



LANCASTER BOARD OF SELECTMEN

Regular Meeting Minutes

Of August 3, 2020

I. CALL TO ORDER

Chairman Jay M. Moody called the Regular Meeting of the Board of Selectmen to Order at 6:00 P.M. in via ZOOM. Present were Selectmen Walter F. Sendrowski, Jason A. Allison and Town Administrator Orlando Pacheco.

II. PUBLIC COMMENT PERIOD

6:00 P.M. Opportunity for public to address their concerns, make comment and offer suggestions on operations or programs, except personnel matters. *Complaints or criticism directed at staff, volunteers, or other officials shall not be permitted.*

Phil Lawler, gave an explanation regarding his resignation from the Planning Board. He noted that he was member of the Planning Board for over 13 years with the last few years as Chair. His frustration and plea to the Board of Selectmen are:

- Yes, let those speak to the issue;
- But also listen; and
- Let the Planning Board be the Planning Board

III. APPROVAL OF MEETING MINUTES

Review and take action on Regular Meeting Minutes of July 20, 2020.

Selectman Sendrowski moved to approve the Regular Meeting Minutes of July 20, 2020. Selectman Allison Seconded. Jason A. Allison vote Aye, Jay M. Moody vote Aye and Walter F. Sendrowski vote Aye. [3-0-0]

IV. SCHEDULED APPEARANCES & PUBLIC HEARINGS

6:10 P.M. Michael Penney for GeoInsight, Inc., an engineering consulting firm out of Littleton, Ma is putting together a wetland NOI on behalf of the US Army for some work they are performing next spring at the South Post Reserved Forces Training Area at Devens. He would like to provide summary of the project and discuss what local requirements would be applicable given that it is a government project.

Mr. Penny presented a power point presentation regarding the upgrading the South Post Reserved Forces Training Area at Devens. He gave the following Hotel Range Information:

- South Post RFTA is operated by the Army personnel-access is restricted.
- It is used by the military and law enforcement groups.
- There are 26 different training areas in the South Post – only some are used for weapons training.

- The vicinity of the project consists of rural, wooded and natural areas and other areas developed for military training.
- The Hotel Range has been used for weapons training for decades.

Objectives of Improvements:

- 1) Re-orient the fire lanes so that the surface danger zones associated with the range are entirely within the South Post boundaries;
- 2) Conduct grading to improve weapons trajectory line of sight across the range areas;
- 3) Modernize the range facilities and target systems so that they comply with current Army training and design standards; and
- 4) Create a new Range Operations and Control Area (ROCA).

Design Overview

- The use of the site stays the same.
- The footprint stays essentially the same.
- Vegetation removal to gain continuous lines of sight (tree & brush clearing)
- Significant regrading to achieve a new consistently sloping surfaces/lines of sight
- New infrastructure construction

Wetland Impacts

- Wetland assessment performed for EA.
- Several wetlands identified associated with streams and Slate Rock Pond.
- Small isolated, man-made wetland will need to be filled in.
- All other locations work will occur within the 100 foot buffer and within the 25 foot buffer north of ROCA (retaining wall used).
- GeoInsight is preparing NOI for Town's Conservation Commission and MADEP.
- NOI requires notifying all abutters within the 300 foot of property – Town's GIS indicates 174 properties.
- GeoInsight plans to request a waiver from the Conservation Commission, as allowed by 310 CMR 10.05 Procedures (4) Notice of Intent (a)
"An applicant who proposes work solely...within a Lot with an area greater than 50 acres, is required to provide notification only to Abutters whose Lot is within 100 feet from project."
- GeoInsight will still provide public notice and proposes setting up a drop box for interested parties to review the NOI.

Status and Schedule

The project is expected to bid in early winter 2021 with construction starting in Spring 2021 and continuing until midsummer 2022.

V. BOARDS, COMMITTEES AND DEPARTMENTS REPORTS - NONE

VI. TOWN ADMINISTRATOR REPORT

1) Devens PFAS Investigation

Town Administrator Pacheco reported that in working with the Army Corp. and trying to get information available to interested parties the attached PFAS Investigation and Action Status was developed. (See attached) More information about the Army's environmental work at the former Fort Devens is also available at the following website:
www.nac.usace.army.mil/missions/projects-topics/former-fort-devens-environmental-cleanup/

2) NGRID Community Campaign

Mr. Pacheco noted that they received the status report for June and the marketing efforts are working. He further noted that they are working on getting additional information to residents/business through direct mailings in the near future.

3) EOE Site Visit

Town Administrator Pacheco reported that the Division of Conservation Services did a walkthrough on the 28 acre parcel and the Town Forest on Friday as part of the evaluation of the grant application submitted by the Town. Mr. Pacheco stated that they are still in line for a 66% reimbursement rate if approved.

4) ADA Right of Way

Mr. Pacheco reported that the ADA PROW (Public Right of Way) Plan was sent to the Mass Office of Disability, through MRPC and is on file the State. He further reported that this is also in conjunction with the ADA Self-Evaluation of the buildings, which was already on file. The Town will look to apply for both Complete Streets Grants (MassDOT) and ADA Capital Grants (MOD) to implement some of the measures identified in the plans. Mr. Pacheco stated that both documents are on the Town's website.

VII. ADMINISTRATION, BUDGET, AND POLICY
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1. Interview Planning Board Candidates

Chairman Moody pointed out that the Selectmen are only interviewing the candidates and will hold a joint meeting with Planning Board at the next Selectmen's meeting on August 17th to vote.

