joseph	66,756.46
Corcoran, James F	115,482.83	Latta, Walter A. Jr.	18,096.71
Corcoran, Karen	1,536.59	Lawton, Timothy	94,364.84
Craven, Philip	71,359.81	Lesage, Jonathan M	1,476.20
Curcio, Leonard	1,800.00	Loomer, James M	1,390.86
Curren, Marcia	12,193.40	Loomer, Robert F	55,570.59
Currier, Marc L	55,003.43	Lossow, Steven	54,348.95
Cushing, Brian R	36,729.96	MacGillivray, James A	59,392.02
Dawson, James F.	87,341.23	MacGlashing, Douglas	67,370.44
Dawson, Thomas J	80,646.76	Malcolm, Mark A	40,313.60
DeMars, John	48,779.04	Maria, Anthony	53,421.88
DeMars, Kenneth R	48,407.84	Maria, James V	5,294.73
DeRose, Annette E	35,781.90	Maria, Paul A	69,881.14
DeSilva, Teresa	49,314.27	Marr, Walter C	57,197.60
Desjardins, Craig L	62,705.45	McCue, Mary B	52,828.82
Diaz, Oscar V	8,745.34	McQuiggan, Elizabeth	12,082.41
Dismuke, Charles T	27,122.12	Miller, Conrad D	40,313.60
Duggan, William J	48,355.00	Morrissey, Dennis	10,641.06
Farquharson, Robert	3,938.00	Morrison, Peter R	58,226.20
Flood, Gerard P	71,331.01	Mosca, Rebecca J	3,598.12
Foster, Joseph D	53,976.21	Mullally, Timothy P	58,983.36
Freeman, William Jr	5,665.00	Murphy, Dorothy E	29,014.45
Gallagher, Michael	44,424.40	Murphy, George R	25,472.96
Gallagher, Robert J	69,490.13	Neufell, Thomas A	65,485.39
Galvin, Valerie	30,644.70	Noble, Michael	85,996.88
Gianotis, Michael J	62,095.86	Noonan, Ryan T	5,677.44
Gordon, Kyle R	16,493.29	Nyholm, Karl	76,269.75
Gray, Timothy C	58,940.83	Panetta, Cynthia A	2,387.00

Salaries and Wages Paid in Excess of 1,000 for Calendar 2003

Pekkala, Lauri V	4,082.78	Soar, William H III	58,923.51
Perrone, George	8,784.74	Sokolowski, Michelle	36,235.26
Peterson, Judith C	45,630.45	Sokolowski, Walter D	70,395.13
Pileeki, Nicholas	1,281.71	Steel, Jennifer	22,572.00
Price, Jeffrey E	43,141.52	Sullivan, Patrick A	77,256.75
Primiano, John W	55,259.70	Tompkins, Irene M	11,040.96
Quebec, Edward	34,374.60	Tomyl, Mark	66,280.69
Quinlan, Brian P	61,157.84	Tyler, Anthony L	68,463.65
Richardson, Deborah	11,558.05	Vasselin, Victor	66,227.40
Rocheleau, Rhonda M	11,905.51	Vincent, John H	50,439.06
Roggeveen, Richard A	7,241.50	Waldron, Ellen J	37,702.43
Sarvela, Walter R	1,101.60	Waldron, Jennifer V	28,480.09
Scheiner, Katrina	2,887.45	Weiner, Stephen	51,355.94
Seel, Sammy	34,369.60	Weir, Karen	28,482.30
Sevene, Linda	41,927.77	Whitney, Alfred T Jr	93,705.47
Smith, Raymond	5,833.00	Willett, Charles	7,241.50
Smith, Raymond Jr	14,705.40	Wilson, Clifford	67,897.85

School Employees

Adams, Jennifer E	44,234.06	Bruno, Mary	17,104.79
Adams, Patricia P	63,311.43	Bruso, Ingrid M	2,831.19
Adams, James E	41,484.85	Burkey, Roberta	50,875.54
Adamson, Candace A	54,899.97	Cabral, George B	4,187.56
Akillian-Casey, Carol	1,536.91	Cahoon, Margaret S	16,081.90
Alsen, Sheila C	3,802.50	Caloggero, Steven R	49,617.68
Anninger, Nicole	18,751.42	Campo, Linda A	14,392.14
Armour, Mary Ann	27,616.94	Caristi, Maria E	17,724.32
Avila-Gomes, Jessica	5,093.12	Carr, Carol A	56,951.54
Baldelli, Mary C	13,024.10	Carter, Pamela	28,998.36
Ballard, John J	34,744.46	Casavant, Beth A	42,564.51
Bastien, Deborah A	8,812.62	Cerqua, Patricia	4,031.08
Bathalon, Amanda R	3,520.66	Chapman, Emily A	13,441.36
Belanger, Nancy M	19,876.64	Chigass, Chloe	4,336.99
Bergner, Barbara	78,601.92	Cincotta, Joseph F	13,967.23
Bernard, Sarlah E	4,133.41	Cincotta, S Joseph	1,542.14
Blau, Mireille	22,173.68	Clarcq, Whitney	12,181.32
Blongastainer, Brian	2,472.00	Clark, Judith	2,425.00
Bourgeois, Jeannette	2,163.92	Clark, Winifred M	5,113.88
Bowker, Alicia	7,547.40	Coan, Patricia	62,117.47
Boyd-Pickard, Christina	2,328.00	Cohen, Lois V	52,138.44
Bozek, Amy E	52,939.30	Coleman, Marlene E	44,776.60
Brackesy, Cheryl L	47,985.94	Connelly, Jennifer	50,906.28
Brennan, Patricia	56,645.86	Colliton, Kristen	38,764.88
Brisson, William C	64,817.25	Corcoran, Karen P	16,827.47
Brooks, Robert K	95,364.52	Corke, Joan	1,183.77
Brown, Margot A	52,496.21	Corrigan, Kaitlyn	3,824.78
Brozowski, Sarah	6,296.81	Corrigan, Ryan P	9,714.38

Salaries and Wages Paid in Excess of 1,000 for Calendar 2003

Cosetta, Sandra L	6,113.04	Gately, Mary	4,336.99
Cossette, Edward T	35,381.34	Gelles, Debra A	28,643.67
Costello, Julie L	19,255.12	George, David W	37,849.19
Cotter, Michael	47,989.50	Germain, Arthur St.	69,291.20
Cotter, Sarah G	56,745.41	Gilberti, Linda	71,348.67
Countryman, Patricia	4,415.00	Gilfeather, Ellen J	11,806.77
Couture, Brenda	58,697.25	Gilson, Susan R	5,200.61
Couture, Laurier Jr	2,572.50	Giordano, Deborah	2,188.79
Craig, Patricia B	58,697.25	Goguen, Victoria	2,161.50
Cranson, Deborah A	61,937.36	Gould, Margaret	1,535.00
Daddino, Carin	18,197.25	Gorse, Robert B	2,806.65
Darcey, John C	18,003.09	Goucher, Robin L	1,606.37
Day, Margaret M	2,390.00	Graceffa, Michael	73,617.08
Dearden, Joseph Jr	42,231.59	Green, Fern	19,708.74
DeGrappo, Ann Marie	10,233.03	Greene, Jill C	34,299.92
DeJohn, Christina M	23,689.50	Greene, Katey	48,821.10
DeMars, Patricia	36,500.73	Grierson, Gail	19,112.09
Dicicco, Peter S	48,999.84	Griswold, Florence B	21,649.24
Diggins, Debora I	20,969.14	Grossman., Susan C	58,697.25
Dillon, 111 John	76,885.16	Guertin, David P	30,221.10
Distefano, Lucie S	14,406.73	Hackett, Susan M	17,389.75
Doughty, Arlene	2,194.61	Harrington, Beth A	2,847.67
Douglas, Diane	19,432.00	Hayner, Kelly L	43,929.88
Dowsyt, Leslie Adams	42,775.36	Haynes, Nancy A	21,204.26
Duchesneau, Jane M	59,347.25	Helin, Walter	39,768.10
Dunlap, Carole L	3,509.38	Herlihy, David M	38,122.76
Edgar, Laurie B	59,387.25	Herrick, Nancy L	2,877.00
Egan, Jennifer A	1,824.52	Higgins, David	7,864.46
Elkins, Denise	35,426.98	Higgins, Richard S	35,076.05
Elliott, Louis C	58,697.25	Highfield, Shirley A	22,917.36
Emerson, David R	1,430.00	Hilli, Thomas	15,539.24
Erb, Janet	65,923.86	Holly, Deborah A	54,983.65
Erickson, Lucinda	67,093.60	Horn, Susan	104,237.40
Ewing, Nieta Candace	58,383.21	Houle, Parnell R	1,359.96
Fall, Ashley	3,548.46	Howes, Michael	2,172.00
Fanning, Irene T	1,192.50	Huang, Meishu	4,998.00
Ferranti, Mary S	30,884.80	Hull, Gloria M	7,360.23
Filz, Joyce	8,246.32	Hunter, Karen J	4,382.50
Finck, Kristen	34,252.63	Iaccarino, Elizabeth	4,139.80
Finnegan, Mary B	58,583.21	Ignachuck, Jean E	42,373.88
Firth, Patricia	1,189.50	Ignachuck, Walter J	39,609.99
Fitzgerald, Andrea M	15,418.80	Indelicato, Francine	14,551.99
Fitzgerald, Mary A	3,810.79	Jablon, Paula M	8,147.74
Fleming, Christopher	59,221.15	Jackson, Jennifer J	46,405.00
Fleury, Patricia	5,005.72	Jaffee-Zeller, Ellen	65,252.61
Flinn, Joyce M	3,822.48	James, Lisa J	5,275.56
Flynn, John F	58,697.25	Johnson, Judith A	63,381.36
Flynn, Patrick Jr.	1,694.99	Johnson, Patrick	51,615.51
Foley, Marcia F	13,741.34	Joki, Elizabeth	1,040.00
Fowler, Shelly A	4,478.24	Jones, Charlotte A	20,024.24
Fuchs, Arlene	35,218.04	Jussemaume, Gary	68,607.90
Gallagher, Jane	1,290.00	Justason, Gary	66,365.07
Gallant Ansari, Shannon	12,979.68	Justason, James M	40,611.98
Galvin, Richard T	3,591.00	Justason, Nancy J	70,240.57

Salaries and Wages Paid in Excess of 1,000 for Calendar 2003

Justason, Walter	34,880.22	Masterson, Mark	124,874.92
Kairis, Jennifer L	28,099.81	McAuliffe, Nancy	4,521.29
Kapsimalis, Julie A	5,414.53	McCarthy, Patricia	63,353.30
Katz, Noam S	26,850.00	McCormack, Kimberley	5,645.46
Kay, Ruth	19,321.93	McDonald, Gail	40,084.50
Kearney, Albert	75,627.58	McGrath, Kathleen M	2,366.20
Keaveney, Lisa M	9,527.62	McHale, Ann	19,180.00
Kelleher, Susan Y	26,340.74	McLaughlin, Berndette	92,724.00
Kelley, Brian A	54,219.72	McLaughlin, Jana	1,013.29
Kelley, Lillian	3,343.04	McNamara, Susan	55,399.97
Kendra, John J	63,662.47	Meade, Susanne	58,847.25
Kennedy, Tiffany L	22,742.06	Medeiros, Joseph A	1,040.00
Kessler, Rosemarie	71,211.57	Mela, Jeff N	71,224.92
Kinch, Robert W	47,219.61	Meltzer, Jane A	32,642.67
King, Michelle	24,052.20	Messenger, Patricia	63,346.03
Koptiew, Carole M	54,219.72	Messina, Nancy A	62,612.33
Koskinen, Linda R	34,241.46	Miller, Caroline	31,239.72
Krasinski, Katherine	11,008.64	Mills, Catherine A	12,117.40
Kravitsky, Victoria	5,812.40	Mitzcavitch, Mary	13,898.30
Krysa, Christopher	3,428.60	Monahan, Rosamond	59,670.71
Kulevich, Cynthia	54,899.97	Monsen, Maureen E	3,967.53
LaBelle-Pierce, Jean	47,518.17	Mooradian, Lynne S	53,160.90
Lambert, Rosanne	48,432.37	Moore, Colleen M	47,827.40
Landers, Nanda	3,891.12	Moore, Michele	19,136.94
Langmore, Susan P	18,320.09	Moore, Shannon	3,000.00
Lankford, Barbara K	62,137.36	Morrison, Paula A	22,852.08
Larsen, Laura L	4,381.33	Mosca, Brian	2,631.00
Latta, Lynda L	23,280.13	Mosca, Rebecca J	13,061.34
Lawhorn, Denise	12,261.48	Mossman, Joann A	41,007.83
Leach, Matthew P	4,437.43	Mully, Hanne B	48,216.76
Lees, Robyn M	4,183.91	Murphy, Gail F	2,695.00
Lekan, Lija	5,480.00	Murphy, Rita Marie	64,779.15
Lent, John D	89,081.88	Murphy, Tammy	73,777.21
Lerner, Rochelle	13,616.00	Najjar, Kenneth J	1,433.88
LeSage, Carol	10,925.10	Napolitano, Jayna	20,685.04
LeSage, Jonathan	15,368.35	Nelson, Denise	58,945.52
LeSage, Malaina	18,250.60	Newsome, Odette F	9,384.39
Lind, Janice A	41,912.25	Nield, Eleanor	13,234.68
Lochiatto, Joanne T	28,998.36	Ojala, Edith J	59,023.11
Loughlin, David	3,418.00	Olsen, Jennifer E	2,573.24
Loynd, Lisa A	9,538.53	O'Malley, Mary M	4,607.41
MacLean, Lisa E	77,733.71	Panakis, Heidi B	2,628.00
Madow, Pamela	7,867.08	Park, Kyung Ae	1,215.00
Magdaleno, Gamaly	1,370.43	Parker, Linda	12,021.86
Magno, Joseph P	32,884.00	Parker, Shannon M	5,897.78
Manning, Kevin W	24,625.05	Pasquantonio, Joanne	59,649.07
Mara, Gayle	62,374.32	Pepi, Brian S	1,128.16
Markowitz, Katherine	56,457.68	Paralta, Tammy A	5,757.36
Marrese, Christopher	48,086.27	Pelache, Sharon	1,094.95
Marshall, Doris	16,287.14	Pervier, Karen E	38,133.88
Martell, Joan	15,149.19	Peter Paul, Junior J	4,870.84
Martin, Charlene M	4,696.89	Place, Mary A	16,714.89
Mason, Karen E	15,082.54	Pomfred, Susan A	54,219.72

