

VII. COMMUNITY SERVICES & FACILITIES

BACKGROUND

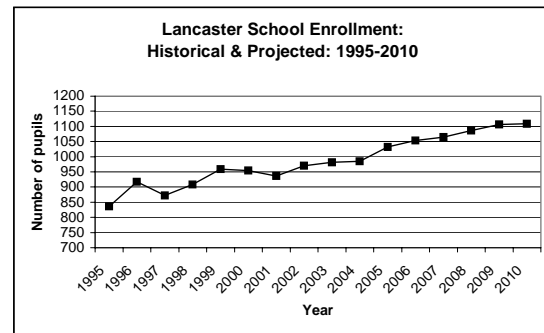
The community of Lancaster is served by many dedicated Town departments, boards, agencies, and commissions. They provide many of the services and facilities that Lancaster citizens need to live and function within their community. They struggle to provide these services often within limited budgets, mindful of taxpayer burdens, while coping with rising costs of supplies, energy, and costs-of-living. The work and commitment of these individuals, whose efforts often are unrecognized, are the unsung heroes of Lancaster, along with the countless volunteers who donate their time and energy to keeping the Town functioning and services in operation. This Plan, and this Chapter in particular, acknowledges these unsung heroes of Lancaster.

This Chapter provides an overview of Lancaster's community facilities, and outlines ongoing actions to strengthen those facilities and community services.

Schools

Lancaster's elementary school – the Mary Rowlandson School – and the Luther Burbank Middle School are within the Nashoba Regional School District. The School District also serves the communities of Bolton and Stow. Lancaster's high school students attend the Nashoba Regional High School in Bolton.

According to the New England School Development Council (NESDEC), every grade level between kindergarten and eighth grade in Lancaster's schools experienced in-migration during the last year. In particular, enrollments of grades 2,5,and 7 increased 110 percent or more. NESDEC factored this growth into their projections for 2006-2010, estimating that Lancaster total enrollment will increase by 7.5 per cent from its 2005 enrollment to a 2010 enrollment.



Source: New England School Development Council
November, 2005

Lancaster School Pupils Changes in Historical Enrollment 1995-2006

Year	Total	# Pupil Change	% Change
1995-96	836		
1996-97	917	81	9.7%
1997-98	872	-45	-4.9%
1998-99	908	36	4.1%
1999-00	959	51	5.6%
2000-01	955	-4	-0.4%
2001-02	937	-18	-1.9%
2002-03	970	33	3.5%
2003-04	982	12	1.2%
2004-05	985	3	0.3%
2005-06	1032	47	4.8%

Source: NESDEC 2005

Lancaster Enrollment Projections 2005-2010

Year	# Pupils	% Ann.Increase
2005	1032	
2006	1054	2.1%
2007	1065	1.0%
2008	1086	2.0%
2009	1107	1.9%
2010	1109	0.2%

Source: NESDEC 2005

While Lancaster's enrollment decreased during the 1997-98 and 2001-2002 school years, NESDEC projects enrollment to grow approximately 1-2 per cent annually between now and 2010. This is consistent with the housing and population growth projections carried out for the Lancaster Master Plan that estimate approximately the same number of pupils for the year 2010. (See *Lancaster Growth Expectations*, Appendix).

According to the Superintendent of Schools, both Lancaster schools – the Mary Rowlandson School and the Luther Burbank Middle School – are filled to capacity. The Nashoba School District is currently working with the Lancaster Capital Planning Committee to build an planned addition of eight classrooms to the Mary Rowlandson School. The cafeteria of this school also needs to be expanded and upgraded. According to the School Superintendent, if enrollment continues to increase, an expansion of the Luther Burbank School may also be needed. It is also possible that the Nashoba Regional High School, where Lancaster high school students attend, may need additional classroom space as well. Overall, according to the School Superintendent, the school buildings of Lancaster are well-functioning.

Lancaster is rich with private educational institutions as well. The Atlantic Union College and The Dr. Franklin Perkins School have national reputations. Other private schools in Lancaster include the Robert F. Kennedy School, New River Academy, Living Stones Christian School, South Lancaster Academy, Browning School, and the Trivium School.