The candidates that were interviewed were:

- . Frank Sullivan
- . Roy Mirabito
- . Rebecca R. Young-Jones
- . Frank Streeter

All candidates gave an opening statement (*see attached*)

Selectman Allison read the following questions to each of the candidates:

1. *Who do you feel you are representing being a member of the planning board?*
2. *What do you believe is the most important quality in a planning board member?*
3. *What is the greatest strength you bring to the Planning Board*
4. *What are your thoughts on the town voting to not allow individuals to serve both on the Planning Board and the Zoning Board of Appeals?*
5. *Do you believe data can contribute to how Lancaster approaches its permitting process? If yes, in what ways?*
6. *The Massachusetts Municipal Association (MMA) has a guidebook on permitting best practices. How could or should this be leveraged in Lancaster?*
7. *What would you like to see done in North Lancaster?*
8. *The Town of Lancaster is currently below the state-mandated affordable Housing threshold and the new 2020 census will set us further back. That said, the Town was able to receive a temporary Safe Harbor status until July 2021 - a year from now. How do you think the Planning Board could work with the newly created Affordable Housing Trust to permit new affordable units to keep Lancaster in Safe Harbor - and therefore not return to unsolicited 40B? What are some proactive measures the Planning Board could take with the Housing Trust to move affordable housing forward in smart ways?*

Selectman Sendrowski had the following questions for Mr. Sullivan:

1. *Did you run for the open position for Planning Board in the Annual Town Election?*
2. *Were you the only one among the candidates that did run in the election?*
3. *Did you also receive 629 votes?*

Chairman Moody asked all 4 candidates the following question:

1. *Do you believe the flexible developments should contain advantages for the Town of Lancaster and the developer? And what would those be?*

2. Review and discuss the Town Planner vacancy

Selectman Sendrowski commented that this agenda item should be removed from discussion, as it is not the place of the Selectmen to dictate the selection of the candidates for the Town Planner position or override the job description that presently exists. He stated that it was not the failure of the policies and procedures that caused the loss of the Town Planner, but the disrespect and contempt for him. Mr. Sendrowski continued in noting that it is the Town Administrator and Planning Board's place in vetting and interviewing the candidates.

Both Chairman Moody and Selectman Sendrowski communicated that Selectman's Allison's document was well done. *(See attached document)*

Selectman Allison stated that he had spoken to Mr. Antonellis and in putting this document together was not to attempt to redefine the job description. He noted that the last meeting was contentious and would like to get past that and not choosing sides.

Greg Jackson, resident, stated that he is unclear about the plan for replacing the Planner Director and what is the Town Administrator doing about it seems unclear.

Victoria Petracca, resident, inquired as to when the current vacancy for the Planner will be posted and is there a plan to review the job description and get it modified.

Town Administrator Pacheco stated that the Mr. Antonellis is still working on some projects like AUC (Atlantic Union College). He noted that he will probably post the job next month.

Russ Williston, resident and Planning Board member, stated that the job description and requirement are all laid out in the Town of Lancaster's bylaws. He further noted that last time it took 6 months to replace the previous Town Planner.

Roy Mirabito, resident, stated that there is a consistent thread; the Town is not putting people in position where they can succeed. There needs to be a 30 day breathing time when the applications are submitted to go before the Planning Board. He further stated that if you give people the proper direction, the proper authority and the proper time, they can do their job well.

Carol Jackson, resident and Planning Board member, stated that they need a Planner Director to be there. She noted that there are many times at the Planning Board meetings the members of the Board have many questions regarding the applications before them. She commented that it is not fair to the Planning Board to not have a Planner.

Russ Williston remarked on the following:

- . There is no chaos on the Planning Board;
- . Town Administrator wants to retain control;
- . Selectmen need to push back on the Town Administrator; and
- . Concern there may be a 6 month gap on hiring a Planning Director

Selectman Allison pointed out to Mr. Williston the following

- . Town Administrator has been forthcoming;
- . He has spoken with Michael Antonellis regarding his exit;
- . His document on Town Planner vacancy;

- . Need to have structure in place; and
- . Support of Town Administrator.

Town Administrator Pacheco noted that Mr. Williston did make a good point to try to have the Planning Director vacancy posted sooner than later.

Town Administrator Pacheco clarified some of the statements made by Mr. Williston:

- . Town Administrator Pacheco does not believe the Board of Selectmen should be involved in Planning Board business;
- . Mr. Pacheco does not have the technical expertise to guide the Town in planning development; and
- . The transition should be smooth and the work that is ongoing gets done with some level continuity.

Chairman Moody asked that this item be put on the next Selectmen's meeting and come back with new ideas.

3. Update on Occupancy Permits – TABLED – Add to August 17th Agenda

4. Discussion on formulating a strategy on Industrial and Commercial development.

Chairman Moody noted that formulating a strategy on Industrial and Commercial development goes back to the Economic Development Plan; which states the first thing to do is formulating a strategy, which the Town does not have.

Selectman Allison stated that the Town should establish an economic development committee and would like offer to write a charter first, review the charter with the Board and make sure the Board is in agreement with what the Committee should do.

Town Administrator Pacheco indicated that at one time there was an economic development committee and might be worth looking at what they did at that time. Selectman Allison and Mr. Pacheco will review what the past Committee did and report back at the next Selectmen's meeting.