Salaries and Wages Paid in Excess of 1,000 for Calendar 2003

Poulson, Betsy M	9,960.46	Soderberg, Scott	3,375.00
Proulx, Linda	23,034.52	Stamm, Heather Flynn	26,612.35
Pruski-Pamir, Christine	18,605.15	Stebbins, Allen	59,193.65
Quinn, Charlene A	8,088.82	Steigerwald, Stephanie	22,558.45
Radler, Pamela M	13,933.58	Stevens, Michael P	64,862.74
Radler, Richard A	6,317.50	Sullivan, Brenda	58,269.07
Rak, Louise S	54,999.87	Sullivan, Eileen P	16,836.27
Reed, Kristen R	27,794.21	Sullivan, Kathleen	28,259.70
Reed, Kristin	16,946.08	Suto, Heather M	1,200.00
Reimann, Karen B	11,981.46	Symes, Herbert J Jr	55,334.97
Reynolds, Kenneth	3,811.67	Taft, Sharon A	18,683.34
Richardson, Kathy G	1,662.67	Tamulynas, Janice	6,772.50
Richardson, Maurice C	34,107.63	Tatem-Small, Cecilia	35,505.37
Robblee, Erin	2,072.50	Taylor, Paulene J	8,651.81
Rocheleau, Rhonda	11,985.52	Thompson, Marylou	1,112.50
Rock, Wendy R	39,000.47	Thorburn, Patricia	18,323.09
Rodgers, Jacquelyn	67,445.67	Tormey, Joan	20,215.07
Rossignol, Joyce M	7,275.45	Trocchi, Robert F	2,382.24
Rouille, Catherine	14,098.26	Tyler, Joan R	8,826.27
Roussell, Deborah M	55,714.21	Vanaria, Lawrence	62,177.25
Russo, Barbara L	4,918.23	Voner, Veronica	2,099.01
Ryan, Jane E	63,231.36	Wagman, Nora	32,024.79
Sacco, Stephen P	5,926.10	Waldron, Alexandria	61,383.70
Samiljan, Mary	3,689.59	Waldron, Michael	40,978.32
Santillo, Sharon	58,697.25	Wardwell, Mary E	27,997.63
Santos, Ellane A	4,639.70	Weaver, Alice	19,708.74
Saxelby, Alison	12,416.60	Weksner, Diane P	58,697.25
Schmidt, Marjorie	14,353.52	Welch, Jerrlyn	2,856.00
Schulthesis, Steven	15,079.54	Wells, Deborah	10,483.09
Sczerzen, Robert	43,838.31	Wheeler, Nancy	61,389.75
Selig, Suzanne	3,875.38	Whittemore, Martha	7,130.00
Seymour, Rita A	14,891.00	Wilson, Jane S	17,028.30
Sforza, John E	73,671.28	Wilson, Karen M	29,617.64
Sheehan, Nancy M	6,609.91	Wing, Judith	30,206.44
Sicard, Donald R	9,867.78	Wirzburger, Matthew	46,776.84
Silverman, Michael	1,161.00	Wood, Julia	1,983.58
Sinicki, Joyce	63,231.28	Wright, Robert A	34,930.92
Skoog, Isabel M	21,477.05	Yanchewski, Mark S	3,591.00
Smart, Anne Marie	65,418.86	Zameret Jarger, Faith A	57,916.13
Smith, Deborah	2,262.00	Zmijak, Zofia	1,496.19
Smith, Mary-Lloyd	67,445.67		

**FIXED ASSET REPORT
DEPARTMENT OF PUBLIC WORKS**

WATER AND SEWER DIVISION

LOCATION

BUILDING & EQUIPMENT

Well #1	\$100,000.00
Well #1A	\$60,000.00
Well #3	\$100,000.00
Well #4	\$100,000.00
Wells 5,6&7	\$900,000.00
Corrosion Control Building	\$63,000.00
Water Treatment Building	\$1,400,000.00
Rockland Ave Treatment Bldg	\$4,789,000.00
Great Rd Treatment Plant	\$1,250,000.00
Winter Street Garage	\$175,000.00

Sewer Lift Stations

Assabet Street	\$200,000.00
Old Mill Road	\$25,000.00
Tobin Drive	\$150,000.00
Old Marlboro Road	\$225,000.00
Vose Hill	\$100,000.00
Wood Lane	\$150,000.00
Riverbank Road	\$20,000.00
Durant Avenue	\$25,000.00
Mockingbird Lane	\$150,000.00
Powder Mill Road	\$470,000.00
Puffer Road	\$100,000.00

Vehicle	Purchase Cost	Purchased New Year	Purchased Used Year	Department Assignment
1997 Ford F-350	\$26,997.00	1998		Highway
	\$			
1984 Int'l. Dump	43,500.00	1984		Highway
	\$			
1985 Int'l. Dump	43,500.00	1984		Highway
	\$			
1986 Fiat Allis Loader	62,698.00	1986		Highway
	\$			
1997 John Deere BH	65,000.00	1997		Highway
	\$			
1996 John Deere Loader	110,000.00	1996		Highway

	\$			
1987 Ford BH	35,000.00	1987		Highway
1968 Sicard Snow Blower	\$ 22,148.00		1975	Highway
	\$			
1986 Int'l. Dump	41,463.00		1988	Highway
	\$			
1988 Ford Dump F350	21,000.00	1988		Cemetery
	\$			
1988 MT-4 Trackless	28,000.00	1988		Highway
	\$			
1984 Int'l. Tractor	53,000.00	1984		Highway
	\$			
1965 Cat 977 H	34,917.00	1965		Highway
1999 Kenworth	\$79,957.00	1998		WWTP
	\$			
2000 Bombardier	67,770.00	2000		Highway
	\$			
1990 Ford Vac/Jet	40,000.00		2001	Sewer
Total	\$786,950.00			

ASSET	DATE PURCHASED	COST
<u>FIRE</u>		
Telegraph Processor and Decoder	9/7/01	\$15,450
Air Compressor	3/16/00	\$25,485
Exhaust System	6/14/99	\$33,300
Emergency Generator	12/16/97	\$15,000
Ladder 1	5/16/86	\$240,900
Car 9	4/15/97	\$108,000
Car 10	6/23/97	\$20,900
Engine 1	6/1/01	\$267,900
Engine 2	2/5/92	\$171,310
Engine 3	12/12/97	\$168,000
Engine 4	5/25/00	\$29,189
Building/Land	1955	\$255,400
<u>POLICE</u>		
Car 10	9/19/95	\$22,308
Car 11	11/21/02	\$25,000
Car 12	10/25/00	\$22,192
Car 13	11/12/99	\$16,782
Car 14	12/12/01	\$25,000
Car 15	11/21/02	\$25,000
<u>COA</u>		
Photo Copier (donated)	2002	\$25,000
1997 Ram Maxi Van with Conversion	12/19/97	\$54,370



OFFICE OF THE
TREASURER-COLLECTOR
TOWN OF MAYNARD
MUNICIPAL BUILDING
195 MAIN STREET
MAYNARD, MASSACHUSETTS 01754
Tel: 978-897-1005 Fax: 978-897-0565

Herewith is presented the Report of the Treasurer-Collector's
Department for the Fiscal Year 2002

Respectfully submitted,

Teresa DeSilva

Treasurer-Collector

**COLLECTOR'S REPORT
FISCAL 2003**

Year	Committed	Collected	Abated	Refunded
2003	14,723,368.93	14,435,022.12	69,174.74	47,810.63
2002		175,009.36		422.12
2003	433,247.62	421,104.24	1,589.29	
2002		1,221.49		
2001		704.19		
1999		1,491.68		
1998		693.14		
1997		255.08		
1996		78.70		
1994		16.25		
2003	953,892.73	857,826.60	21,756.57	4,067.26
2002	168,639.23	231,968.21	19,182.97	22,271.83
2001	13,482.00	26,621.80	2,560.15	1,823.26
2000		1,377.23		63.48
1999		285.52		
1998		307.92		
1997		174.17		
1996		10.42		
1995		41.25		
1994		18.75		
1993		22.50		
1992		45.01		
1991		291.04		
1990		125.42		
1989		15.00		
1988		15.00		
1987		43.75		
1986		165.43		
1985		60.61		
1984		16.27		
TOTAL TAXES	16,292,630.51	16,155,028.15	114,263.72	76,458.58

**COLLECTOR'S REPORT CONTINUED
FISCAL 2003**

	Year	Committed	Collected	Abated	Refunded
Water Rates	01-03	936,744.81	854,136.22	28,480.27	490.70
Sewer Rates	01-03	1,068,311.45	966,824.51	34,172.74	524.08
Sewer Betterments	2003	7,527.76	4,385.27		
Sewer Betterments Int.	2003		3,142.49		
Water Liens	2003	30,083.30	24,708.79		
	2002		4,440.68		
Wtr. Ln. - Cmtd. Int.	2003	4,772.47	3,836.57		
	2002		811.75		
Sewer Liens	2003	37,973.05	30,790.41		
	2002		6,436.44		
Swr. Ln.- Cmtd. Int.	2000				
	2003	8,863.17	7,227.05		
	2002		1,507.44		
Wtr. X Connections		5,395.00	4,665.00		
Water Misc.			7,500.00		
Sewer Misc.			9,125.15		
Sale of Lots			2,800.00		
Administration Fees			70.00		
Perpetual Care			5,000.00		
Munic. Lien Certf's.			36,366.00		
Penalties & Interest					
Property Taxes			40,649.88		
Excise Taxes			19,404.55		
Excise Reg. Fees			7,820.00		
Water			4,105.33		
Sewer			7,445.13		
GRAND TOTALS		18,392,301.52	18,208,226.81	176,916.73	77,473.36

Long Term Debt & Interest Paid - Fiscal 2003

Bond Issues	Principal Paid	Interest Paid	Total Paid
Building Remodeling	30,000.00	2,700.00	32,700.00
Departmental Equipment	10,000.00	5,763.50	15,763.50
Green Meadow School	345,000.00	67,428.75	412,428.75
M.W.P.A.T.	252,021.00	65,512.19	317,533.19
Sewer Projects	117,000.00	52,629.00	169,629.00
Water Projects	220,000.00	127,637.50	347,637.50
	974,021.00	321,670.94	1,295,691.94

Short Term Debt & Interest Paid - Fiscal 2003

Type of Issue	Principal Paid	Interest Paid	Total Paid
BOND ANTICIPATION NOTES Municipal Purpose	22,056,889.00	524,457.37	22,581,346.37
REVENUE ANTICIPATION	22,056,889.00	524,457.37	22,581,346.37