Town Offices

Overall, the current Town office facilities are functional, although space occupied by several Town departments does not always meet their needs. Sections of the Town Hall – in particular the first and third floors – are not handicapped accessible, as required by the federal Americans with Disabilities Act (ADA). The Town has made interim arrangements to accommodate people with disabilities. The Town Green Building Advisory Committee and the Town Administrator are working on a plan to reorganize and create additional space for Town departments and certain Town Commissions. The plan would use one floor, consisting of about 5,000 square feet of space, in the old Center School, the former Lancaster High School. To accomplish this plan, interior rehabilitation will need to take place in the Center

School and the Tercentenary Building. As of May, 2006, the former Memorial School building is still a candidate for Town department space. Some of the school property is deed-restricted for recreational use. Due to rising energy costs, it is important to design the ultimate space used space to maximize energy efficiency and to explore renewable energy sources such as geothermal heat/cooling for heating, air conditioning, and power needs, and/or solar panels for electricity and heat production.

Town department locations would be reorganized to group departments and offices, in particular those that participate in permitting processes, to improve communication among these departments and make access easier for permit applicants and the general public.

Through this reorganization, space would also be created for the Lancaster Historical Commission and perhaps also the Lancaster Historical Society to operate a museum and meeting space.

Staffing needs include making the Planning Director position full-time, increasing the Conservation Agent to half-time, and strengthening and professionalizing the job of the Animal Control Officer. As the Town grows, additional job needs likely will include a recycling coordinator, additional public works staff and library staff.

Senior Center & Teen Center

As of 2006, the Lancaster Council on Aging , which has been assisting seniors in Lancaster for over 30 years, presently has no offices or facility to serve seniors. The office has been operating out of a small shared office (a former dressing room) in Town Hall, and is working to use a local church hall for activities. Its programs include: meals-on-wheels, bingo, blood pressure clinics, van transportation, tax service, fuel assistance application, a monthly newsletter, and information and referrals to other agencies. It is run by a part-time director, and also staffed by a meals-on-wheels driver plus three additional part-time drivers.

Among the goals of the Council on Aging are: to help enable seniors to stay in their homes even if activity-impaired, connect those in need to service providers, enrich life through provision of educational, social, and recreational opportunities, transportation and nutritional services. The overriding facilities goal is to have a facility of about

6,000 square feet dedicated for seniors that includes a hall, kitchen, first-aid room, activity rooms, consultation rooms, a lounge, and receptionist and staff office space.

During the 2005 master planning process, participating citizens and officials discussed the need and potential for development of a senior center and also a center for teens and teen activity. Next steps include evaluating the possibility and feasibility of expanding or transforming existing facilities to serve these important needs, or development of new facilities.

As of 2005-2006, the Town is planning and seeking funding for a combined senior/community center in the Tercentenary Building adjacent to the Memorial School. A new post office is planned to occupy the Memorial School. This plan will also create additional space in Town Hall that will allow existing departments to function more effectively.

Solid Waste and Recycling

Since the Town Landfill was closed and capped in the early 1990s, Lancaster's solid waste has been hauled by private companies. As of 2006, five private haulers are collecting solid waste in Lancaster. Accordingly, at the time of this Master Plan writing, the Town does not have information about how much solid waste is generated by Lancaster residents, businesses, and institutions.

Recycling efforts in Lancaster began in 1990 when the Town's landfill was closed and capped. The Board of Health contracted with a private company who set up a drop-off center and recycling bins. In 1991, a proposal to fund a Town recycling center was turned down at Town Meeting. Since that time, no funding has been made available for recycling in Lancaster.

That same year, however, a group of volunteer citizens formed a recycling committee and organized a twice/monthly drop off and pick-up for old appliances, styrofoam, and waste oil. The committee was able to find private companies willing to take these materials. The following year, the Committee applied to the Mass. Department of Environmental Protection to obtain recycling bins. Over the following years, the committee was able to identify and locate companies willing to take additional materials; hence citizens were able to drop off and have recycled a growing number of materials. As of

2006, the recycling drop-off center, still run by an all-volunteer group, of citizens, now allows residents of Lancaster to drop off and recycle paper, cardboard, glass, scrap metal, tires, plastics, waste oil, car batteries, bikes, kitchen appliances, and electronics. Besides Lancaster residents, people from the neighboring communities of Clinton, Bolton, Lunenburg, Leominster and beyond bring materials to be recycled to the Lancaster drop-off center, since their own communities do not handle this wide array of materials. For materials that private companies charge to recycle, the Committee passes along the cost to residents dropping these off, such as charging \$1.50-2.00 per tire. In this way, the recycling center is able to take a wide array of materials for recycling. At the time of this Master Plan update, no estimates of recycled materials taken at the recycling center are available.