5. Update on the Land Confirmation, Acquisition and Use Agreement with North Lancaster LLC

Town Administrator Pacheco would like to update the Board regarding the Land Confirmation, Acquisition and Use Agreement with North Lancaster, however he is calling for an executive session, which should take no more than 30 minutes. He noted that Town Counsel has a pretty good handle on this matter.

6. Proposal to update the BOS Policy and Procedures to require a minimum of two Selectmen's signatures for authorization of payment of all town bills.

Selectman Allison asked that this item be withdrawn at this time and add this agenda item to the next Selectmen's meeting.

7. Review and take action on Intermunicipal Agreement between Municipalities and Devens regarding sharing services and costs of a common Regional Housing Consultant (RHC).

Chairman Moody commented that he thinks this is a great idea, but would like to talk to someone in Hudson regarding this consortium.

Mr. Pacheco noted that the Town of Lancaster is new to this, but Intermunicipal Agreement does offer 10 hours per month of Housing Planning Services to each member town.

8. Continued discussion on Town Green Committee

Chairman Moody would like to see an Ad Hoc Committee consisting of 5 members from the following:

- . Historical
- . Library
- . Planning Board
- . Selectmen
- . Nearby resident

He further stated that the Ad Hoc Committee would report back to the Selectmen at their November meeting.

The Ad Hoc Committee would review the Banners on the Town Green and come up with regulations on:

- . Content
- . Size
- . Length
- . How many at one time
- . Where on the green

Selectman Sendrowski raised concern noting that there is no need to have another committee. Selectman Allison would like to review this in more detail and see if there is need to build a consensus.

9. Outline the plan for opening Town Hall after Early Voting

Selectman Allison had asked Town Administrator Pacheco to put a plan together with the Board of Health regarding opening up the Town Hall at some level after early voting. (*see attached*)

Mr. Pacheco noted that the Town is in a good position to start to open up, but will reevaluate with the Board of Health after early voting. He further noted that signage will be in place for social distancing, and public health is first and foremost the Town's number one concern.

10. Determination of Historical Commission access into Prescott Building.

Town Administrator Pacheco stated that he has been in contact with Heather Lennon, Chair of the Historical Commission, and noted that hours for her to come into the building will be on Tuesdays.

VIII. APPOINTMENTS AND RESIGNATIONS
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Resignations

Memorial Day Committee – Alphonse Russo, effective immediately.

Selectman Sendrowski moved to accept Alphonse Russo resignation, effective immediately. Selectman Allison Seconded. Jason A. Allison vote Aye, Jay M. Moody vote Aye and Walter F. Sendrowski vote Aye. [3-0-0]

Appointments:

Conservation Commission – Greg Jackson, 40 Farnsworth Way, term to expire June 30, 2021.

Selectman Allison moved to appoint Greg Jackson to Conservation Commission, term to expire June 30, 2021. Selectman Sendrowski Seconded. Jason A. Allison vote Aye, Jay M. Moody vote Aye and Walter F. Sendrowski vote No. [2-1-0] Motion passes

Reappointments

Animal Control Commission: Christine Burke, 4 Heritage Lane, term to expire June 30, 2023.

Selectman Allison moved to reappoint Christine Burke to the Animal Control Commission. Selectman Sendrowski Seconded. Jason A. Allison vote Aye, Jay M. Moody vote Aye and Walter F. Sendrowski vote Aye. [3-0-0]

IX. LICENSES AND PERMITS - NONE

X. NEW BUSINESS *

**This item is included to acknowledge that there may be matters not reasonable anticipated by the Chair.*

XI. COMMUNICATIONS

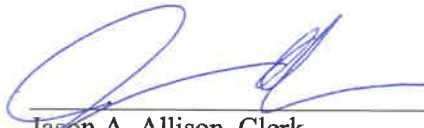
- Interested candidates for the Affordable Housing Trust will be on the Town's website.
- Board of Selectmen's next meeting will be held on Monday, August 17th 6:00pm via ZOOM

XII. ADJOURNMENT

Seeing no further business, on Motion by Selectman Sendrowski, seconded by Selectman Allison, it was unanimously voted. The Board of Selectmen adjourned at 8:47 P.M.

Respectfully submitted

Kathleen Rocco
Executive Assistant


Jason A. Allison, Clerk
Approved and accepted: 8/17/2020

July 19, 2020

Board of Selectmen
Town of Lancaster
Prescott Building
701 Main Street
Lancaster, MA 01523

Dear Board Members:

My name is Francis Sullivan and I would like to be considered for the open seat on the Planning Board of Lancaster.

I was a former member of the Lancaster Planning Board for 12 years and was part of approving many projects in Town as a member of the board.

I am a lifelong resident of Lancaster and President of a water well drilling company that specializes in large diameter municipal and commercial water wells throughout New England. Our business has been located in Lancaster since 1974. My job requires bidding on municipal well projects which through this I am able to understand plans and specifications for projects which include pump station design, erosion control, drainage, and roads and waterline infrastructure.

I am also an active member of the business community and possess the skills and experience needed to make tough decisions and collaborate to achieve progress for our town.

Your consideration is greatly appreciated. Thank you.