ACCT #	BOND ISSUES	FISCAL 2003	FISCAL 2004	FISCAL 2005	FISCAL 2006	FISCAL 2007	FISCAL 2008	FISCAL 2009	FISCAL 2010	FISCAL 2011	FISCAL 2012
4029	Water Bonds	PR INT 220,000 123,602	220,000 114,277	210,000 105,639	205,000 97,306	200,000 88,992	200,000 80,829	195,000 72,379	160,000 50,145	140,000 57,728	140,000 50,321
4030	Sewer Bonds	PR INT 91,200 55,364	85,000 51,660	85,000 48,203	85,000 44,895	90,000 41,434	65,000 38,375	65,000 35,788	65,000 33,075	70,000 30,358	65,000 27,554
4032	Green Meadow School	PR INT 345,000 67,429	340,000 52,703	335,000 37,770	325,000 22,676	315,000 7,560					
4049	Fowler Middle School	PR INT 1,011,000 946,425	1,010,000 830,250	1,010,000 830,250	1,010,000 830,250	1,010,000 830,250	1,010,000 802,475	1005000 751975	1005000 701725	1005000 659013	1005000 621325
4050	Water Bonds	PR INT 15,200 4,413	15,429 4,213	15,683 3,989	15,943 3,759	16,311 3,421	16,693 3,071	17,006 2,791	17,332 2,499	17,679 2,187	18,035 1,865
		PR INT 4,948	4,951	4,951	4,951	4,951	4,951	4,951	4,951	4,985	4,985
4051	Sewer Bonds	PR INT 10,053 3,236	10,133 3,195	10,226 3,135	10,353 3,062	10,482 2,957	10,614 2,849	10,833 2,740	11,059 2,544	11,279 2,342	11,905 2,151
4040	M.W.P.A.T. Bonds: #96-50	PR INT 15,200 4,413	15,429 4,213	15,683 3,989	15,943 3,759	16,311 3,421	16,693 3,071	17,006 2,791	17,332 2,499	17,679 2,187	18,035 1,865
		PR INT 4,948	4,951	4,951	4,951	4,951	4,951	4,951	4,951	4,985	4,985
		PR INT 10,053 3,236	10,133 3,195	10,226 3,135	10,353 3,062	10,482 2,957	10,614 2,849	10,833 2,740	11,059 2,544	11,279 2,342	11,905 2,151
		PR INT 40,585	185,549 221,995	188,083 216,390	190,780 210,708	195,488 202,959	202,303 193,014	209,355 182,722	214,902 173,835	220,641 164,666	226,830 154,953
4041	Building Remodeling	PR INT 30,000 2,701	30,000 1,351	15,000 338							
4042	Departmental Equipment	PR INT 35,800 7,067	35,000 5,585	30,000 4,260	10,000 3,100	10,000 2,630	10,000 2,158	10,000 1,683	10,000 1,208	10,000 730	10,000 245
	Total Principal Due	752,201	1,999,062	1,963,943	1,917,027	1,912,232	1,579,561	1,577,145	1,548,244	1,539,584	1,541,755
	Total Interest Due	304,397	1,454,004	1,391,924	1,314,906	1,225,853	1,166,771	1,091,078	1,003,031	952,473	891,614
	GRAND TOTALS DUE	1,056,598	3,453,066	3,355,867	3,231,933	3,138,085	2,746,332	2,668,223	2,551,275	2,492,057	2,433,369

FISCAL 2013	FISCAL 2014	FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2023	TOTALS
140,000	140,000	135,000	135,000	135,000	130,000	40,000	35,000	35,000	25,000	25,000	2,840,000
43,754	37,138	30,490	23,964	17,326	10,688	6,538	4,638	2,934	1,227	1,227	1,019,915
65,000	65,000	55,000	55,000	55,000	55,000	45,000	45,000	45,000	45,000	45,000	1,296,200
24,728	21,893	18,918	16,393	13,755	11,118	7,372	6,592	4,400	2,205	2,205	534,080
											1,660,000
											188,138
1005000	1005000	1005000	1000000	975000	975000	975000	975000	975000	975000	975000	19,911,000
571075	520825	470575	430375	375375	321750	268125	214500	160875	107250	53625	10,609,438
25,000	25,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	15,000	15,000	447,000
11,550	10,300	9,050	8,250	7,150	6,050	4,950	3,850	2,750	1,650	825	219,438
35,000	35,000	35,000	35,000	35,000	30,000	30,000	30,000	30,000	30,000	30,000	670,000
18,650	16,900	15,150	13,750	11,825	9,900	8,250	6,600	4,950	3,300	1,650	347,463
18,415	18,805	19,220	19,651	20,096							-
1,523	1,170	794	403								261,498
4,985	4,985	4,985	4,896	4,896	4,896	4,896	4,896	4,896			36,098
											89,010
11,685	11,465	11,245	11,025	10,805	15,585	15,291	15,023	14,754			223,815
1,931	1,711	1,491	1,271	1,051	831	537	269				37,303
232,052	240,000	250,000	255,000	265,000	275,000	285,000	295,000	305,000	315,000	320,000	4,870,983
146,116	135,175	122,313	109,375	96,375	82,875	68,875	54,375	39,375	23,875	8,000	2,648,556
											75,000
											4,390
											170,800
											28,666
											-
1,537,137	1,545,255	1,535,450	1,535,572	1,520,797	1,505,481	1,415,187	1,419,919	1,424,754	1,405,000	1,340,000	32,515,306
819,327	745,112	668,781	603,781	522,857	443,212	364,647	290,824	215,284	139,507	64,100	15,673,483
2,356,464	2,290,367	2,204,231	2,139,353	2,043,654	1,948,693	1,779,834	1,710,743	1,640,038	1,544,507	1,404,100	48,188,789
											0.00



OFFICE OF THE
BOARD OF SELECTMEN
TOWN OF MAYNARD
MUNICIPAL BUILDING
195 MAIN STREET
MAYNARD, MASSACHUSETTS 01754
Tel: 978-897-1001 Fax: 978-897-8457

ANNUAL REPORT OF THE VETERAN'S AGENT

The Office of the Veteran's Agent is located in the lower level of the Town Building.

The Agent is available at the office on Thursday afternoon from 2:00 p.m. to 4:00 p.m. in case of emergency.

The purpose of the Veteran's Agent is to provide assistance to veterans and their dependents.

In the year 2003 the department had several veteran requests for assistance in obtaining records, help in filling out V.A. forms for benefits, obtaining application forms for pre-registration interment at Massachusetts Veteran's memorial Cemeteries, Grave Markers and V.A. Summary of Veteran's benefits.

If any veterans need assistance in filling out forms or have questions regarding benefits, please come down to see me. If I don't know the answers, I can direct you to the proper state or federal agency.

In closing, I would like to take this time to thank all the town employees for their assistance to the Veteran's Office.

Respectfully Submitted,

Stewart T. Campbell
Veteran's Agent



OFFICE OF THE
INSPECTOR OF WIRES
TOWN OF MAYNARD
MUNICIPAL BUILDING
195 MAIN STREET
MAYNARD, MASSACHUSETTS 01754
Tel: 978-897-1001 Fax: 978-897-8457

To the Honorable Board of Selectmen,

Herewith is presented the Report of the Wire Inspector for the year ending December 31, 2003.

There were 143 permits issued during this period.

- 5 New Homes
- 55 New and Upgraded Services
- 143 Miscellaneous Wiring
- 5 Swimming Pools
- 43 Gas & Oil Burners
- Main Street Medical Center Wiring
- Senior Citizens Center Wiring
- Clock Tower Garage Wiring

The Wire Department wishes to express their thanks to the Board of Selectmen, Fire Department, Nstar and the Board of Health for their help and constant support.

Respectfully Submitted,

Benjamin A. Bigusiak
Inspector

Peter R. Morris
Assistant Inspector

TOWN OF MAYNARD
Departmental Memorandum

January 1, 2004

To: Michael Gianotis – Town Manager
 Fm: Les Boardman – Dog Officer
 Subject: Activity report for the **YEAR 2003**

MONTH	TOTAL # CALLS	TOTAL DOGS PICKED UP	LIC/NO LIC.	TOTAL #BITE CALLS	DOGS SENT TO LOWELL HUMANE/OR ADOPTED
JANUARY	19	3	3		
FEBRUARY	13	3	1	2	1
MARCH	14	2	2		
APRIL	9				
MAY	16	1	1		
JUNE	11	2	2		
JULY	28	7	7	1	
AUGUST	8	1	1		
SEPTEMBER	22	3	2	2	
OCTOBER	16			1	
NOVEMBER	12	1	1		
DECEMBER	23	3	3		
TOTAL 2003	191	26	8	18	5
TOTAL 2002	190	24	21	3	2

2003 Zoning Board of Appeals Annual Report

The year 2003 concluded for the Maynard Zoning Board of Appeals with a membership of five regular members, one alternate member, and one vacancy for an alternate member. One member resigned when that person moved from Maynard. The Maynard ZBA holds its meetings monthly as filings of applications of either variance or special permits dictate. During the year 2003 the board heard 14 separate cases. Many of these cases were heard and decided at the initial public hearing as presented by the petitioner or applicant. Certain of the cases had to be extended for further consideration at a continued public hearing to allow members to take a view of the property in question or for the petitioner or applicant to provide additional information or plans more specific to the particular project.

There were 11 petitions for variances for the year 2003, concluding as follows:

5 petitions granted

1 withdrawn

5 petitions amended to proceedings for special permit (G.L. Chapter 40A, Section 6) Bylaw Section

7.4.1 - all amended petitions were granted special permits to alter or enlarge a pre-existing non-conforming residential dwelling house.

There was 1 petition for Special Permit, which was to make a revision to a plan for the pre-existing non-conforming structure.

There were 2 additional petitions for Appeal, which were both denied.

Dated: February 19, 2004



Malcolm H. Houck, Chairman

2003 Zoning Board of Appeals Annual Report

<u>Case No.</u>	<u>Applicant(s)</u>	<u>Location/Property</u>	<u>Purpose</u>	<u>Decision</u>
030904-V	Kevin J. Allen and Maureen T. Allen	4 Tobin Drive	Variance, 15 ft. to 5.5 feet for the construction of a Proposed 20' x 12' shed.	Granted
030523-V	Sally Bubier and Catherine Autio	33 Butler Avenue	Variance, 15 ft. to 7 feet to construct a garden shed	Granted
030305-V	Carole Cignotti	21 Espie Avenue	Variance, 25 ft. to 15 ft. and 15 ft. to 10 ft. for a 15 foot above ground pool and small deck. Petitioner requested amendment under Section 7.4.1. and MGL, Ch. 40A, §6.	Granted
030501-A	Peter Doncel	13 - 15 Nason Street	Appeal from site plan denial by Planning Board	Denied
030610-A	Peter Doncel	13 - 15 Nason Street	Appeal from a decision of the Building Commissioner	Denied
030826-V	Daniel Fox and Linda Fox	11 Garfield Street	Variance, 15 ft. to 4 ft. for an existing 15' diameter above ground pool. Petitioner requested amendment under Section 7.4.1. and MGL, Ch. 40A, §6.	Granted
021121-V	Kimberly L. Hajek	6 Tobin Drive	Variance, 15 ft. to 8.4 ft. for a proposed attached garage	Withdrawn
021121-V ²	Darren Kenough & Geraldyn Kenough	3 Bellevue Terrace	Variance, 15 ft. to 8 ½ ft. for a proposed addition to the Existing dwelling. Petitioner requested amendment under Section 7.4.1. and MGL, Ch. 40A, §6.	Granted
021104-V	John Mackesy	120 Great Road	Variance, 15 ft. to 6.5 ft. for a proposed garage addition to an existing shed and barn. Petitioner requested amendment under Section 7.4.1. and MGL, Ch. 40A, §6.	Granted
030902-V	William J. Moretti, Jr. & Susan C. Moretti	4 Assabet Street	Variance, 25 ft. to 20 ft. to extend an existing front porch 12' parallel to the front lot line and cover the existing porch and extension with a roof, allowing the front entry to be centrally located. Petitioner requested amendment under Section 7.4.1. and MGL, Ch. 40A, §6.	Granted
021011-SP	James G. MacDonald	58-62 (a/k/a 60-64) 43 Summer St. and 66 Nason Street	Special Permit, revision to the plan for the pre-existing non- conforming structure.	Granted

030701-V	James Proia &	1 Woodbridge Road	Variance, 25 ft. to 20 ft. to construct a farmer's porch style front entry	Granted
031001-V	Lois Tetreault	22 Crane Avenue	Variance, 15 ft. to 3 ft. and 5 feet to 3 feet to build a detached 24' x 32' garage	Granted
030922-V	Philip O. Washington, Jr.	2 Riverview Avenue	Variance, 15 ft. to 5 ft. for a detached two-car garage	Denied

MAYNARD

PUBLIC SCHOOLS



Mark R. Masterson, Ed.D.
Superintendent
12 Bancroft Street
Maynard, MA 01754
Voice: (978) 897-2222
Fax: (978) 897-4610
e-mail: masterson@maynard.k12.ma.us

MAYNARD PUBLIC SCHOOLS

ANNUAL REPORT

2003

ORGANIZATION OF THE MAYNARD PUBLIC SCHOOLS

SCHOOL COMMITTEE

Ann Pratt, Chair
52 Thompson Street
Term Expires: 2006

Paul Howes, Vice-Chair
4 Wilson Circle
Term Expires: 2004

William Kohlman
9 Howard Road
Term Expires: 2006

Martha Wood
25 Elm Street
Term Expires: 2005

Mary Brannelly
12 Vose Hill Road
Term Expires: 2005

SUPERINTENDENT OF SCHOOLS

Mark R. Masterson, Ed.D. (978) 897-2222
12 Bancroft Street, Coolidge School Building

ASSISTANT SUPERINTENDENT FOR CURRICULUM & INSTRUCTION

Susan Horn (978) 897-8251
12 Bancroft Street, Coolidge School Building

DIRECTOR OF STUDENT SERVICES

Jill Greene (978) 897-2138
12 Bancroft Street, Coolidge School Building
Responsibilities: Special Education and Health Services

DIRECTOR OF EXCEL/FASC

Lois Cohen (978) 897-8021
5 Tiger Drive, Green Meadow School
Responsibilities: EXCEL Program (Before and After School Enrichment);
FASC (Fowler After School Club)

GREEN MEADOW ELEMENTARY SCHOOL

5 Tiger Drive

Bernadette McLaughlin, Principal (978) 897-8246

Grade Pre-Kindergarten – Grade 3 Total 510 Students

School Council

Bernadette McLaughlin/Tim Sullivan – Co-Chairs

Fred Chi	Shirley Dufour	Nancy Messina
Kristen Colliton	Candace Ewing	Nancy Murray
Priscilla Cotter	John Mason	Jessica Nelson

FOWLER SCHOOL

3 Tiger Drive

Robert Brooks, Principal (978) 897-6700

Grades 4-8 Total 590 Students

School Council

Robert Brooks – Chair

Patricia DeMars	Rita Murphy
Brenda Jones	Mary Tessari
Elizabeth Milligan	

MAYNARD HIGH SCHOOL

1 Tiger Drive

John Lent, Principal (978) 897-8891

Grades 9-12 Total 320 Students

School Council

John Lent - Chair

Gaston Bathalon	John Reed
John Dillon	Christine Snow
Laurie Edgar	Linda Anderson-Snow
Nancy Herrick	Paul Wendler
Tammy Murphy	

SUPERINTENDENT OF SCHOOLS

Dr. Mark R. Masterson

Retirements: Last June several long serving teachers retired from the District: Jack Kendra, High School Tech Ed teacher (38 years); Joanne Pasquantonio, Special Ed teacher (34 years); Art St.Germain, HS Math (33 years); Linda Gilberti, HS librarian (32 years); and this December Edie Ojala, GM elementary teacher (35.5 years). Also, two secretaries retired, Alicia Bowker (22 years) and Ann DeGrappo (18 years), as well as Doris Marshall, Health aide (14 years). We thank all of them for their service to our children.