Water

Two artesian wells in South Lancaster provide 90 per cent of the water supply for Lancaster residents, businesses, and institutions. Together, the wells can provide a safe yield of 1.5 million gallons per day (GPD). According to information collected by the MRPC, the yields of these wells on average are between 40-50 per cent of capacity but during dry summer months, yields can be close to capacity. In 2003, the Lancaster Department of Public Works, whose Water Division oversees the water system, instituted a voluntary water ban and a water restriction plan due to an excess of pumping over the daily demand limit established by the Mass. Department of Environmental Protection (DEP) in 2004. In 2004, the annual water demand reached an all-time high – over 261 million gallons – an average of about 716,000 gallons per day.

The following table shows the annual amounts of water pumped and the annual per cent change from the previous year. From 2001 to 2005, water pumping increased by over 6 per cent.

Lancaster Water Pumping 2001-2005			
	Annual Gallons Pumped	% annual change	% cumulative increase 01-05
2001	240,883,600		
2002	234,198,000	-2.8%	
2003	245,330,400	4.8%	
2004	261,194,000	6.5%	
2005	255,899,000	-2.0%	6.2%
Source: Lancaster Department of Public Works			

The safe limit set by the Mass. D.E.P. in 2004 for water pumping in Lancaster was an average 630,000 gallons per day (.63 million gallons per day). The amounts that Lancaster is exceeding the DEP threshold pumping amount in 2004 and 2005 was:

Year	Av.GPD	%over DEP limit
2004	715,600	13.6%
2005	701,093	11.3%

Sources: Mass. DEP & Lancaster DPW

Between 2004 and 2005, Lancaster was able to reduce its water consumption by 2 per cent – a total reduction of 5.3 million gallons for the year, or an average 14,500 gallons per day. Large users (the Mass. Division of Capital Asset Management (DCAM), Atlantic Union College and Perkins School) used approximately 13 per cent of water pumped in 2004 and 14 per cent of that pumped in 2005.

Since 2003, the Lancaster Department of Public Works has been investigating sites in town to locate another water source. According to the 2004 Lancaster Community Development Plan, two unconsolidated aquifers could support well yields of 100-300 gallons per minute. One aquifer is located in the Cook Conservation Area; the other underlies Fort Devens South Post.

Mass. D.E.P. can require communities who do not meet pumping standards to institute water conservation plans. Measures could include:

- adoption of bylaws to regulate automatic sprinklers;
- adoption of bylaws to limit land clearing for lawns;
- encouragement of rain barrels for outside watering;
- public education & outreach;
- implementation of an at-cost low-flow

fixture program.

The Lancaster Department of Public Works reported to the Town in 2003 that the water distribution system is inadequate. According to the DPW, many water lines in Lancaster need to be replaced and increased in size, including and especially the following areas:

- Neck Road from Center Bridge Road to Route 117
- Packard Street
- Harvard Road
- Route 117 from Harvard Road to Shasta Drive
- Old Common Road from State school meter pit to Town line
- Center Bridge Road from Five Corners to Main Street
- Mill Street from Bolton Station Road/Mill Street Extension to Sterling Road water line connection
- Carter Street to Pine Hill Road

The Services and Facilities Map shows the section of South Lancaster served by water lines.

Wastewater

Much of South Lancaster is within the Lancaster Sewer District. Buildings in the remainder of the Town are served by individual septic systems.

The Lancaster Sewer District Commission, overseeing and regulating the sewer district, was established in 1967 by a special legislative act. It is separate from Lancaster's municipal government and is governed by a commission of elected members.

The Lancaster Sewer District, shown on the Services and Facilities Map, connects about 660 properties to the sewer system. This represents about 60 per cent of the 1,100 properties within the District area, including North and South George Hill Road. Wastewater is collected through this system and piped to a sewage treatment plant in Clinton, owned and operated by the Town of Clinton and the Massachusetts Water Resources Authority. The estimated average daily flow (ADU) of wastewater from the District was 211,319 gallons per day, as of February, 2006.