Sincerely,

Francis Sullivan
394 Parker Road
Lancaster, MA 01523

Kathi Rocco

From: Roy Mirabito <rsmirabito@verizon.net>
Sent: Sunday, July 19, 2020 10:17 PM
To: Jason A. Allison; jaymdy@comcast.net; Walter Sendrowski
Cc: Kathi Rocco
Subject: Application Letter for Planning Board Vacancy

Dear Selectmen of Lancaster,

My name is Roy Mirabito and I am very interested to serve on the Lancaster Planning Board. I have resided at 944 George Hill Road for almost 3 years with my wife of 47 years, Christine.

I was raised in a business environment in Waltham. My parents owned a chain of dry cleaning stores in MetroWest. The never ending responsibility of operating this business instilled in me the necessity of hard work, analytical analysis, and the ability to work successfully with customers, vendors, and employees with the same level of respect. I worked at the dry cleaners during my teen years until it was time for college. I left my teen years with the knowledge that hard work and integrity in dealing with others were essential for success.

I enrolled in an accelerated 3 year baccalaureate program at Suffolk University in Boston. I earned a Bachelor of Science degree in Biology/Chemistry cum laude. I then completed a 1 year internship at Cambridge Hospital in the School of Medical Technology and passed the national examination for Medical Technologists accredited by the American Society of Clinical Pathology.

I was hired upon graduation as a bench technologist by Boston Medical Laboratory, a small privately owned laboratory with locations in Waltham and Boston. Within 2 years I was promoted to Senior Technologist and 2 years later to Shift Supervisor. Two years later I was promoted to Operations Manager. This transition from technical to operational management was relatively easy. I had seen it all during my formative years at the dry cleaners. The same keys to success...hard work and integrity in my dealings with others. During the following 21 years, I helped transition the privately owned laboratory to become a branch laboratory of Bio-Science Laboratories, headquartered in Van Nuys California with 21 sites nation wide. We were then acquired by the Dow Chemical Company, American Hospital Supply Corporation, SmithKline Beckman, and finally Quest Diagnostics Laboratories. The names of the companies changed but the internal characteristics always remained the same... hard work and integrity.

After 27 successful years in the medical laboratory industry, I was fortunate enough to be able to retire at age 47, knowing that this wasn't the end of my working career.

I decided to pursue a private passion of woodworking and home remodeling in the next phase of my career. I obtained a Massachusetts General Contractor's license and opened and successfully operated Mirabito Home Renovations for the next 17 years under the same values I learned and used successfully earlier in my life...hard work and integrity. This experience in the construction business seems to be a good fit for the Planning Board and since I have been away from the construction business for the past five years, there is no potential for conflict of interest. As all things come to an end, I was disabled at age 62 with arthritis and my wife and I have chosen to spend our retirement in this lovely town. Being retired, I feel I can amply prepare and consistently attend meetings, giving my full undivided attention without any time or employment conflicts.

I have attended Planning Board Meetings for the past two years and would like to join this very important board. I feel my skill sets would enhance cohesion on the board as well as bring to light the financial implications of our decisions on the Town and residents. I promise to respect the trust of the position and to always make my decisions balancing the need for development with the impact on Town finances and residents.

I would like to thank you for the opportunity to apply for this valued position and trust that my work ethic, analytical skills, integrity, and the ability to work in a team environment will serve to assist the Planning Board in the future days ahead. I would welcome the opportunity to meet through Zoom for an interview in a public BOS meeting.

Respectfully Submitted,

1. Who do you feel you are representing being a member of the Planning Board ?

I will represent the town through the approved bylaws of Lancaster, thereby representing the citizens who approved these same bylaws. I intend to represent the town with a clear voice and with the utmost respect and professionalism.

2. Most important quality in a planning board member.

The most important qualities are not to forget where you came from but more importantly remember where you want to get to. By this I mean we need to respect and abide by our master plan but simultaneously be open to negotiate issues that direct our present and future goals, such as elderly and affordable housing,

preservation of our historical heritage and open space, while increasing comparable commercial and industrial development.

So the most important quality is about focus....on the master plan and navigating the road ahead. The most important quality for the planning board is focus, knowing the decisions of today will impact us and future generations to come.

3. What is the greatest strength you bring to the planning board ?

The most important strength I bring to the planning board is my hard work and integrity in pursuit of goals.

My academic, personal, and professional success have all been defined by 2 basic concepts...hard work and integrity. I am highly focused with the ability to work constructively through “problems” to

achieve successful resolution through negotiation. A high level of discernment and prudence is embedded in my approach and resolution of issues.

I have high expectations of myself. I double majored and completed my baccalaureate degree in 3 years with honors. Starting at an entry level position, I rose through the ranks and was appointed Administrative/Operations Manager of BioScience Laboratory. Over the next 21 years I led the laboratory through mergers of the business with the Dow Chemical Company, American Hospital Supply Corporation, and SmithKline-Beckman. Each of these mergers required different skill sets but all required hard work and integrity completed with decisions requiring discernment and prudence.

Then, after 27 years in the medical laboratory business, I was fortunate to be

financially able to retire and then started Mirabito Home Renovations which I successfully operated for the next 17 years.

I have years of managerial and construction experience and as I have been retired for 5 years, I have no current connection to the building industry and can concentrate on issues before the planning board in detail and guarantee my regular attendance and participation at meetings.

Striving for excellence in outcomes require the ongoing process of keeping an open mind while maintaining focus on the ultimate goal. I do not and will not serve on another board and my greatest strengths remain hard work and integrity. As a side note, I have carried this same keychain for 40+ years given to me by the Dow Chemical Company which states, "There is no substitute for integrity." I carry this for a very good reason.