The Community Conversation Continues...

Last April approximately 130 Maynard residents sat around tables in the Fowler Auditorium and began by telling a personal story about their own, their children's or grandchildren's learning. From this simple beginning, the consultant, Jay Vogt, supported by a grant from the Maynard Educational Foundation, and a significant contribution from the Stratus Corporation, guided a diverse group of individuals in identifying common themes. These initial exercises moved to a discussion based on "Our kids learn best when..." Eventually each table developed three educational goals that were written on strips of paper and pasted on the wall of the auditorium. During a brief break, the consultants grouped everyone's goals into broad categories. Finally, each participant was given three dot-post-its; everyone voted by affixing their dots to those goals they deemed most valuable to learning. The consultants eventually tallied the 'votes' reducing nine broad categories to three Curriculum goals, e.g. "To provide a rich variety of curriculum choices" being the most popular, a Student goal, "Promote a strong sense of students' own competence," and two Community goals, "Provide Adequate Tools & Resources" and "Create a reciprocal, supportive environment between school & community."

Following this "Community Conversation," volunteers joined three Action Planning Teams. Their task was to take the broadly stated Goals resulting from the Conversation and develop specific objectives and plans to advance each of the Community Goals. The Action Teams met through the late spring and summer and presented their Action Plans to the School Committee this past fall. These plans are all in various stages of progress.

One measurable objective derived from the Community Goal was to "Enhance communication among parents, students, and community by better and more frequent use of the school website." The schools' website <http://web.maynard.ma.us/schools/> now has significantly more information than ever before, including a District calendar, specifically in response to an Action Plan. In early January this website provided detailed information about the potential impact of the Marlborough Charter opening. Beginning in February significant budget information was added. Increasingly the District is providing more information to the community via our website.

Charter School Opening:

Last fall a Charter School planned to open in Marlborough and began recruiting students in Maynard. The School Committee and I worked hard to inform the community of the unfair Charter funding formula –student tuition costs are subtracted directly from our Chapter 70 funding. The Selectmen voted unanimously to support the School Committee's request for a moratorium on State Funding of Charter Schools. In January at the Mass Board of Education

Hearing in Worcester, supported by a number of Maynard citizens and teachers, High School Senior Eric Pekkala and School Committee member Martha Wood testified against the Charter School. The Board of Education vote is scheduled for late February, after this report has gone to press. (Check our website: [http://web.maynard.ma.us/schools/.](http://web.maynard.ma.us/schools/))

Fowler School Building Committee

While we all now accept the new Fowler School as an integral part of our community, e.g. holding Town Meeting in the auditorium, ten citizens made a special contribution to make this wonderful facility happen. Beginning in the summer of 1996 a Facilities Study Committee was formed. The following spring planning monies for the Fowler project were approved. After an initial loss at Town Meeting, the Building Committee's plan was approved overwhelmingly in May of '98; ground was broken that summer. Meeting faithfully every two weeks for the next three years, this Building Committee worked through all possible options --staying within the budget-- finalized the design and worked with the Conservation Committee and the DPW on site work. As the construction got underway there was an additional meeting every Thursday with school officials and the construction company, attended by many of Committee members. Even after the construction was 'finished' there were several punch-list items and legal issues that have required this Committee to continue to meet into this year. However the end is in sight, the Committee is beginning preparation for the State mandated audit, a review of all the building finances. Two years ago, as construction wound down, this same Committee took on the additional task of planning, bringing to a vote and overseeing a new track --legally, eligible for inclusion in the Fowler building project. Consequently, two-thirds of both the Fowler and the track costs will be paid by the State. (As a result of changes in the School Building Assistance Program such a percentage reimbursement may never occur again. Maynard, fortunately, had a very capable Committee focused on one common vision.) Those ten individuals to whom we all owe a special debt of gratitude this year are: John Landry and Peter O'Callaghan, co-chairs; Bob Brooks, Kathy Hahn, Gary Justason, Bill Kohlman, Mary Emma Robertson, John Thompson, Gregg Yanchenko and Mike Young, a Finance Committee member and faithful participant, but an unofficial member of the Committee.

There's an example here, not uncommon in Maynard, for all of us. These individuals, from very different backgrounds, perceived a real community need, in this case inadequate school facilities. They worked very hard to communicate their vision to others. Then, they invested themselves -- for years-- in making that vision reality. While these individuals emphasized to me that their efforts are not unique, we all should recognize the contribution they made. And, their example of quiet service should remind us of our debt to all those volunteers who so generously make Maynard the community that it is.

ASSISTANT SUPERINTENDENT
Curriculum, Instruction, and Assessment
Susan Horn

My annual report for the Town of Maynard affords me an opportunity to reflect on what has been accomplished over the past year, and what has yet to be undertaken. The Maynard Public schools is committed to providing all students with academic and problem-solving skills essential for personal development, responsible citizenship, and life-long learning. I welcome this new year with its opportunities and challenges in the areas of *curriculum, instruction, and assessment*. **Curriculum** is considered to be "what we teach children." **Instruction** is "how we teach children." **Assessment** is "how we measure what children learn."

In Maynard, we have developed system-wide goals to help provide a framework for excellence within our schools. These goals come from an understanding of our district needs and challenges. These goals have helped guide our school district. The following goals prioritize the focus of the educational community.

Goal 1: To ensure and enhance the use of a common core curriculum by

Incorporating a variety of instructional practices and content both within and across grade levels.

* We developed and distributed Curriculum Brochures for grades PreK-8

* We are developing Curriculum Program of Studies grades 9-12

There will be Department Course expectations, outlines, and rubrics.

* We have developed and continue to refine Summer Reading Lists and Activities K-12

* We have adopted new programs and continue to guide the new program adoptions

A comprehensive Literacy Program K-12

The Scott Foresman Reading program for grades K-6

Prentice Hall English program for grades 6-12

A cohesive Math Program K-8

The Scott Foresman Math program for grades K-5

McDougal Middle School Math I and II for grades 6 and 7 respectively

McDougal Integrated Algebra I for grade 8

History alignment with the new frameworks

Scott Foresman Geography for grade 4

Glencoe World History I for grade 8

New Science resources

Holt Chemistry for grade 11

* We are in the process of reviewing new science and history programs for future adoption in order to align the resources with the present Massachusetts Curriculum Frameworks.

Goal 2: To ensure and enhance the use of common assessment practices by

Incorporating a variety of informal and formal assessments.

Assessment methods and tools are used to gather data about student performance. Diagnostic tools, which are usually formal tools, may include pre-assessments, or post assessments. Assessment is based on curriculum and student work samples that reflect learning and are evaluations of achievement toward the standards.

* We are continuing with the next phase of logistics of the Assessment Folders in the district.

We are documenting testing, recording information and housing the data.

* We are improving and strengthening literacy instruction through the implementation of reading and writing strategies across the curriculum, while recording and charting students progress and achievement

Continue the implementation of Assessment Reading Folders

Continue 6 Reading Unit Tests in Scott Foresman for grades K-6

Continue Developmental Reading Assessments (DRA) for grades K-3 indicating level of reading for grades K-3

Continue Gates Reading assessment for grades 4-8

Continue the implementation of Assessment Writing Folders

3 prompts a year for grades K-12

* We are strengthening math skill instruction through the new curriculum implementation with additional activities planned for each school.

*Continue and expand: Assessment Math Folders for grades K-8
Assessments will be given throughout the year and at the end of the year
Chapter Tests and Diagnostic Inventories*

Continue the successful initiative of Math Calendar of Events

Providing additional challenges in math grade K-12 through our Math Calendar of Events. In grades K-5 we have a challenge problem per month to acknowledge the Math Wizards. In K-3 we have a family Math Night opportunity of activities. In K-8 we provide monthly math challenges. In grades 9-12 we provide challenging math problem strategies coordinated by the math department. Through these initiatives we will provide a strong foundation to help math come alive.

Continue creating student success folder for any student who did not pass the ELA and/or Math MCAS

MCAS 2003 Result Overview

The results of the sixth year of MCAS assessments have afforded us the opportunity to compare and contrast our students' performance on these tests, as well as our district's efforts in curriculum initiatives relative to the Curriculum Frameworks.

Maynard anxiously awaited this year's MCAS results and we are pleased to announce that we are continuing to show improvement and growth. For the past three years, we focused our attention on the tools and strategies for success. Students, parents, and faculty were familiarized with the test, expectations, and criteria used, with special attention paid to the composition portion of the English Language Arts exam and Open Response questions on all MCAS tests. The students and faculty was most prepared for this recent round of MCAS tests.

Summary of our present seniors

English Language Arts

- 100% of our students passed this test

Mathematics

- 100% of our students passed this test

Summary of Grade 10 (present juniors) -these results reflect the first re-test taking opportunity

English Language Arts

- 98% of our students passed this test
- Composition scores increased
- Overall scale score increased
- 64% of our students are at the Advanced and Proficient Performance Levels

Mathematics

- 91% of our students passed this test
- 50% of our students are at the Advanced and Proficient Performance Levels

This year 92% passed both English Language Arts and Mathematics.
However, 1% did not pass either test.

These results demonstrate significant progress. While it is accurate to say that this is the third year that the tenth grade test counts toward graduation, it is important to note that all students, parents, teachers and administrators have brought forth awareness, cooperative spirit and a conscious effort to improve student achievement. The teamwork and strategies have proven to be successful.

Summary of Grade 8

Mathematics

- 60% of our students passed this test
- 10% improvement from last year
- 35% are at the Advanced and Proficient Performance Levels

Science

70% of our students passed this test

This is the first year we have gotten results for this test

The test is based on Science taught in grades 6, 7, & 8

36% are at the Advanced and Proficient Performance Levels

Summary of Grade 7

English Language Arts

97% of our students passed this test

This indicates a 3% improvement

68% are at Advanced and Proficient Performance Levels

Composition scores were among the highest in the district again

Summary of Grade 6

Mathematics

81% passed this test

This indicates a 9% improvement

51% are at Advanced and Proficient Performance Levels

Summary of Grade 5

Science

92% of our students passed this test

This is the first year we have gotten results for this test

57% are at the Advanced and Proficient Performance Levels

Summary of Grade 4

English Language Arts

97% passed this test

This indicates a 9% improvement

Composition scores increased when compared to last year

57% are at Advanced and Proficient Performance Levels

Mathematics

93% passed this test

This indicates a 4% improvement

43% are at Advanced and Proficient Performance Levels

Summary of Grade 3

Reading

100% passed this test

This indicates a 3% improvement

65% are at Proficient Performance Level

It is important to note that all our successes represent the efforts of initiatives that took place in the district:

- *Continued efforts to align curriculum with the changing frameworks, such as: History and Science*
- *NCLB will be expecting to test all students in Math and ELA grades 3-8 (2005-6)*
 - *By the year 2014 all students are expected to be at the proficient performance level*
- *Purchased new math books and programs grades 5 to 8*
- *Offered workshops for teachers, parents, and students on scoring compositions*
- *Developed a common language and rubric for scoring compositions*
- *Created a writing folder, K-12, for every student with a minimum of three writing samples per year, scored using the common rubric.*
- *Posted Rubrics in every classroom in the district*
- *Provided additional shared, supplementary resources available to improve consistency*
- *Offered courses to teachers in reading and writing across the curriculum*
- *Administered and will continue math assessments, K-8, throughout the year*

Additional student support offerings

- Math and English Topics support classes at MHS for ELA and Math during the school day
- Academic support classes for grades 4 – 11 in ELA and Math
 - * After-school
 - * Homework Clubs
 - * PALS
 - * Saturdays
 - * Summer

The Massachusetts Comprehensive Assessment System (MCAS) is the statewide assessment used in all public schools in Massachusetts. MCAS measures academic performance based on the Massachusetts Curriculum Framework learning standards. The testing program reports performance of individual students, schools, and districts.