Residential customers along with a few businesses account for 60 per cent of the average daily flow of

211,319 gallons. The remaining 40 percent is created by the District's two largest single users – the Atlantic Union College (AUC) and the Mass. Division of Capital Asset Management (DCAM). Atlantic Union College creates 54,201 gallons per day and DCAM generates 29,957 gallons of wastewater per day. The following table shows the combined annual wastewater/water usage generated from the Town's three largest users – DCAM, AUC, and Perkins School for 2004-2005:

WASTEWATER/WATER USAGE LANCASTER LARGE USERS (Annual Gallons)			
	2004	2005	% Change
DCAM,AUC, Perkins	31,482,415	35,717,438	13%

Source: Based upon Lancaster Sewer District records, 1999-2006

The District's sewage collection system was recently extended to include the south end of George Hill Road. Sewer line extension to the north end of George Hill Road is expected to be completed by Fall, 2006. Three pumping stations at Bigelow Gardens, George Hill Road, and Mill Street, constructed in the 1970s, are scheduled for upgrading or replacement as of Fall, 2006. The Sewer District Commission (LSDC) is undertaking an infiltration and inflow initiative to address problems created by leaking service lines, sump pumps, roof drains, cellar drains, foundation drains, and yard drains. The multi-year initiative will include a public awareness program to encourage voluntary cooperation, a compliance and enforcement program for those who cannot act voluntarily, and a follow-up program. As of early 2006, the Lancaster Sewer District Commission has focused on improving the existing system. The 2006 Wastewater Management Study by Weston & Sampson Engineers has identified three areas for expansion of the Lancaster Sewer District - North George Hill Road and East Mill Street areas, within the current boundaries of the Lancaster Sewer District, and the Poulin Drive/Kelly Drive area south of Sterling Road which borders the District.

The 2006 Weston & Sampson Engineers study of the Sewer District's existing and protected future needs is being completed at the same time as this Master Plan. According to this study, the remaining wastewater capacity within the present Sewer system is between 140,000-193,000 gallons per day (gpd). The study finds that there are 96 existing service connections remaining with room for approximately 330 to 490 new service connections. The study also identifies a significant water infiltration problem that is accounting for an estimated 57 per cent of

wastewater flow. Hence, if this infiltration problem were to be corrected, the capacity of the sewer system could be increased by that amount.

Also as of 2006, the Town is in the process of selecting a consultant to carry out a comprehensive wastewater management study for North Lancaster, supported by state funding. The Town is also exploring the possibility of expanding this study to include the entire Town area.

Police, Communications, Ambulance Services

The Police/Communications Department is located on Main Street near the entrance to Perkins School and less than a mile from the Town offices. The facility was opened in 2001, is in excellent condition, with no need for expansion or substations in the foreseeable future, according to the Chief of Police. The Department currently operates with four police vehicles, and expects, given the Town's growth, that two additional cruisers will be needed between 2006-2009. Lancaster's 10-year Capital Improvement Plan (FY05-FY15) contains annual contributions toward vehicle purchase of approximately \$28,000-\$45,000 per year. Other planned Capital Improvement Plan upgrades over time for the Police Department include computer upgrades, carpeting and painting for the station, bullet-proof vests, and a radar trailer.

Including the Police Chief, the staffing level as of 2006 is 12 full-time and six part-time officers and staff. The Police Chief estimates that given the Town's growth, there will be a need for an additional three officers over the next five years.

Central Dispatch, Lancaster's Communications Center, is also located at the new facility on Main Street. Lancaster has had central dispatch since 1983. In 2004, Central Dispatch received 6102 calls. Its latest new feature is a "Reverse 911" facility, allowing the Town to contact all residents in case of an emergency.

Fire Protection & Ambulance Service

The Fire Department presently operates out of two facilities – a central station and a south station. The core central station presently houses six vehicles and office space for the fire chief and officers. Its second floor provides space for training. More office space will be needed in the future.

Lancaster's FY2007 10-Year Capital Improvements

Plan includes needed upgrades to the central station, including a new bay to consolidate public safety vehicles. The plan also calls for replacing of the ladder truck and three engine trucks by 2015. The existing 75 ft. truck ladder is unable to reach the top floors of the increasing number of 3-story buildings in town and should be replaced with a 110 ft. platform or tower ladder that can reach higher floors and is also safer for firefighters.