4. Thoughts on town meeting to not allow individuals to serve on both the Planning and Board of Appeals.

I authored Article 14 which was brilliantly presented by Larry Shoer at our town meeting. I was one of the 127 affirmative votes as opposed to the 17 in opposition. I know today that the Planning Boars and Board of Appeals must be two separate and distinct entities without resident service to both boards simultaneously.

I need to publicly state that this warrant item was aimed at providing a check in the check and balance system in Lancaster and was not directed toward any specific individuals. The need for independence of thought and decision of both boards remain critical to the independence and equitable decisions rendered by our boards to ensure all

parties, whether residents or businesses or anyone else.....They all deserve the right to an appeal hearing with a “new judge and jury.”

5. Do you believe data can contribute in how Lancaster approaches its permitting process.

Not only can good data contribute to our permitting process, it should drive it. Data is a roadmap of the past and present. For those of us willing to use this tool, it will reveal our current position and the path we are on. Combining this information with situational awareness and an ultimate goal, we can discern future paths to achieve a prescribed outcome.

One of the most important data families to track is economic development. We need to do this pro-actively at the

Planning Board to monitor:

How many companies is the
Economic/Planning director talking to?
Are we inviting them to Lancaster?
Do we send out marketing materials to
attract companies?

Another example of tracking that would be
helpful for my role on the Planning Board
are building permits.

How many per month or quarter.
For what uses .. residential, commercial, or
industrial.

I need to know how we are doing with our
subsidized housing inventory. Are we
making progress to reaching the state's
requirements? We are tracked by the state
on these same indices and we need to
track them locally. This data can and needs
to be tracked and the Planning Board can

take pro-active steps to achieve these goals versus only reacting to proposals.

6. The Mass Municipal Association has a guidebook on permitting best practices. How could/should this be leveraged in Lancaster?

The Mass Municipal Association and the Massachusetts Association of Regional Planning Agencies Guidelines are aimed at standardizing, streamlining, and expediting the permitting process by:

1. Use of a single point of contact for applicants.
2. Explicit permit directions, checklists, and flowcharts.
3. Clear submittal requirements.
4. Use of concurrent applications.
5. Combined public hearings.

6. Project technical review teams.

These practices offer many points of clarification and time saving advantages to all parties. Our own discontinued expedited permitting plan reflected these procedures. I particularly support early submission of plans and the opportunity for review by other town departments and boards (conservation, finance, historical, department of public utilities, health, fire, and police) before going to the Planning Board as we will have an informed “big picture” of a project and its impact on the town well before the first meeting.

We need look no further than our neighbors in Clinton. I invite you to look at their Planning Board website. There you will find many of the described process and procedures for applicants to follow. Their timelines also reserve time for review by other town departments and boards before they visit the Planning Board. Net result is

an easier, more efficient application process and the benefit of a well-informed Planning board at the first meeting with the applicant....no wasted time and stressed decisions are eliminated.

Finally, I would like to add a word on using resources like the Massachusetts Association of Regional Planning Agencies and the Montachusett Regional Planning Commission. They are available to us at little to no cost. We need to strive for best practice and look beyond Lancaster to expand our knowledge base. I would look forward to attending these training workshops and bringing this knowledge to share with our Planning Board.

7. What would you like to see in North Lancaster?

North Lancaster is a desirable location for commercial and industrial development. The confluence of Routes 2, 190, and 70 are valuable to these businesses. It is a given that Lancaster needs this commercial and industrial tax base but this must be balanced with maintenance of the integrity and quality of life of adjoining neighborhoods.

Additionally, from data produced by the Montachusett Regional Planning Commission and the Lancaster Housing Production Plan, it is evident we are in need of housing for our aging population. I would like to discuss with the Capital Group to accept a 55+ development of 125-150 units surrounded by landscaped open space. I would propose this drastic reduction in housing density and place this as an amendment to the IPOD bylaw this Fall. This would benefit our elderly population, provide additional tax revenues, and

mitigate the potential for increase town educational expense.

I would also like to propose the inclusion of an assisted living facility similar to one approved and built in Andover by Capital Senior Housing (not connected to the Capital Group). This facility added 96 units, including 16 affordable units on 6 acres of open space resulting in a net tax benefit of \$233,000. In addition to the tax benefit, this gives us access to increase our affordable housing stock and ensures that our residents can remain in Lancaster.

8 Proactive measures the Planning Board could take with the Housing Trust to move affordable housing forward in smart ways.

The Planning Board should continue the outside review of the proposed inclusionary zoning bylaw by Nancy Barrett.

My hope is to front load affordable units at a prescribed rate for any rehab or new construction of 6 units or more with an option for cash payments directed to the Lancaster Housing Trust.

Im addition to inclusionary zoning, the Planning Board should receive a quarterly update from the Housing Trust at its meeting on affordable housing production as outlined in the Housing Production Plan addressing issues such as:

Where do we stand with our numbers?
What is in the pipeline?
How can we support each other proactively?

One of the major sites in the Housing Production Plan is Atlantic Union College. Another major site of interest is the Industrial School for Girls. The Planning Board could work more proactively with the

Planning Director and Housing Trust to ensure a portion of the schools provide affordable units.

I would like to mention that my wife Christine and I worked on the Housing Production Plan and would like to ensure that Lancaster meets all of its state requirements and does so with smart growth using all tools available to us to address all issues that confront us.

Thank you for your time and consideration.