The primary purposes of the MCAS tests are to measure the performance of individual students, to raise student achievement, to improve classroom instruction and assessment and to determine competencies in English language arts and mathematics in order to award high school students a diploma. MCAS result will also be used in the future to determine a school's yearly progress as part of the Federal legislation "No Child Left Behind".

This chart indicates the specific tests and grades in which they are administered.

	Grade 3	Grade 4	Grade 5	Grade 6	Grade 7	Grade 8	Grade 10
<u>Reading</u>	X						
ELA		X			X		X
Math		X		X		X	X
Science			X			X	X*
History			X*			X*	X*

*** Indicates no performance level reported.**

Maynard is working hard toward obtaining needed resources to match the frameworks and providing professional development for its staff. We have paid close attention to our Language Arts (K-12) and Mathematics (K-12) curriculum with a recent commitment to new materials and expansion in the years to follow in Science and History. We have had budget difficulties for the past 4 years. There has been support in addressing the steps we need to take, however, the additional fiscal problems present new challenges and continued support is needed.

While all these initiatives have proven to be helpful, there is still a way to go to get all our students to proficient. We have just begun the process of change. The district has a recent history of decreasing MCAS scores and the change in this trend is beginning. The challenge is to make continuous improvement, while taking steps to measure curriculum, use a variety of effective teaching strategies, have high expectations, and review how we assess students. In order to sustain this new direction, the district needs curricular materials to maintain the progress, a return to smaller class sizes, the reinstatement of support services during the day as well as after school and, as equally important, a continued financial commitment for quality professional development with the expectation that all children can succeed.

We need to note our district's weaknesses and make plans to rectify the needs, while celebrating our successes to encourage more successes. Let us stay focused and continue to move forward while identifying areas that continue to require attention and improvement. The district's efforts continue to place emphasis on gains in student achievement while concentrating on resources, pertinent professional development, and instructional improvement.

When we focus on strategies that have the greatest potential for improving teaching and learning for all students, the outcomes will begin to take care of themselves.

Goal 3: Ensure and enhance the use of common tools for the core curriculum by

Integrating technology throughout curriculum, instruction and assessment.

** We received a National Science Foundation grant over a five-year period of time. The grant is Technology Enhanced Learning in Science - TELS*

The TELS partners – nine universities and research institutions and six school districts – are embarking on a collaborative research project of a scope and scale rare in education.

We will be:

- **Creating engaging technology instructional materials that involve students in scientific inquiry to learn more about key science concepts.**
 - Building modules, simulations, and activities supported by a learning environment of inquiry and collaboration, using the curriculum topics to be learned in the public schools.
- **Designing technology-enhanced professional development programs to improve the teaching of science.**
 - Offering on-line courses and local/national workshops to experience the units that are developed.
 - Planning how to implement TELS innovations while determining the evidence to evaluate the curriculum.
 - Customizing the curriculum to improve its effectiveness
- **Conducting a research program in science classrooms that yields evidence for investigators, designers, and policy makers.**
 - Gathering information on the success and the use of the units created by the partners.
- **Educating tomorrow's leaders about technology-enhanced learning in science.**
 - Providing opportunities for doctoral students and future teachers to assist in the classroom and learn how to improve their own teaching and learning in science, while being informed by the research of the project.

At the inaugural celebration session in Durham, NC December 4-8, 2003:

- We brought surveys from all the sciences teachers in grades 6-12 from all the public schools in the project, then collated the results to view national trends of misconceptions and weaknesses in sciences concept.
 - Shared our priorities and needs.
 - Began the planning of the next steps - next meeting at each local level.
 - Began discussing the summer retreat (first two weeks in August) to begin the sharing of the project and what we will be doing next year.

This grant will afford us the wonderful opportunity to collaborate and make connections with the country's best scientists and teachers from across the nation and world.

California

U.C. Berkley
Mills College
Berkley Public Schools
Mt Diablo Unified Schools

Arizona

Arizona State
Tempe Public Schools

Virginia

Norfolk State Univ.

Massachusetts

Concord Consortium
Cambridge Public Schools
Maynard Public Schools

North Carolina

North Carolina Central
Durham Public Schools

Israel

Technion Institute

Pennsylvania

Penn State

In addition to the grant,

- * *We are offering a series of technological workshops for staff instruction in a variety of software such as Power Point, Web Design, Exploring Web- sites, etc.*
- * *We have offered workshops for new teachers and have an excellent mentoring program called the Beginning Teacher Support Program (BTSP) Mentors as well as protégés, grow professionally as they share knowledge about content and teaching strategies and have reflective conversations.*
- * *We have reviewed scheduling, health, lunch, report card, eSPED modules to help improve district communication*

Goal 4: Ensure the use of a variety of instructional strategies for successful student learning by Continuing to focus the district-wide professional development efforts on maximizing the expertise of staff and building capacity among all in the system to provide challenging, standards-based learning experiences for all children as well as the ongoing professional growth of teachers and administrators. The three key focus areas continue to guide our professional development:

- * *Connection to current school reform initiatives, including local curriculum development and alignment to state Curriculum Frameworks; standards-based education;*
- * *Interconnectedness of curriculum, instruction, and assessment, including revised, challenging instructional practices in selected subject areas; and*
- * *Collaboration with a variety of colleagues focused on teaching, learning and assessment across the grades.*

It is necessary that our curriculum continue to be a dynamic, living document that changes with new initiatives with a clear blueprint of where we want to go and what we want students to know and be able to do. We are continually involved in developing, implementing, piloting, evaluating, and revising curriculum. While the goals are ambitious in scope and intent, they are practical and achievable. In order to fulfill this goal, we have made a commitment to ensure that every learner has the opportunity to meet the state's and district's, grades PreK-12, performance standards while becoming critical thinkers and learners.

We are committed to building a culture of achievement within the Maynard Public Schools. All policies, resources, and actions must support the belief that all learners can achieve. Students, as well as adult learners, will be held to high standards of accountability for their own teaching and learning. This school year, we anticipate important changes in curriculum, instruction, and assessment within the district and need to continue to support the effort and progress currently being demonstrated.

As I reflect on this year, I reaffirm the concept of learning as an interactive process that transcends the mere transmission of information. This process is composed of three main elements that influence understanding: what the learner brings to the situation, the learning climate, and the characteristics of the context of the situation. In conjunction with learning, the requisite changes in curriculum, instruction, and assessment are part of a long-term process that is best nurtured over time and thrives best on encouragement.

The achievement of our goal is assured the moment we commit ourselves to it.

GREEN MEADOW SCHOOL
BERNADETTE MCLAUGHLIN, PRINCIPAL

This is my sixth annual report to the Town of Maynard and I am happy to report on programs and people at Green Meadow School.

This year we welcomed a new kindergarten and a new first grade teacher. Katie Krasinski is our new kindergarten teacher. She recently had experience in Marlborough and was eager to set up her own kindergarten class. We also were happy that Charlotte Jones, a special education assistant at school for several years, finished her degree and certification work and was hired as a first grade teacher. Charlotte is a long time resident of Maynard and her four children attend the Maynard Public Schools. We also wished 'good bye and good luck' to Edie Ojala who retired after over 30 years in the Maynard School System.

We hired three new educational assistants in our full day kindergarten program. These positions are funded by a grant from the State and not supported by any local funds. The people in the positions are: Chloe Chigas, Mary Gately and Maureen Monsen. They add a great deal to the kindergarten program.

We expanded our Title I program to provide remedial services in reading and mathematics to all students eligible for the services. The new tutors in the program are: Lisa James, Chung-Pei Chang and Karen Pervier. We are fortunate to have these people join the program because of their skills. This program is funded through federal money. It is totally supported by these funds and no district funds are used.

This year our preschool program has expanded in numbers. It is an integrated preschool supported by tuition paid by parents, special education grant funds and a very, very small amount of district funds. We have three new assistants in the preschool: Hilary Braman, Nanda Landers and Maureen DeVos. The preschool is composed of two classes in the morning and two classes in the afternoon. The classes meet four days a week. All the new staff are parents here at school and they are great additions to the program.

There is another program that integrates with the preschool and also other grade levels. It is a class that supports Applied Behavior Analysis (ABA) strategies. Students who receive services in this program are in classrooms but are also supported in the ABA program. We have a new teacher, Carin Daddino, who has provided strong leadership in this program. We also have some new ABA assistants: Rhonda Rocheleau (previously a kindergarten assistant), Jen Olsen, and Audrey Maclean.

We also have another new program at school through the Concord Area Special Education Collaborative (CASE). This program uses one of our classrooms but the funding of the program is not through district funds. It is a multi aged classroom that draws students from member communities, including Maynard. The teacher of the class is Shelley Green who is supported by an assistant teacher, Ann Wilson, and a behavior trainer, Amy Mongeau, as well as various

speech, occupational and physical therapists. The staff of this program is a great addition to our school.

This year we welcomed a new library aide, Robyn Lees. Robyn is a familiar face at school as a parent and as a volunteer. This position was created because we lost our full time librarian, Debbie Cranson. Debbie now works part time at Green Meadow and part time at Fowler. This has had an impact on the services to our students but was necessitated because of budget cuts.

Our Limited English Proficiency (LEP) teacher this year is Paula Morrison. Paula is a Maynard resident who worked at Fowler last year. She currently supports 19 students at Green Meadow who are bilingual.

We continue to implement new reading and mathematics series. We also have revised the science and social studies curriculum. All of these curriculum skills are aligned with the state curriculum frameworks. In the Spring of each year our third graders take the MCAS – the state mandated test. Last Spring (2003) all of our third graders passed the MCAS reading test which is the only portion they take. Our curriculum work is an essential part of the educational experience we provide. We also need to keep in mind that continuing to strengthen our curriculum skills and teaching strategies makes us a stronger school.

Our PTO is a tremendous support to our school. They have had many fundraisers which are supported by the community – which we appreciate. The PTO is co-chaired by Marie Kutlowski and Aimee Dunn. Joelle Stenhouse is the secretary and Lois Reilly is the new treasurer who works in conjunction with the former treasurer, Mary Gately. The PTO meets several times during the year and because of their fundraising, they put a great deal of money back into the school by supporting field trips, purchasing supplies, assemblies and many other activities. They are a strong vibrant part of our school and their efforts make us a stronger school. Their efforts and your support meant that \$25,000 was used to support school programs. It is a tremendous asset to our school.

The Enrichment Committee is a subcommittee of the PTO that coordinates assemblies and other enrichment activities. They have a budget of \$10,000 from the PTO funds. The members of the Enrichment Committee are: Julie Marston, Liz Doyle, Paddi Gerondeau, Suzanne Recane, Denise Dineen, Lynda Thayer, Becky Chafel and Kim Hoff. The events planned for this year are: Jim Weiss, a storyteller; a visit from the Museum of Science Starlab; Musclemania; Discovery Museum visits; Bubblemania; Native American Perspective; Boston Duck Tours; Chinese Song Zhu; Gerwick Puppets and Cinderella. As you can see, the committee organized some terrific programs for various grade levels to support the curriculum. Two of the programs were supported by grants. The Starlab was supported by a grant from the Museum of Science and Jim Weiss was supported by a grant from the Maynard Cultural Council, which is part of the Massachusetts Cultural Council.

We appreciate all the volunteer efforts of the parents who work on the PTO and all the parents and community members who volunteer on a regular basis in the library, classrooms, office, etc. One of our grandparents, Jean Rudenauer, comes in every week to copy and assemble all the

things we send home for Backpack Thursday. She is such a tremendous asset to us! We are very appreciative of all the efforts of the people who volunteer here at school. We know your time is valuable and so we are grateful that you share your time and talents with us. We welcome anybody who wants to volunteer – parents or community member.

Our School Council meets the first Monday of each month during the school year. If there is a conflict with a holiday or any town election we meet the following Monday. Each meeting is held at school from 6:30 – 8:00 p.m. and is open to the public. At each meeting there is an opportunity for public input. The co-chairs of the council are Tim Sullivan, a parent, and the principal. The current members are: parents Priscilla Cotter, Shirley Dufour, and Fred Chi; community members Nancy Murray, Jessica Nelson, and John Mason; and teachers Candace Ewing, Nancy Messina and Kristen Colliton. The School Council develops a School Improvement Plan, which focuses on various areas such as curriculum and assessment. The School Improvement Plan is a three-year commitment to targeted areas with an evaluation presented to the School Committee each June. We are in our first year of developing a new School Improvement Plan.

One of the easiest ways to see what is happening at Green Meadow is to connect with our website: <http://web.maynard.ma.us> and click on Schools. It is always updated and contains information about special programs, has our weekly newsletter, displays the school calendar and has the school improvement plan and many other important items. We would like to thank Bill Kohlman, parent and School Committee member, who keeps it up-to-date each week. We are very appreciative of his hard work. It is a great website to visit frequently to stay in the know.

We welcome those people who join us in the education of our children. We hope we are a source of pride to the community as we are proud of the support the community affords us.

FOWLER SCHOOL
ROBERT K. BROOKS, PRINCIPAL

School Safety – The following lists some of the things we do to help insure the safety of our students at Fowler.