The south station location provides critical reduced response times to the most densely-populated section of town. Given commercial expansion on the west side of town, coupled with increase in Route 2 traffic and population growth, the Fire Department anticipates a future need for a fire station in this area. A mapping study of present and future growth and a response study for the two existing stations can help determine appropriate locations for future station construction.

The Fire Department recommends that the Town's Ambulance Service station be closed and that ambulance service moved to the central fire station, whose expanded space will accommodate these vehicles. The Ambulance Service continues to be a self-sufficient operation, receiving over 500 calls in 2004, the largest number of calls in its history. The Town's 10-Year Capital Improvement Plan has budgeted \$127,500 for an ambulance in FY07.

Roadway Infrastructure

Increased traffic has had a significant impact upon the condition of Lancaster's roads. Several roads are in need of upgrading, including:

- Langen Road, used as a by-pass for Main Street
- Goss Lane from George Hill Road intersection to Sterling Road
- Sterling Road, a major route for east-west traffic between 495 and I-190
- Consider making Chace Hill Road one-way eastbound from Route 62 between Deershorn Road and Route 62.
- Route 117, including traffic signals at Main Street/Route 117 intersection; Main Street/Lunenburg Road intersection, and Langen Road/Route 117
- Upgrade Five Corners intersection to a four-corner intersection.
- Widen North Lunenburg Road from Fort

Pond Road to Lunenburg town line

Drainage improvements are needed at a variety of locations throughout town, including:

- South Meadow Road from Route 62 to Moffett Street intersection
- Sterling Road from George Hill Road to railroad tracks
- Route 117 from power lines to Bartlett Pond
- Brockelman Road from power lines to Town Forest
- Hill Top Road from George Hill Road west 3000 ft.
- George Hill Road from Goss Lane to Sterling Road
- Old Common Road from Five Corners to Bolton town line
- Mill Street Extension from Old Common Road to High Street extension
- Carter Street to Pine Hill Road

Sidewalks need to be installed on all major roads.

Library

The Thayer Memorial Library's roots are imbedded in Lancaster's history. Established in 1862, its predecessor library was formed in the late 1700s. The Library, located on the Town Green, is part of the Center Village Historic District listed on the National Register of Historic Places.

The Thayer Memorial Library's most recent expansion and renovation was completed in 1999. The expanded facilities now allow for larger collections of adult and children's books and services, historical collection, rare book and artifact collections. The renovated Library facilities now meet all building safety regulations and codes. It is compliant with the access requirements of the Americans with Disabilities Act (ADA). The renovations doubled the amount of available library space and provided two community meeting rooms available upon reservation during library hours or after hours by special arrangement.

Before FY2003, the Thayer Library served as the school library for kindergarten through fourth grade. Since that time, the Lancaster schools include substantial space for libraries that support the schools' curricula. Despite the predicted 15 per cent drop in circulation due to the departure of the public

schools, in FY2005 the Library's circulation had risen to 72,332, a 24 per cent increase from its FY2002 level. According to the Library Director, this is due to the public's enthusiasm about the library renovation, its new and improved film section, increases in adults and youth programs, and a staff dedicated to public service.

The Thayer Memorial Library is supported and operated in part by a dedicated cadre of volunteers as well as a full-time director and several part-time librarians and technicians. In 2004, these volunteers donated about 720 hours of services, saving Lancaster taxpayers almost \$6,000 in wages. The Thayer Memorial Library is a state-certified public library, which enables it to access the collections and services of over 330 other public libraries. To maintain this certification, and remain eligible for an annual state award of about \$9,000 the Library must meet state regulations for its annual appropriation as well as meet other standards for hours of service and materials purchased.

The Library trustees recently completed a five-year strategic plan whose goals are to continue to expand service hours and staff for general services and special collections and to reach out to potentially underserved populations in the community. Library needs over the next ten years will include renovations to the HVAC system that were not carried out during the 1999 renovation, parking lot resurfacing, possible roof work, and ongoing maintenance such as carpet replacement and painting of public spaces.