Kathi Rocco

From: rebeccayoungjones@comcast.net
Sent: Monday, July 27, 2020 11:36 AM
To: Planning
Cc: Kathi Rocco; Orlando Pacheco; russwilliston@gmail.com
Subject: application to serve as a Planning Board member

Dear Planning Board,

I would like to fill the current vacancy on the Planning Board.

For the year prior to my house being built in Lancaster I had extensive experience with the Lancaster Boards and their direct effect on our community. I have lived in Lancaster for 20 years now and also have participated in many town concerns, including the Override and as well as our Green community status.

During the Override crisis we faced, I held several town wide meetings to have the issues clearly communicated and all the questions asked on an informative platform for the best communication of the issues.

Currently I am a member of the Nashoba Valley Climate Coalition, a group which in coordination with our Town Government, is pursuing our Green town initiatives to both help our town finances and also make sure our town accomplishes the green initiatives we signed up for in 2010. There are many opportunities for Lancaster to act on these green initiatives and increase our prosperity by being so by capturing available public funds for the town and our residents.

I also serve on the Building and Grounds committee at the First Church of Christ Unitarian, the committee that maintains this historic building, central to Lancaster's culture.

Calling Lancaster my hometown, I have become more and more aware and interested in the Town's need for responsible resource planning to retain its quintessential New England beauty.

I would like to join the Planning Board as a member conscious of the building requirements and the land use requirements as well as a voice for good productive development of our community resources.

Sincerely,
Rebecca R. Young-Jones
PO Box 486
Lancaster, MA
01523-0486

Kathi Rocco

From: Frank Streeter <fstreeter@mac.com>
Sent: Monday, August 03, 2020 10:48 AM
To: Kathi Rocco; Orlando Pacheco; Planning
Subject: Planning Board open seat

Dear Kathi,

Attached below is my letter of interest in the open seat on the Planning Board. Please confirm receipt. I am on an island off the coast of Maine today, but I think I will still have enough internet to participate in tonight's meeting, if on audio only. Thanks, Frank

To the members of Lancaster Board of Selectmen and Planning Board,

I am writing to express my interest in the open position on the Lancaster Planning Board. I believe I have the right mix of skills, experience, and perspective to serve the Town's interests well on the board for the next nine months. I have been actively involved in various aspects of real estate development for almost 40 years, including land planning courses at Harvard's Graduate School of Design. I am also a past President and Treasurer of the Lancaster Land Trust and served on the board of the Nashua River Watershed Association.

I have served for almost 20 years as an elected Library Trustee, many of those years as Secretary, so I have an appreciation of how much work needs to be done to be an active contributing member of a Town board. I have been attending Planning Board meetings for some time now and reading the packets that need to be digested to be effective at the meetings, so I have a sense of what is needed to be a productive member. I know all the current members of the Planning Board, and I have served on committees with two of them, which I believe will help me to be an effective member.

In my work I believe in being soft on the people and hard on the problem, which to me means beating up difficult issues as needed while still showing utmost respect for those who express a different viewpoint. I think this is essential for a board that has to wrestle with problems of the complexity of the issues the Planning Board has had to address recently. As a Library Trustee our Board always strives for consensus, but even when we disagree we know we have years of working together ahead of us and so do not let those disagreements affect our working relationships.

While I have lived in Lancaster for 20 years, I have been coming here since I was a child and my family has been in town for a very long time. I mention this only because I believe that history helps me to take the long view of the impact of development and the effects it can have on a town, often for generations. I would bring this long view to my work on the Planning Board. I am not philosophically opposed to development per se, but I believe there is huge difference between good development and bad development, and I see the job of the Planning Board as representing the Town by discriminating between the two.

In sum I feel that I can serve the Town well on the Planning Board and I would be glad to do it. I understand that the commitment is at least two meetings a month, plus a significant amount of homework, but I can certainly make that commitment, at least until this appointment ends in May. Please let me know if there is more information I can provide.

Thanks for your consideration,

Frank Streeter
135 Bull Hill Road

Lancaster, MA :: June 2020 Town Planner vacancy

July 24, 2020

Author

The author of this document is myself, Jason Allison, a Selectman in Lancaster, MA. The opinions put forth are solely my own and are intended only to facilitate discussion surrounding the recent vacancy of the Town Planner role.

Audience

The intended audience of this document is not only the Lancaster Board of Selectmen, but also the town's committees and its residents.

Purpose

The purpose of this document is to explain the current Town Planner vacancy in Lancaster, MA and to create an understanding behind its vacancy as well as to help describe a path forward. Specifically, what were the contributing factors which lead to this vacancy. However, as you will gather through this paper the situation in Lancaster is not as simple as just a vacant Town Planner role. I will show that Lancaster has recently entered new and uncharted territory with community development for which I believe the vacant Town Planner position is a byproduct of.

The document is considered informational only and solely for the purpose of transparency and traceability. This document is not intended to be the final authority on Lancaster community development, quite the opposite. This document is meant to be a catalyst for additional discussion, analysis and strategic planning.

Environment

The Lancaster Town Planner position was vacated June 2020. When this occurred, 3 things happened:

1. The Town Administrator is now the acting Town Planner
2. The previous Town Planner was retained as a part time contractor for Lancaster
 - a. Time commitment of 10-15 hours per week
3. The Administrative Assistant to Community Development and Planning (as well as to the Board of Health) has taken on additional workload

Analysis - Town Planner role

It is undesirable for the Town of Lancaster to lose such an important position as the Town Planner. The Town Planner oversees community development and planning for the entire town.