- At the beginning and end of the day adult supervision is provided at the bus area and in front of the school.
- All staff is accountable for the supervision of the corridors near their rooms before and after school and while classes are changing.
- Signs direct visitors to first check-in at the office.
- All non-essential doors are locked after students enter the school.
- Students are issued a pass during class if they need to travel through the building.
- Office personnel contact parents who fail to call in their child absent for the day.
- Lockers are checked on a regular schedule throughout the year or as necessary to insure school safety.
- Hats, coats and backpacks: These items are restricted during school passing time so we can better observe students.
- Staff is attentive to early warning signs that could lead to negative behavior and have the skills to respond accordingly.

Open House Nights - On Sept. 24th and 25th parents had an opportunity to visit the school, tour the facility and meet their child's teachers. The elementary school (grades 4-5) evening was on September 24th and the middle school (grades 6-7-8) was on September 25th.

Staff Changes – We are happy to welcome the following new staff to Fowler.

Ms. Finck joined the fourth grade team and replaced Mrs. Rak who has transferred up to the fifth grade. Ms. Finck graduated with a Bachelor of Science in English and Elementary Education from Worcester State College. She comes to us from the Lt. Job Lane School in Bedford, MA.

Mrs. Elkins joins us after teaching for the past two years at St. Patrick's School in Lowell, MA. She holds a Bachelor in Science Degree in Elementary Education with majors in Psychology, History, and Literature. Mrs. Elkins will be our new fifth grade teacher filling the vacancy created by Mrs. Burns' retirement.

Mr. Graceffa will be transferred from MHS to teach physical education in grades four through eight. Mr. Graceffa is the Athletic Director and "Tigers" head football coach. Mrs. DeMars will remain with us to teach physical education on a part-time schedule. Her position was reduced because of the budget cuts. She will cover Mr. Graceffa's schedule during the times he needs to perform his athletic director duties.

Mr. Mela joins us as our new Assistant Principal filling the void created by the retirement of Mr. Cincotta. Mr. Mela has a Bachelor of Arts Degree in English from Union College, Masters Degree in social work from B.U. and just completed an educational Leadership Program from Framingham State. He has been an inclusion classroom teacher, middle school (gr. 5-8) Guidance Counselor, and boy's high school varsity soccer coach. Welcome Mr. Mela!

Budget Impact – As you know, the failed budget override resulted in the second year of either the reduction of positions or elimination of programs. In summary, the greatest impact of the reduced fund for this year will be in the following areas:

- The reduction of team periods will limit coordination of homework, tests, projects and opportunities for parent meetings.
- The operation of the library without a full-time librarian will reduce the library skills program and effectiveness of the library as an integral part of the learning process.
- The reductions in the music department will eliminate the vocal-choral program and reduce general music in the curriculum. Also, band rehearsal time will be reduced and scheduled after school as well as during special subject classes.
- The reduction of staff in health, technology education and Spanish means these programs will reach fewer students.
- Fees will be required for transportation and student activities in grades seven and eight.

As a caring and responsive place for children, the impact of the reductions in staff and programs is unsettling. We understand the outcome of the town vote and know from experience the will of the town has never been to do less for it's children. The Fowler professional teaching community is proud of it's efforts in helping children and even though we are fewer in number this year, we will do our best for the children of Maynard!

School Improvement Council: These dedicated parents and teachers volunteer their time to provide me with advice and direction. Let me thank parents Brenda Jones, Mary Terrasi, and Elizabeth Milligan. The teacher members were Rita Murphy and Patricia DeMars.

One Million Pennies: Our goal is to engage students in learning activities and in the end show them what a million of something; in this case pennies, looks like. The pennies will be on display throughout the drive in the main lobby within a student designed display case. The funds from this activity will be divided up equally amongst the teams to be used for curriculum instructional materials. To date the school has collected 344,710 pennies.

Grant Committee – A group of parents from MHS, Fowler and the Green Meadow have joined forces with Sue Horn, Assistant Superintendent, and established a grant committee. We are taking a positive approach and looking at new ways to be innovative and creative to improve our schools based on the past few years budget cuts. We are asking all those parents in the work force to look into their companies and see if they sponsor any types of school programs or grants that will help our cause.

Future Teachers Program – The Future Teachers Course at MHS was created by a grant written by Mrs. McLean, MHS Counselor, and even though there is no grant this year, Mrs. Justason is the liaison to MHS so that 21 students are working as apprentice teachers throughout the system. The following students are participating at Fowler: Dawn Bowlby, Amanda Cence, Jessica Lanigan, Krista Lees, Leidy Lopez, Lyndsay McMillan, Michelle Mosca, Alisha Mullaney, Krista Poh, Jen Roy, Marissa Shea, Julie Zielinski, Brittany Rice and Meghan Landry.

Fowler School News on the Web and Channel 8 - In an effort to reach more parents with school information we are trying to use Channel 8 Bulletin Boards for school information. Check out our web page! <http://web.maynard.ma.us>.

Technology Education – Students in grades 6, 7, and 8 have been collecting data about how much water and energy they use in their homes. Students were given a leaflet to take home about the math project. In this project, families are asked to enter utility use into a survey. Thanks to all who completed the survey! Students learned about data analysis using the information in an Excel spreadsheet.

Over 300 students at Fowler participated in the survey on technology use and skills. The purpose of the survey is for the school to learn more about how best to use the instructional technology resources in the district. It may or may not surprise you to know that so far 90% of students have access to the Internet at home.

Parent Group Update - The final numbers are in on the gift-wrap sale. Their profit was almost \$8,000! Thank you to all that participated.

In January the Parent Group allocated approximately \$5,000. to the Fowler Teachers. We were able to provide “gifts” for grades 4, 5, 6, 7, 8, gym, band, guidance and special education. The Parent Group also supports the purchase of assignment books for all the students. Their commitment and support is greatly appreciated.

Leadership Conference – Ten eighth graders were chosen to attend the Leadership Conference for Middle School at the Northeastern Campus in Burlington, sponsored by Project Alliance. This event is designed for students interested in promoting a safe and supportive school climate for everyone. We are proud to have had the following students represent Fowler: Cory Arsenault, Edward Brooks, Krysten Cullen, Carolyn Gray, Victor Lalli, Jack McCormack, Brett Murphy, Ritchie O’Neil and Tory Rogers.

Mississippi River Project – Congratulations on a tremendously successful Mississippi River Museum! The 8th graders worked hard to make it both educational and fun, while many parents attended and offered their support. In English the students studied the American Folk Tradition and read *With Every Drop of Blood*. The novel is classified as historical fiction and follows the life of a young boy caught in the throws of the Civil War. The students then were teamed up with the Maynard Senior Center for a group discussion on the novel.

Summer Reading Program: We were pleased to announce the beginning of a summer reading program at Fowler. The School Improvement Council approved a goal to develop and implement a summer reading program beginning in June of 2003. The K-8 Library staff and reading teachers worked on the development and implementation of the program. During the last few weeks of school, your youngster was introduced to the program and was given an information packet to take home with detailed information. The goal of the program is to have students continue to develop independent reading skills over the summer by reading a minimum of two age/grade appropriate books during the summer.

Music Department – Congratulations to Ariana Chiapelli, Paige Milligan, and Kevin Kozik for their selection to Central District Orchestra and Symphonic Band. They were chosen from more than 1,000 students from 47 towns competing for the opportunity to perform with these outstanding groups.

Maynard Pride Week in Grade 5 - Maynard Pride Week was the week of June 2-6 this year. Students participated in a variety of activities to learn more about the history of their town. Included in the week's events are: walking tours around town visiting many historical sites, historical talks, slide shows, a bike safety program and many other related activities in the classrooms. Students also toured Clock Tower Place and climbed the interior of the clock to see it's inner working.

Essay Winners – Congratulations to the Maynard Emblem “Americanism” contest winners. This year’s theme was entitled “Proud to be an American”. Listed below are the 5th and 6th grade winners.

	<u>Emblem Club#205</u>	<u>Elks #1568</u>
1 st Place	Olivia Poulson	Meg Herrick
2 nd Place	Brytanie Phelan	Caitlin Marcey
3 rd Place	Christopher Chaisson	Kerri Cosetta
4 th Place	Patricia Gately	Sarah Laughlin
5 th Place	Henry Dentino	Samantha Howell
6 th Place	Colleen Powers	Molly O’Neil
7 th Place	Amy Baker	Brittany Wilcox
8 th Place	Jackie McGoldrick	Megan Poh
9 th Place	Karen MacGillivary	Max Penfield
10 th Place	Colin Medeiros	Kaleigh Magniarelli

In closing, my thanks and appreciation goes to the Maynard School Committee for their continued support and encouragement.

Respectfully submitted on January 26, 2004 by Robert K. Brooks.

Maynard High School
JOHN D. LENT, PRINCIPAL

In an indoor ceremony held in the JFK gymnasium of the high school on Saturday, June 7, Maynard High School graduated ninety-four students from the Class of 2003. Due to rain, the ceremony was held indoors in front of a capacity crowd.

Class Valedictorian Kyle Murphy and Salutatorians Tiffany Nilsson and John Reed were among the eighty-seven percent of the class going on to further education, seventy-two percent to attend four-year colleges and fifteen percent to attend two-year colleges or specialty schools. Among the rest of the class, nine percent were to enroll in the military or enter the work force.

Graduates of the class are currently attending such institutions as Boston College, Assumption College, Babson College, University of Massachusetts, Boston University, College of the Holy Cross, Curry College, Gordon College, University of New Hampshire, Northeastern University, Berklee College of Music and McGill University. In support of our graduates, community contributions and private trust funds awarded a total of \$106,920 in financial aid.

In 2003, Maynard High School continues to make strides in raising academic standards and in improving student performance. The average performance on the SAT's college entrance exams increased to 524 verbal, 522 math. The number of student enrolled in an advanced placement course for college credit rose to fifty-five students, representing 16.5 percent of the school population. The Class of 2005 took the MCAS in May 2003 as a basis of receiving a high school diploma with nine-four percent passing English and eighty-three percent passing math, both scores well above the state average.

The NEASC was presented a special progress report from Maynard High School in June 2003. The report on *Mission and Expectation and Community Resources* as a result of warnings issued in those two standards was accepted, continuing the school's accreditation. The Virtual High School Program continued to offer twenty seats for online courses. Community Service activities were offered through a club program. Both a homework club and a math tutorial program in the after school hours continued to support student learning. An SAT Prep class is offered which is funded by student enrollment.

Faculty retirements by John Kendra, Art St. Germain and Linda Gilberti resulted in new staff in September in technology from the Fowler School, library staff restructuring and a new math teacher.

Maynard High School continues to support academic achievement through student recognition. The National Honor Society inducted twenty-four students in November for a membership of fifty-one. Additional means by which the high school recognizes academic achievement are the quarterly honor roll, student recognition award selected each term, and the Spanish Honor Society.

The Maynard High School Council welcomed new members Lauren Tyler ('05), student. The continuing members are Laurie Edgar, Tammy Murphy, teachers; Linda Anderson-Snow, Paul Wendler, Nancy Herrick and Gaston Bathalon, parents; Christine Snow ('04) student; and Vice Principal John Dillon joining Principal John Lent on the council. The high school wishes to express thanks to graduated student member John Reed for his effort on the School Council in its work on behalf of the school.

In the area of extra curricular activities, WAVM had a very successful year in 2003. In March, the station again invited the community in to host hour long radio shows with student technicians. WAVM remained active through the year with live television coverage of local Sunday church services, interviews with the Boston Bruins and New England Revolution, live school committee meetings, *Spotlight on our Students* with Dr. Masterson, televised selectmen meetings, and a Beacon Santa Telethon that raised \$55,445 for needy families in the community. WAVM also sponsored a community project that resulted in the opening of the Maynard Skateboard Park. At the annual WAVM banquet, over fifty trophies were awarded to deserving students, with special guest Trevor Morgan.

Also, WAVM sponsored the second annual Academic Spirit Week during the month of April with the senior class winning first place.

The athletic program continued to have strong participation, strides in sportsmanship and achievement of its teams and athletes.

The winter season had both girls and boys basketball teams qualify for the state tournament. The boys basketball team was also invited to the Clark University Tournament after a five year absence. The cheerleaders won the Mid-Wach D League championship. Their success at regionals qualified them for the state tournament.

The spring season saw the baseball team return to district playoffs and were voted the outstanding sportsmanship team by the M.I.A.A. The banner now hangs proudly in the high school gymnasium. The boys and girls track teams were successful on the new rubberized track. The school track was honored to be selected to hold the Mid-Wach D League Meet.

The fall season brought the field hockey team to the state tournament, along with senior Blair Harrington recording her 100th point through goals and assists. The golf team qualified for the team state tournament along with freshman Christopher DiSilva taking first place for the State Central Division III individual tournament.

During the summer and fall months the Athletic Department continued to improve and maintain the playing fields. Construction began and was completed in the fall on the privately funded Little League field in memory of D.J. Armorello locate at Alumni Field. D.J. was a passionate baseball player who passed away at a very early age.

The Athletic Department would like to thank the school administration, School Committee, Public Works Department, Recreation Department, Booster Club, Youth Soccer program and the Assabet Valley Little League and all the volunteers for their unwavering support for all the athletes.

It is great to see the many uses the facilities and fields can have to allow active participation by so many community members in Maynard.

The music program continued its active program. In 2003, the band winter and spring concerts were well received by all who attended. The music department held the annual Pops Night. Two students, Alex Ignachuck and Becky Thorburn received All State Chorus recommendations. The chorus group sang throughout town during the holidays. The music department hosted several music performances for the high school students among which was Manquito, a Latin music group.