Cemeteries

There are seven cemeteries in Lancaster – Eastwood, North Village, Middleyard, Old Settlers Burial Ground, Old Common Cemetery, North Cemetery, and the Thayer Family Cemetery. With the exception of Eastwood, all cemeteries are full. Eastwood Cemetery contains 46 acres of land; less than half of this is developed, according to the DPW's Cemetery Division. As of the beginning of 2006, Eastwood has 40 grave lots available with room for about 40 additional lots. The DPW cemetery Division estimates there are about 50 burials per year in Lancaster, 15 of these requiring a new lot. Assuming the same burial rate, the remaining lots in Eastwood will be filled in about 5-6 years. At that point, some of Eastwood undeveloped land will need to be developed, along with an access road. The DPW estimates that Eastwood's undeveloped land can supply grave lots in Lancaster for another 100 years,

assuming the same burial rate.

According to Lancaster's Department of Public Works, the Eastwood Cemetery water system should be extended to include Border Avenue and the new avenue. Additional work required includes drainage installation at Oak and Maple Avenue, paving on Hope, Border, Deepdene, Crossgate, and new Avenues, Oak Avenue, and Pine and Crescent Avenues.

Communication in Lancaster

A major priority of the May and November 2005 citizen workshops in the master planning process was to improve communication between the Town and the public, the Town and its institutions, and among and in between Town departments, boards, and agencies themselves. A significant step toward this goal began in 2005 with periodic informational meetings among board representatives to discuss particular projects and issues organized by the Town Administrator. At these meetings, boards may communicate concerns and also provide insights which other boards or departments may not have considered. One board member suggests instituting a similar, but broader communications process involving businesses, residents, and planners with regard to major development proposals or pressing issues that come before the Town. The West Boylston Town-Wide Planning Committee may provide an example.

Capital Improvements Planning and Budgeting

The discussions above and the actions listed below make clear that the Town has a daunting array of capital facility improvements which would truly be "improvements" for the community, but the funding which could make their implementation possible is not easily found. No matter how successful the Town is in its economic development efforts, finding the means for meeting all of the identified capital improvements within a small number of years will be challenging. The response to that in many communities begins with a formal process of inventorying what capital needs have been identified by various department and interests, much as is being done in this *Plan* but ideally at a more detailed level.

Proposals are then translated into capital costs, and aggregate costs are summed and tested against available revenues. Following that comes scheduling the sequence of actions and methods of financing, and laying out a program for implementation over a

series of years, most commonly comprising the next fiscal year to come plus the five years beyond that.

Such a Plan ideally is prepared through an open public process, allowing for debate around the commonly painful choices which must be made to keep costs within revenues. When well done, such multi-year planning helps in gaining well-considered decisions, and when the planning is faithfully turned into actions, that planning gains credibility and becomes the basis for departments and even individuals to make their plans consistent with a more-predictable schedule of when critical public facilities will become available. Lancaster with its increasingly professionalized government clearly could carry out such a process.

A key part of capital planning is having and following adopted criteria for setting priorities, both with regard to overall fiscal guidance (e.g. a specified limit to the planned percentage of the annual tax levy to be committed to capital expenditures) and for project prioritization (e.g. priority for projects enhancing public health and safety or which encourage expansion of the Town's tax base).

One potential criterion for project prioritization can be consistency with plans which have been formally approved, such as not only a comprehensive plan but also such plans as a water system expansion plan, provided that such plans are not just consultant products accepted by some agency but rather are plans formally approved by some Town board.

Making that link between priorities for funding and consistency with planning has the ability to transform plan-making from being an exercise given little credence to becoming one of the most vital activities in town government.

When that happens, plans become subjected to far more serious scrutiny than would otherwise be the case, since those plans then would be highly consequential. That is demanding on the plan-makers, but results in far better planning and planning follow-through than would be the case otherwise. Given that link, comprehensive planning can move from being chiefly related to regulation and exhortation and take on another dimension of relevancy.

Truly linking capital funding and comprehensive and topical planning in such a way is not common, but it is well worth pursuing, and it appears to be within

the reach of this community.

GOALS AND OBJECTIVES

Lancaster's goals for community facilities are to:

- Ensure that there are continuing links of correspondence between Lancaster's provision of municipal services, capital investment, and appropriate level of community growth.
- Continue to maintain a balance between appropriate service provision, community investment, and a moderated tax rate.