This includes being a pivotal member of the Planning Board. The Massachusetts Municipal Association defines the Town Planner role as:

The Town Planner makes recommendations regarding regulations, policies and procedures involving planning and advises related boards, commissions and committees as needed in the planning areas. The Planner will work on the development of short and long-term plans for the Town.

The circumstances under which the Town Planner left Lancaster were undesirable. It is my opinion that the most significant contributing factor to their departure was that the existing policies and procedures which govern the permitting process for the community development of Lancaster did not, and still do not, have the necessary support structure to execute on the Town Planner role properly. Meaning, by not having a well defined, adopted, evangelized, and persisted structure for community development, the role of Town Planner was not adequately supported in situations which necessitated it. For the majority of development and planning within Lancaster the existing level of process was, and could still be satisfactory. However, after reviewing other towns permitting process, the Massachusetts Municipal Association Best Practices, and a detailed data analysis (shown below) my conclusion is that this is an area of needed growth in Lancaster if we want to have a fully supported Town Planner.

One specific aspect from our existing process which seems to be missing is the usage of Tech Teams. Tech Teams had been previously prescribed and adopted for projects as defined by Lancaster's permitting process. The history on the Tech Team can be found in the 2007 Annual Town Report:

Under the direction of the Planning Director, cross-communications between the Planning Board and other departments and boards in the community have improved with the introduction of the Tech Team. The Tech Team is comprised of representatives from several town boards, commissions and departments and meets monthly to review projects that come before the Planning Board and provide critical comment from their various perspectives. This feedback is directed back to the applicant and incorporated into the plans so that the final product is a useful and supportable project for the Town.

My research has these teams stop being utilized around 2016. I believe this to be a misstep as this is one specific area, if utilized as prescribed would, in my opinion, improve a significant amount of process lapses. I believe it is these types of process lapses that directly contribute to a decrease in board communication and resident transparency. When those process lapses are corrected, and the necessary structure is put into place, an immediate level of transparency is generated. In addition, a well documented process for permitting has an inherent feedback loop which allows residents the freedom and opportunity for healthy participation in the process.

Some resources for review:

- Lancaster Expedited Permitting Guidebook
 - https://www.ci.lancaster.ma.us/sites/g/files/vyhlif4586/f/uploads/expedited_permitting_guidebook_-_october.pdf
- Massachusetts Municipal Association - A Best Practices Model for Streamlined Local Permitting
 - <https://www.mass.gov/doc/permittingbestpracticesguidepdf/download>
- Guide to Permitting in the Town of Concord, Massachusetts
 - <https://concordma.gov/DocumentCenter/View/1446/Concord-Guide-to-Permitting-PDF>

Analysis - Increased community development

To compound the weak community development process, Lancaster has seen a dramatic increase just this past year in not only total building permits issued, but also the construction value of those permits. Please note the chart below:

Issued permits and Construction value



This yearly chart represents the previous 12 years of building permits issued and total permit construction value. The data is as follows:

- The blue bars (left axis) show the total number of building permits issued
- The light blue line is the trend of the number of building permits issued
- The red graph line (right axis) shows the total construction value of the issued building permits
- The light red line is the trend of the total construction value of issued building permits

Notable metrics:

- For the 11 years prior to 2019 the average number of issued building permits per year was 239

- For the 11 years prior to 2019 the average construction value of building permits per year was ~\$11million
- The number of building permits issued in 2019 (409) was over 1.7x the previous average
- The construction value of the building permits issued in 2019 (\$28,193,458) was over 2.5x the previous average

From this data we can directly infer some notable outcomes. The most important being in 2019 Lancaster saw an unprecedented level of construction in both quantity and value. Based on this data, it is easy to reason that Lancaster's internal procedures for moving community development through its processes were strained, and possibly crippled. Based on this data, it's also easy to reason that all boards and committees which support community development were also stressed at levels never seen before. To sum this all up, 2019 was a challenging year for Lancaster at every level of community development.

To bring this full circle, while the Town Planner vacancy in Lancaster was unexpected and undesirable, it is my opinion that we must accept each underlying factor which contributed to our current situation. I would like to categorize these contributing factors into two buckets:

1. Unprecedented levels of community development in Lancaster
2. Aging and under-utilized process and procedures for community development in Lancaster

I believe that once we accept #1, not as our new norm but as our current norm, we can then aggressively address #2 through support from our boards and residents in updating our processes and procedures.

Resourcing

Today we have a part time consultant performing Town Planner duties. We also have an overloaded Administrative Assistant with an ever growing backlog of work. The good news is that the fee for the consulting work is approximately 30% of the budgeted Town Planner salary. While we have coverage on basic community development activities, we need to provide additional assistance to the Administrative Assistant role. I believe we should explore the saved monies from the Town Planner salary and try to invest this into short term bridge support for the Administrative Assistant until we have solidified the next steps with our Town Planner role. Ideally the support provided to the Administrative Assistant can come from existing internal resources. The hope being this short term solution will be enough of a bridge for us to create and finalize a plan for addressing the underlying issues.

Proposal

It is my opinion that the community development hurdles in Lancaster will not be solved simply by hiring a new Town Planner. Nor do I believe Lancaster can continue to use its existing procedures and expect to successfully manage the increase in quantity and value of the

development in Lancaster. I believe the right approach is to update and expand the Lancaster Expedited Permitting Process by leveraging additional available resources and best practices to create a more complete and healthier process in all aspects of Lancaster community development which will serve the Town staff, boards, residents, and even our developers. Through this work we will better understand the type of Town Planner Lancaster requires. A Town Planner that can thrive in a well structured and supported ecosystem designed for success.