The Drama Club has again presented a very active program through the one act plays and *Midsummer Night's Dream* presented in the spring.

Many other highlights of the year may be cited. Just a few of which are the following: Peer Leadership Program, Future Teachers Program, School-to-Career Program, Student Government Program, Spanish Club and Spanish Honor Society, Math League and Math Olympiad. The SADD Program received a \$1,000 competitive grant from the Governor's Highway Safety Bureau to supplement its numerous programs including the *Click it or Ticket Campaign* for seatbelt use.

In all, Maynard High School has continued to pursue its academic, civic and social goals and to serve the educational needs of the community.

Maynard High School
Class of 2003

- | | |
|-----------------------------------|-------------------------------------|
| Marilyn Jeannette Andino | Jacquelyn Christine Lake |
| Caitlin Frances Arntz | + Laura Lynn Landry |
| + Robin L. Bailey | Jessica Daley Lanigan |
| + Sarlah Erika Bernard | Stephen T. Leach |
| + Amber Danielle Brown | Hans Esteban Leal |
| Kate Louise Byrne | Kathryn Mary LeSage |
| Katy Ann Cadigan | Robert Alec Lindeman |
| James Peter Christian | + Jeremy Paul Madow |
| + Samantha Jean Clark | Brian P. Manning |
| Janet Leah Cohen | Daniel Alexander Mark |
| James F. Corcoran | + Liam Michael McCormack |
| + Alison Leigh Crocker | Lindsay Elizabeth McMillan |
| + Daniéle Marie Cudmore | + Sean Patrick Morgan |
| Eric Richard Davoll | Jonathan Noah Morrell |
| Pamela Lynn DeMars | Alisha Rose Mullaney |
| Katherine JoAnne Derby | *+ Kyle Karsten Murphy |
| Steve K. DiStefano | Jennifer Lynn Murphy |
| + Daniel Keenan Dumais | **+ Tiffany Ann Nilsson |
| Charles Michael Dunnigan | Brian R. Ojalehto |
| + Charlotte Anne Dzerkacz | + Benjamin K. Orcheski |
| Tanya Elizabeth Espinoza-Moultrop | + Rachel Ann Porter |
| + Ashley Paige Fall | Torrie Ann Power |
| + Courtney Melissa Fall | Jahbrill O. Prioleau |
| Ashley Ann Gibson | + Kimberly Jenna Radler |
| Christopher J. Girouard | George Andrew Rando |
| Zury Paola Gomez | + Brian Vaux Reed |
| Aziz Alay Hassan | **+ John Cunningham Reed |
| Bobby S. Hastry | + Debra Lee Richarson |
| Alex James Hatch | Jennifer Ann Roy |
| + Jeffrey Robert Hill | + Meredith Élise Saxelby |
| James Matthew Hopkins | Christopher Andrew Shaw |
| Katherine Anne Huminik | Jacqueline Jeanne Spencer |
| David John Iannarelli | James F. Stevenson |
| Scott W. Ignachuck | Nathan Craig Stevens |
| Heather D. Jackson | Jonathan Warren Gonzales Stonesifer |
| + Amanda Leigh Joyce | Mark C. Strauss |
| Robert A. Kauppi, Jr. | James Joseph Sullivan III |
| + Rebecca Diana Kay | Erin Elizabeth Sweeney |
| Sean M. Kelley | + Jennifer Elizabeth Thorp |
| Samantha Ann Kiley | Jennifer Lyn Tomy |
| Kelly Ann King | + Jessica Lee Tomy |
| Anne Marie Konetzny | William J. Tucker |
| Kristina Giselle Kromer | Michael Lee Vorachith |
| + Steve R. Kruszkowski | Alexander D. Zahn |
| Jacquelyn Christine Lake | Julie Ann Zielinski |

* *Valdictorian*

** *Salutatorian*

+ *National Honor Society*

STUDENT SERVICES DEPARTMENT
JILL GREENE, DIRECTOR

Since the inception of Massachusetts Special Education Law Chapter 766, the Maynard Public School System has served the special education needs of students with disabilities by providing supports and services in a variety of settings. As of the December 1, 2003 special education census, the school district provided special education services to 223 students; all but 31 students attended Green Meadow, Fowler and Maynard High School. It should be noted that most students spend the majority of time in general education settings. The 31 out-of-district students are enrolled public or provide special education program, Assabet Valley Collaborative programs, or Concord Area Special Education (CASE) programs.

The Student Services Department also coordinates sheltered English immersion supports to English Speakers of Other Languages. As of December 1, 2003 the school district provided these supports to 46 students. Furthermore, the department coordinates student health services provided within the district and works with a number of social and health agencies to facilitate referrals and information for our students.

The department conducts Preschool screening for children ages 3 and 4 throughout the year, and Kindergarten screening in the fall. As a result of the screening process, parents and school personnel are apprised of a child's physical, motor, cognitive and behavioral strengths as well as possible areas of need. Ongoing screening and assessment activities are conducted for students in grades K-12, residing in Maynard, suspected of having special education or related service needs.

The Student Services Department also coordinates a number of Federal and State grants received by the school district. The primary grants received during Fall 2003 are The Federal Special Education Entitlement Grant - \$250, 019, The Early Childhood Entitlement Grant - \$7, 449.00, Special Education Program Improvement - \$ 11,106, and The Community Partnership for Children Grant - \$80,433. Teacher and Instructional Assistant positions, contractual services, and professional development are funded by these grants. These funds further support the continuous efforts of the school system to provide supports and services to the students in Maynard.

EXCEL – BEFORE AND AFTER SCHOOL ENRICHMENT

“Excellence in Care, Enrichment and Learning”

Lois V. Cohen, Director

The EXCEL Program is a school-sponsored child care program for children in kindergarten through eighth grade. There are 188 students enrolled with a staff of twenty-six part-time or full-time teachers, assistant teachers, college students and high school students. The program provides experience and mentoring for college students and high school students, entering the fields of education or child care.

Partial and full scholarships for special activities have been provided for needy families through the generous donations of the Maynard Community Chest.

Special theme programs are offered on early release days and February and April school vacations. The summer enrichment program with weekly themes is provided for kindergarten through grade eight. A summer reading program runs in conjunction with the summer reading program offered at the Maynard Public Library.

The EXCEL office is located adjacent to the cafetorium at the Green Meadow School. Information about EXCEL (School Age Child Care) is available through the website: <http://web.maynard.ma.us>.

Green Meadow School

EXCEL at Green Meadow School provides before school (7:00 a.m. to 8:30 a.m.) and after school (dismissal to 6:00 p.m.) enrichment/care for kindergarten through third grade. The cafetorium, gym, two homework rooms and two classrooms are utilized daily. Third graders participate in Homework Club. Children are offered a choice of activities including field trips, reading, storytelling, arts and crafts, indoor/outdoor games, science projects, music and quiet time within a theme-oriented curriculum. Yoga and bowling are available at selected times of the school year.

FASC at Fowler School

The Fowler After School Club (FASC) is located in classrooms on the second floor of Fowler School for students in grades four through eight (dismissal to 6:00 p.m.). The program includes a broad range of activities including, supervised homework time with access to computers, crafts, cooking, sewing, community service projects, sports, guest presentations and field trips. Students may elect to participate in the Tape-a-Book Program at the Maynard Public Library. Students read and tape stories for younger children. Bowling sessions, etiquette classes and first aid classes are offered.

GREEN MEADOW SCHOOL

Administration

<p>Bernadette McLaughlin, Principal BA Emmanuel College MA Washington University 42 Years Experience Hired: 7/98</p>		<p>Barbara Bergner, Assistant Principal BPS Suny Utica MS College of St. Rose CAGS Cambridge College 21 Years Experience Hired: 9/98</p>
	<u>Instructional Staff</u>	
<p>Candace Adamson BS Framingham State 19 Years Experience Hired: 9/93</p>	<p>Janet Erb BA Lycoming College M Ed Lesley College 33 Years Experience Hired: 8/95</p>	<p>Carole Koptiew BM Boston University 32 Years Experience Hired: 9/71</p>
<p>Cheryl Brackesy BS Wheelock College M Ed California State University 10 Years Experience Hired: 9/02</p>	<p>Candace Ewing BA Purdue University M Ed Indiana University 26 Years Experience Hired: 9/90</p>	<p>Katherine Krasinski BS Penn State 2 Years Experience Hired: 9/03</p>
<p>Kristen Colliton BS Westfield State M Ed California State University 6 Years Experience Hired: 9/02</p>	<p>Deborah Holly BS Fitchburg State 18 Years Experience Hired: 9/96</p>	<p>Cynthia Kulevich BS Bridgewater State 37 Years Experience Hired: 9/66</p>
<p>Sally Cotter BA Emmanuel M Ed Boston University 40 Years Experience Hired: 1/85</p>	<p>Ellen Jaffee Zeller BSA Boston University M Ed Lesley College 31 Years Experience Hired: 10/72</p>	<p>Gayle Mara BS Framingham State M Regis College 23 Years Experience Hired: 4/83</p>
<p>Patricia Craig BS Framingham State M Lesley College 21 Years Experience Hired: 9/83</p>	<p>Charlotte Jones BS Fitchburg State M Ed Framingham State 16 Years Experience Hired: 10/96</p>	<p>Patricia McCarthy BS St. John's Univ. MS Niagara University 33 Years Experience Hired: 9/93</p>
<p>Deborah Cranson BA Bridgewater State M Ed Bridgewater State 26 Years Experience Hired: 9/88</p>	<p>Judith Johnson BA UMass M Ed Lesley College 33 Years Experience Hired: 9/70</p>	<p>Susan McNamara BS Framingham State 30 Years experience Hired: 9/75</p>

Susanne Meade BA Boston College M Ed Lesley College 30 Years Experience Hired: 9/73	Edie Ojala BS Fitchburg State 32 Years Experience Hired: 4/71	Annmarie Smart BS Framingham State M Ed Lesley College 27 Years Experience Hired: 10/76
Nancy Messina BS Boston State M Ed Lesley College 24 Years Experience Hired: 10/97	Susan Pomfred BS Framingham State 32 Years Experience Hired: 4/71	Diane Weksner BS Central Connecticut State MS Central Connecticut State 22 Years Experience Hired: 1/92
Roz Monahan BA Boston College M Ed Boston College 29 Years Experience Hired: 9/88	Sharon Santillo BA University pf Dayton M Ed Boston State 32 Years Experience Hired: 9/87	Nancy Wheeler BS Worcester State MA Lesley College 32 Years Experience Hired: 9/69
Hanne Mully BA University Aarhus, Denmark MA University Aarhus, Denmark 13 Years Experience Hired: 9/02	Joyce Sinicki BS Framingham State M Ed Fitchburg State 27 Years Experience Hired: 10/76	

GREEN MEADOW SCHOOL
Special Education
Instructional Staff

Leslie Adams-Dowst RN Newton Wellesley BFA Mass College of Art 16 Years Experience Hired: 12/93	Lynn Mooradian B State Univ of NY M Ed Framingham State 33Years Experience Hired: 9/98	M.L. Smith BA Smith College M Ed CAGS Lesley College 40 Years Experience Hired: 9/76
Carin Daddino BA UMass M Ed Boston University 1 Year Experience Hired: 9/03	Jane Ryan BS Syracuse College M Ed Syracuse College 47 Years Experience Hired: 9/80	Faith Zameret Jarger BA Simmons College M Ed Framingham State 14 Years Experience Hired: 9/96
Susan Grossman BS Emerson College MA Trenton College 28 Years Experience Hired: 9/92	Cecilia Tatem-Small BSW Wheelock College MSW Boston University 19 Years Experience Hired: 12/02	

GREEN MEADOW SCHOOL

**Special Education
Support Staff**

<p>Nicole Anninger BA Tufts University MS Boston University Hired: 9/95</p>	<p>Lisa James BS Southampton University-U.K. Hired: 9/03</p>	<p>Karen Pervier BS Suffolk University M Bentley College Hired: 9/00</p>
<p>Karen Corcoran BS N. Adams State Hired: 9/01</p>	<p>Ruth Kay BS Gordon College Hired: 9/93</p>	<p>Linda Proulx BS Wheelock College M Ed Lesley College Hired: 9/02</p>
<p>Julie Costello Hired: 9/00</p>	<p>Tifany Kennedy Hired: 9/01</p>	<p>Pam Radler BA Regis College Hired: 9/01</p>
<p>Maureen DeVos BA State Univ of New York Hired: 12/03</p>	<p>Nanda Landers Hired: 9/03</p>	<p>Kristen Reed B Univ Notre Dame Hired: 11/91</p>
<p>Lucy DiStefano BA Simmons College Hired: 9/98</p>	<p>Carol LeSage BS Suffolk University Hired: 9/02</p>	<p>Rhonda Rocheleau Hired: 9/01</p>
<p>Andrea Fitzgerald AD Newbury College Hired: 9/02</p>	<p>Lisa Loynd Hired: 11/01</p>	<p>Catherine Rouille BA Boston College Hired: 9/01</p>
<p>Nancy Haynes Hired: 9/00</p>	<p>Kathy Mills Hired: 3/98</p>	<p>Marjorie Schmidt BS William Paterson College Hired: 9/02</p>
<p>Shirley Highfield BS Bridgewater State Hired: 11/88</p>	<p>Rebecca Mosca Hired: 9/01</p>	<p>Patricia Thorburn BA Gordon College MS Univ NC Hired: 9/95</p>
	<p>Jennifer Olsen Hired: 10/03</p>	<p>Jane Wilson BS Univ Bridgeport Hired: 9/96</p>