IMPLEMENTING ACTIONS

The following actions are identified to implement Lancaster's goals for community facilities:

Process

- Manage the annual funding for planned capital improvements such as needed police cruisers, ambulance, fire engines, highway improvements, and Town buildings, through an annual capital improvement planning and budgeting process which links capital spending to consistency with Town-approved plans, including but not limited to this one, through a process aided by the Planning Board and its staff.
- Expand and institutionalize the process of interdepartmental meetings begun by the current Town Administrator to discuss particular development proposals. Investigate the West Boylston Town-wide Planning Committee as a possible model for Lancaster.
- Explore other ways to increase and foster communication between the Town and its citizens, the Town and in-town institutions, and between Town departments and agencies. Investigate increased use of the Town Web site as one alternative.

Schools

- Continue to support the planned class room addition to the Mary Rowlandson School, and expand and improve the school cafeteria.
- Inform the Nashoba Regional School District of annual changes in housing units in Lancaster.
- Proceed with the redesign and renovation of the former Central School to create needed additional space and reorganization of Town Department office space for greater efficiency.

Public Works

- Take steps to address the issue of water over-pumping in Town, including:
 - Investigating and locating a third well to increase Lancaster's existing water supply, and provide for adjacent land protection to protect water quality.
 - Developing public and private water conservation strategies and promoting these through public education.
 - Including impact on water demand as a criterion in new development approval, such as creating regulatory incentives for major users whose demands on either the Town system or the strained Wekepeke aquifer are reduced through water use conservation efforts.
- Increase water line capacity throughout the water supply system.
- Consider planning for the formation of a full-time sewer department to handle the upkeep and maintenance of the existing and new pipes being installed in the Sewer District. Clarify the responsibilities of the Sewer District Commission and the Department of Public Works concerning sewer lines, pipes, and maintenance.
- Pursue actions to correct the infiltration problems in the Lancaster Sewer District System that accounted for an estimated 57 per cent of wastewater average daily flow in

2005 found in the 2006 Weston & Sampson District wastewater study.

- Support and expand recycling efforts in Lancaster, and investigate alternative solid waste disposal strategies such as a "pay-as-you-throw" program. Investigate use of the former capped landfill as a location for an expanded recycling facility and solid waste operations.
- Consider creating a Town position for a recycling coordinator.
- Install sidewalks on all major roads.
- Recalibrate water service connection fees to require developers to provide mitigation funds for water system improvements and future water supply research.

Other Town Facilities

- Proceed with the redesign and renovation of the Tercentenary Building or one of the vacant school buildings for a senior/community center.
- Pursue plans and funding for design and retrofit of Town Hall for accessibility by persons with disabilities, for compliance with federal ADA requirements, for greater energy efficiency, and for the possibility of using renewable energy sources such as solar and/or geothermal heat/cooling.
- Plan for Eastwood Cemetery expanded lot availability in 5-6 years' time.
- Continue to support expansion of library services and hours, ongoing maintenance, and possible long-term upgrades such as HVAC and roof repair.
- Relocate ambulance service to the central fire station when its expansion is complete.
- Revise the 10-Year Capital Improvement Plan to reflect the higher cost of the needed platform ladder fire truck.
- Plan for a population and growth mapping and fire response study to determine need

and appropriate future location for a possible third fire station.

APPENDIX

“Lancaster Enrollment Projections”, New England School Development Council, November 29, 2005.

Report from Nashoba Regional School District Superintendent, December 22, 2005

Letter from Lancaster Department of Public Works, February 3, 2006

Letter from Lancaster Sewer District Commission, February 20, 2006.

Letter from Lancaster Commission on Disability, January 13, 2006.

Report from Lancaster Council on Aging, February 9, 2006.

Letter from Library Director, January 12, 2006.

Letter from Lancaster Town Administrator, December, 2005.

OTHER REFERENCED MATERIAL

Town of Lancaster Capital Improvements Plan, FY 2006

Annual Town Reports, 2003, 2004, Town of Lancaster.

Lancaster Community Development (EO-418) Plan, Montachusett Regional Planning Commission, June, 2004.

“Lancaster Growth Projections”, Herr & James Associates, February, 2006.

Thayer Library Strategic Plan FY2006-2008, Trustees of Thayer Library, 2006.

Weston & Sampson Engineers, *Comprehensive Wastewater Management Plan for the Lancaster Sewer District Commission*, April, 2006.

January 26, 2007 PLAN FACILITIES
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