My hope in creating this opinion piece is to stimulate new conversation on how to grow and improve Lancaster. I am seeking support from anyone reading this including existing staff, committees, boards, and residents to help make this transition. The output of this effort being a newly revised process with adequate checks, balances, and support for not only town residents but the staff which are tasked with the successful implementation of our towns projects.

Thank you - Jason Allison

Town of Lancaster, Board of Health

Summary: Commonwealth of Massachusetts guidance as of July 21, 2020 for Mandatory Safety Standard for Office Practices (from Office Spaces: MA Safety Standards)

1) Social Distancing

- a) No staff that may reasonably do their job remotely should come into the office
- b) No meetings that may reasonably be carried out remotely should occur in the office
- c) Occupancy must be limited to not greater than 50% of the building's maximum permitted occupancy as documented in its occupancy permit on record
- d) If there is no official permitted capacity, there may be no greater than 10 persons per 1,000 square feet of accessible space
- e) Must ensure separation of 6 feet between individual workstations
- f) Physical partitions separating workstations must be installed for areas that cannot be spaced 6 feet apart. Physical partitions must be at least 6 feet in height
- g) All staff must wear a face mask or face covering upon entering and exiting the building, and whenever a 6-foot distance cannot be maintained between individuals.
- h) Establish directional hallways and passageways for foot traffic if possible, to minimize contact. Post clearly visible signage regarding these policies
- i) Limit visitors where feasible, and avoid congregation in common areas (e.g., lobbies)
- j) Mark rooms, hallways, and counter windows where people might wait for a turn to be attended to, to indicate 6 feet separation
- k) Limit meeting sizes, ensure 6 feet of social distancing, and encourage remote participation.

2) Hygiene Protocols

- a) Ensure access to handwashing facilities on site, including soap and running water, wherever possible and encourage frequent handwashing; alcohol-based hand sanitizers with at least 60% alcohol may be used as an alternative
- b) Supply staff at workplace location with adequate cleaning products (e.g., sanitizer, disinfecting wipes)
- c) Post visible signage throughout the site to remind staff of the hygiene and safety protocols
- d) Alcohol-based hand sanitizers with at least 60% alcohol should be made available at entrances and throughout floor areas for staff
- e) Require regular and not less than daily cleaning and sanitation of all high-touch areas such as workstations, door handles, and restrooms
- f) Avoid sharing office materials / equipment or disinfect equipment between use (e.g., telephones, fax machines)

3) Staffing and Operations

- a) Provide training to staff on up-to-date safety information and precautions including hygiene and other measures aimed at reducing disease transmission, including:
 - i) Social distancing, handwashing, proper use of face coverings
 - ii) Self-screening at home, including temperature and symptom checks
 - iii) Importance of not coming to work if ill
 - iv) When to seek medical attention if symptoms become severe
 - v) Which underlying health conditions may make individuals more susceptible to contracting and suffering from a severe case of the virus
- b) The office must screen all staff at each shift by ensuring the following:
 - i) No persons are experiencing any symptoms such as fever (100.0 and above) or chills, cough, shortness of breath, sore throat, fatigue, headache, muscle/body aches, runny nose/congestion, new loss of taste or smell, or nausea, vomiting or diarrhea
 - ii) Assure no staff has not had "close contact" with an individual diagnosed with COVID-19. "Close contact" means living in the same household as a person who has tested positive for COVID-19, caring for a person who has tested positive for COVID-19, being within 6 feet of a person who has tested positive for COVID-19 for 15 minutes or more, or coming in direct contact with secretions (e.g., sharing utensils, being coughed on) from a person who has tested positive for COVID-19, while that person was symptomatic
 - iii) Staff have not been asked to self-isolate or quarantine by their doctor or a local public health official
 - iv) Staff who fail to meet any one of the above criteria must be sent home
- c) Maintain a log of staff, vendors, residents, and other visitors to support contact tracing (name, date, time, contact information) in case needed
- d) Staff must wear face mask or face covering when social distance of 6 feet is not possible, except where unsafe due to medical condition or disability
- e) Staff must stay home if feeling ill
- f) If any staff tests positive, the Town must notify the Board of Health and assist the LBOH as reasonably requested to advise likely contacts to isolate and self-quarantine. Testing of other staffs may be recommended consistent with guidance and / or at the request of the LBOH

4) Cleaning and Disinfecting

- a) Clean commonly touched surfaces in restrooms (e.g., toilet seats, doorknobs, stall handles, sinks, paper towel dispensers, soap dispensers) frequently and in accordance with disinfectant solution or wipes
- b) Conduct frequent cleaning and disinfection of site (at least daily and more frequently if feasible)
- c) Keep cleaning logs that include date, time, and scope of cleaning
- d) Conduct frequent disinfecting of heavy transit areas and high-touch surfaces (e.g., doorknobs,

elevator buttons, staircases, vending machine, bathrooms)

- g) Clean shared spaces (e.g., conference rooms) between use and supply cleaning products (e.g., sanitizer, disinfecting wipes)
- h) In event of a positive case, shut down site for a deep cleaning and disinfecting of the workplace in accordance with current CDC guidance