**GREEN MEADOW SCHOOL
Support Staff**

Chloe Chigas Hired: 9/03	Dave Higgins Hired: 9/95	Maureen Monsen Hired: 9/03
Sandra Cossetta Hired: 4/98	James Justason Hired: 3/85	Betsy Poulson Hired: 9/99
Edward Cossette Hired: 2/01	Julie Kapsimalis Hired: 9/01	Chris Richardson Hired: 11/98
Patricia Cerqua Hired: 9/01	Susan Kelleher Hired: 11/99	Kathy Sullivan Hired: 11/02
Jennifer Eagan Hired: 9/03	Robyn Lees Hired: 9/03	Veronica Vonner Hired: 9/03
Mary Gately Hired: 9/03	Charlene Martin Hired: 9/96	Julia Wood Hired: 9/03
Deb Giordano Hired: 9/03	Karen Mason Hired: 9/91	Robert Wright Hired: 9/98

**FOWLER SCHOOL
Administration**

Robert K. Brooks, Principal BA Western NM M Ed Fitchburg State 29 Years Experience Hired: 2/74		Jeff Mela BA Union College MSW Boston University 7 Years Experience M Framingham State Hired: 9/02
---	--	--

**Fowler School
Instructional Staff**

<p>Patricia Adams BS Fitchburg State MS Fitchburg State 26 Years Experience Hired: 9/84</p>	<p>Maria Caristi BS Framingham State 20 Years Experience Hired: 9/03</p>	<p>John Darcey BA UMass M Ed UMass 1 Year Experience Hired: 9/03</p>
<p>Nancy Belanger BS Boston College M Ed Cambridge College 14 Years Experience Hired: 9/95</p>	<p>Carol Carr BA Regis College 35 Years Experience Hired: 1/77</p>	<p>Patricia DeMars BS Keene State 24 Years Experience Hired: 9/90</p>
<p>Amy Bozek B North Adams State 7 Years Experience Hired: 9/98</p>	<p>Whitney Clarq BA Framingham State 6 Years Experience Hired: 9/03</p>	<p>Jane Duchesneau BS Fitchburg State M Ed Fitchburg State 30 Years Experience Hired: 8/95</p>
<p>William Brisson BA Berklee M Ed Fitchburg State 24 Years Experience Hired: 9/97</p>	<p>Patricia Coan BA Framingham State 26 Years Experience Hired: 9/77</p>	<p>Lou Elliott BS Northeastern M Ed Boston State 29 Years Experience Hired: 9/77</p>
<p>Margot Brown BA Framingham State MA Lesley College 8 Years Experience Hired: 9/01</p>	<p>Michael Cotter BA Wheaton College M Ed Cambridge College 8 Years Experience Hired: 9/00</p>	<p>Denise Elkins BS Fitchburg State 3 Years Experience Hired: 9/02</p>
<p>Roberta Burkey BS Framingham State 5 Years Experience Hired: 9/00</p>	<p>Brenda Couture BS Framingham State M Ed Fitchburg State 22 years Experience Hired: 9/85</p>	<p>Kristen Finck BS Worcester State 3 Years Experience Hired 9/02</p>

<p>Christopher Fleming BS Bridgewater State M Ed Fitchburg State 8 Years Experience Hired: 9/97</p>	<p>Brian Kelley BA Framingham State 26 Years Experience Hired: 9/82</p>	<p>Louise Rak BA Skidmore College 28 Years Experience Hired: 9/97</p>
<p>Michael Graceffa BS Northeastern University M Cambridge College 29 Years Experience Hired: 9/76</p>	<p>Rosemarie Kessler BA Anna Maria College M Ed Fitchburg State 26 Years Experience Hired: 10/77</p>	<p>Deborah Roussell BS Fitchburg State 28 Years Experience Hired: 9/97</p>
<p>Katey Greene BA UMass M Ed UMass 6 Years Experience Hired: 9/00</p>	<p>Christopher Marrese BA Assumption College M Ed Cambridge College 5 Years Experience Hired: 9/00</p>	<p>Michael Stevens BS S. Hampton Univ UK M Ed Eastern Michigan CAGS Fitchburg State 23 Years Experience Hired: 8/94</p>
<p>Jennifer Jackson BA Stonehill College M Ed Wheelock College 6 Years Experience Hired: 9/00</p>	<p>Patricia Messenger BA Cardinal Cushing M Ed Framingham State 35 Years Experience Hired: 8/95</p>	<p>Herbert Symes BS Boston University 35 Years Experience Hired: 9/70</p>
<p>Patrick Johnson BS Johnson Wales M Ed Northeastern University 8 Years Experience Hired: 9/97</p>	<p>Rita Murphy BS Univ Lowell M Ed Boston University 10 Years Experience Hired: 9/98</p>	<p>Matthew Wirzburger BA Univ Texas M Ed Tulane University 13 Years Experience Hired: 9/01</p>
<p>Nancy Justason BS Framingham State M Ed Framingham State CAGS Cambridge College 21 Years Experience Hired: 9/84</p>	<p>Denise Nelson BA UMass 16 Years Experience Hired: 1/92</p>	

**FOWLER SCHOOL
Special Education
Instructional Staff**

<p>Marlene Coleman BS Framingham State M Ed Framingham State 11 Years Experience Hired: 9/92</p>	<p>Mary Finnegan BS UMass MS Northeastern 5 Years Experience Hired: 1/99</p>	<p>Barbara Lankford BA Ball State MS Indiana University 33 Years Experience Hired: 9/86</p>
<p>Mary Ferranti AD Mass Bay 8 Years Experience Hired: 9/98</p>	<p>Roseanne Lambert BS Lesley College M Ed Lesley College 25 Years Experience Hired: 4/78</p>	<p>Joan Murphy BA Seton Hall M Ed Lesley College 35 Years Experience Hired: 9/80</p>
<p>Arlene Fuchs BA Simmons College MS Boston University Hired: 9/79</p>		

**Fowler School
Special Education
Support Staff**

<p>Margaret Cahoon BA Univ Michigan MA Univ Michigan Hired: 9/00</p>	<p>Elizabeth Iaccarino BS Worcester State Hired: 9/03</p>	<p>Ann McHale Hired: 9/99</p>
<p>Joseph Cincotta, Jr. BA Stetson University Hired: 10/01</p>	<p>Victoria Kravtisky BS State Univ of New York MS State Univ of New York Hired: 9/03</p>	<p>Paula Morrison Hired: 9/99</p>
<p>Andrea Fitzgerald AD Newbury College Hired: 9/02</p>	<p>Susan Langmore BS Wheelock M Ed St. Josephs Hired: 8/98</p>	<p>Mary Samiljan Hired: 9/03</p>
<p>Florence Griswold BA Sterling College M Ed Trenton State Hired: 1/01</p>	<p>Denise Lawhorn BA Malone College Hired: 9/02</p>	<p>Eileen Sullivan AD Mass Bay Hired: 5/91</p>
<p>Susan Hackett BS W. Kentucky Univ. Hired: 9/98</p>	<p>Jonathan LeSage Hired: 12/02</p>	<p>Joan Tormey Hired: 7/86</p>

**Fowler School
Support Staff**

Marianne Armour Hired: 9/84	David George Hired: 7/93	Robert Kinch Hired: 8/94
John Ballard Hired: 6/02	David Herlihy Hired: 9/93	Gail McDonald Hired: 3/83
Joseph Deardon Hired: 11/79	Gloria Hull Hired: 4/87	Karen Reimann Hired: 9/02
Marcia Foley Hired: 9/98	Walter Justason Hired: 4/87	Pauline Taylor Hired: 1/99

**Maynard High School
Administration**

John Lent, Principal BA UMass M Ed Framingham State 35 Years Experience Hired: 9/68		John Dillon, Assistant Principal BS Bridgewater State M Ed Cambridge College 12 Years Experience Hired: 9/00

**Maynard High School
Instructional Staff**

James Adams BA Trinity College 5 Years Experience Hired: 8/99	Patricia Brennan BA Salem State 23 years Experience Hired: 9/86	Emily Chapman BA Colby College M Ed Simmons College 8 Years Experience Hired: 9/03
Jennifer Adams B Bethany College 7 Years Experience Hired: 8/99	Steven Caloggero BS Stonehill College M Ed Worcester State 6 Years Experience Hired: 9/99	Jennifer Connolly BA Boston College M Ed Worcester Polytechnic 5 Years Experience Hired: 9/98

Laurie Edgar BS Florida State M Ed Florida State 15 Years Experience Hired: 9/99	Jean LaBelle BA Hofstra University MA Clark University 9 Years Experience Hired: 8/99	Stephanie Steigerwald BS Fitchburg State 3 Years Experience Hired: 3/02
Lucinda Erickson BA Bowdoin College MA College of New Jersey 8 Years Experience Hired: 9/97	Rochelle Lerner BS University at Albany MS Rutgers M Ed UMass 5 Years Experience Hired: 9/03	Brenda Sullivan BA Central Ct. State M Ed Atlantic Union 12 Years Experience Hired: 9/98
John Flynn BFA UMass M Ed Harvard 10 Years Experience Hired: 8/95	Janice Lind BS Univ Wisconsin MA UMass 16 Years Experience Hired: 9/01	Larry Vanaria BS Suffolk University M Ed Cambridge College 23 Years Experience Hired: 9/81
Shannon Ansari-Gallant BS UMass MS Rensselaer Polytechnic 6 Years Experience Hired: 9/03	Lisa MacLean BA Colby College M Ed Northeastern CAGS Northeastern 19 Years Experience Hired: 9/86	Nora Wagman BA Framingham State MA Middlebury College 26 Years Experience Hired: 9/00
Gary Jusseume BS Worcester State MA Assumption MA Indiana University 29 Years Experience Hired: 12/74	Tammy Murphy BS Fitchburg State MS Fitchburg State CAGS Fitchburg State 10 Years Experience Hired: 9/95	Alexandria Waldron BA William Paterson College M Ed Harvard 7 Years Experience Hired: 9/97
Gary Justason BS Springfield College M Ed Cambridge College 29 Years Experience Hired: 9/82	Stephen Schultheis BA Williams College MS Long Island University 13 Years Experience Hired: 9/03	Michael Waldron B Framingham State 11 Years Experience Hired: 9/97
Kelly Hayner BA Susquehanna University M AL/ESL UMass 14 Years Experience Hired: 9/00	Al Stebbins BA CW Post College 28 Years Experience Hired: 9/75	

**Maynard High School
Special Education
Instructional Staff**

John Sforza BS Boston State M Ed Boston College CAGS Boston State 31 Years Experience Hired: 9/78		Jacquelyn Rodgers BA Framingham State M Ed Regis College CAGS Fitchburg State Adv Diploma Educ. Hong Kong Univ. 29 Years Experience Hired: 9/75

**Maynard High School
Special Education
Support Staff**

Debra Bastien Hired: 9/01	Tom Hilli BA UMass Hired: 9/97	Christine Pruski-Pamir BS Tulane University Hired: 9/02
Fern Green BA Arizona State Hired: 3/90	Sharon Taft BS Castleton State Hired: 8/98	Alice Weaver BS Maryville College MA UMass Hired: 9/89
Gail Grierson Hired: 1/02		

**Maynard High School
Support Staff**

Pam Carter Hired: 8/95	Linda Koskinen Hired: 9/80	Charlene Quinn Hired: 9/00
Winnie Clark Hired: 9/96	Chris Krysa Hired: 9/02	Robert Sczerzen Hired: 4/83
Walter Helin Hired: 1/87	Joanne Lochiatto Hired: 8/95	Joan Tyler Hired: 9/02
Scott Higgins Hired: 9/01	Linda Parker Hired: 9/02	Mary Wardwell Hired: 9/91
Walter Ignachuck Hired: 2/01	Joan Martell Hired: 9/92	

System Staff

Albert Kearney AB Stonehill College M Ed Boston College Ph D. Boston College 28 Years Experience Hired: 9/72		Katherine Markowitz BS Lesley College M Ed Fitchburg State 27 Years Experience Hired: 10/93
--	--	--

System Support Staff

Peter DiCicco Hired: 8/02	Jean Ignachuck Hired: 6/93	Karen Wilson Hired: 11/01
Joyce Filtz Hired: 9/93	Joseph Magno Hired: 9/93	Judy Wing Hired: 9/92
Ellen Gilfeather Hired: 8/94	Colleen Moore Hired: 7/91	

Mark R. Masterson, Ed.D.
Superintendent of Schools
AB St. John Fisher College
M Ed. Harvard University
CAS Harvard University
Ed.D. Boston University
30 Years Experience
Hired: 8/02

<p>Susan Horn Assistant Superintendent for Curriculum and Instruction BA City College of NY MS H. Lehman College 27 Years Experience Hired: 9/00</p>
<p>Lois Cohen Director of EXCEL/FASC Programs BS Fitchburg State 30 years Experience Hired: 9/93</p>