



**LANCASTER SELECT BOARD**  
**Special Meeting Agenda**  
**Prescott Building – Nashaway Room**  
**Monday, March 28, 2022**  
**5:00 P.M.**

*In accordance with the Open Meeting Law, please be advised that this meeting is being recorded and broadcast over Sterling-Lancaster Community TV*

**I. CALL TO ORDER**

Chairman Jason Allison will call the meeting to Order at 5:00 P.M. in the Nashaway Meeting Room located on the second floor in the Prescott Building, 701 Main Street, Lancaster, MA 01523

**II. EXECUTIVE SESSION - Roll-Call Vote**

Executive Session Purpose 2 - Contract negotiations with selected Town Administrator candidate, Kate Hodges.

Motion: Move to enter Executive Session in accordance with G.L. c.30A, §21(a)(2) for the purpose of conducting contract negotiations with the selected Town Administrator candidate, Kate Hodges, to invite Interim Town Administrator Jeff Nutting and Town Administrator Kate Hodges into the Executive Session, and to reconvene back into Open Session after the discussion. (Roll Call Vote)

**III. APPROVAL OF MEETING MINUTES -**

Review and take action on Regular Meeting Minutes of March 7, 2022  
Review and take action on Special Meeting Minutes of March 11, 2022 & March 14, 2022

**IV. SCHEDULED APPEARANCES & PUBLIC HEARINGS - NONE**

**V. BOARDS, COMMITTEES AND DEPARTMENTS REPORTS - NONE**

**VI. PUBLIC COMMENT PERIOD**

Opportunity for the 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.

**VII. TOWN ADMINISTRATOR REPORT**

- FY2023 Budget

**VIII. ADMINISTRATION, BUDGET, AND POLICY (Vote may be taken)**

1. Approve the Town Administrator Contract
2. American Rescue Plan Act (ARPA) & Capital Discussion
3. Annual Town Meeting Warrant Articles



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4. Select Board to petition General Court for Special Legislation for Division of Capital Asset Management and Maintenance (DCAMM)
5. Select Board Policy on Code of Conduct
6. Peer Review Firm for PJ Keating
7. Acceptance of FY2022 Massachusetts Historical Commission (MHC) and Planning Grant Award
8. Land Trust Presentation: Bob Lidstone to update the Select Board on the Town Clean Up Days and inform the Board of Candidates Night on April 20<sup>th</sup> at 6:30pm.

**IX. APPOINTMENTS AND RESIGNATIONS**

Appointments:

Alternate Plumbing Inspector - Jeremey Pierce term to expire 6/30/2022

Alternate Electrical Inspector – John Cain, term to expire 6/30/2022

Agricultural Commission – Stephen A. Mudgett as member, term to expire 6/30/2024

Resignations:

Lancaster Affordable Housing Trust Committee – Marilyn Largey, Ex-officio non-voting member

**X. LICENSES AND PERMITS - NONE**

**XI. NEW BUSINESS \***

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

**XII. COMMUNICATIONS**

- Select Board's next meet on the following days in April
  - Monday, April 4, 2022, at 6pm via ZOOM
  - Wednesday, April 20, 2022, at 6pm via ZOOM
- Town Office will be closed in observance of Patriots Day, April 18, 2022
- Annual Town Meeting to be held on Monday, May 2, 2022, at 7pm at the Mary Rowlandson Elementary School, located at 103 Hollywood Drive.
- Annual Town Election will be held on Monday, May 9, 2022, from 7am-8pm at the Town Hall Auditorium, located at 695 Main Street.

**XIII. ADJOURNMENT**

### **III. APPROVAL OF MEETING MINUTES**

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**LANCASTER BOARD OF SELECTMEN**  
**Regular Meeting Minutes**  
**Of Monday, March 7, 2022**

**I. CALL TO ORDER**

Chairman Jason A. Allison called the meeting to Order at 6:00 P.M. via ZOOM™, offering a reminder that the meeting is being recorded.

Join Zoom Meeting

<https://us02web.zoom.us/j/89239549968>

Meeting ID: 892 3954 9968

*Roll call was taken, Alexandra W. Turner, present, Jay M. Moody, present, Jason A. Allison present.*

**II. APPROVAL OF MEETING MINUTES**

Mr. Moody moved to approve the Minutes of February 28, 2022, stating that he still had a problem with the minutes of January 19. Mr. Allison seconded.

*Vote taken, Jason A. Allison, Aye, Jay A. Moody, Aye, Alexandra W. Turner, Aye. [3-0-0] Minutes of February 28, 2022 approved.*

Mr. Moody moved to approve the minutes of January 19, 2022. He had a couple of questions; the first was that a list that he had given to Mr. Nutting with both short and long term priorities was not an ARPA list (page 6), and the other thing “we talked about having a list of priorities and goals, and it was, as he remembers, more than 2-1 that we would do it as he came in, not after he was in.” Ms. Turner stated that her recollection was that they voted to do it for it, and to refer it to Jack, hoping for March.” Mr. Allison requested that the Board members revisit the video and make sure that we get that right. Ms. Turner stated that she had Ms. Rocco make some improvements, but noted that there are some typos and some formative things that would be important because they were part of a hearing. Ms. Turner noted that these are time consuming but that she will work directly with Mr. Nutting to provide corrections.

Mr. Moody asked if this was the last of the minutes, and if there are any other old minutes that have not been approved. Mr. Moody said that he had taken the Open Meeting Law course and that one of the things that was emphasized was that the Select Board of every town should be going through old minutes for executive committee meetings and taking things that have gone past and making them available. Mr. Nutting said that we can check on the Executive Session minutes. Mr. Allison asked to include this on the next meeting agenda.

### **III. SCHEDULED APPEARANCES & PUBLIC HEARINGS - NONE**

### **IV. BOARDS, COMMITTEES AND DEPARTMENTS REPORTS**

Update from the Chair of the Memorandum of Understanding (MOU) Ad Hoc Committee – Capital Group

Mr. Allison, in his role as Chair of the MOU/Ad Hoc Committee, stated that Ms. Turner had asked for an update, that there isn't much of an update. They met a few months ago but not recently. They have been waiting for a new Town Counsel to come on board. In the last week or so Counsel has made a draft MOU for the committee to review. This has been distributed to committee members and they will be meeting a week from Tuesday, with the agenda available to be posted.

Ms. Turner asked if it had been determined that the Committee was working on an MOU (Memorandum of Understanding) or an MOA (Memorandum of Agreement). Mr. Allison replied that this has not been decided. Ms. Turner asked what were next steps. Mr. Allison explained that the committee will come back to the Select Board and to the voters with a tentative agreement based on the article for the zoning change.

### **V. PUBLIC COMMENT PERIOD**

6:00 P.M.      *Opportunity for the 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.*  
6:10 P.M.

Mr. Allison recognized resident George Frantz, 13 Highfield Drive.

Mr. Franz asked how the Town plans to deal with a 5.7% increase in school assessments as reported in the newspaper.

Mr. Allison recognized Carol Jackson, 40 Farnsworth Way. Ms. Jackson wants the Select Board and the Town Administrator to do a follow-up investigation on an unsolicited email sent to residents with the Town Hall's address. She stated that a statement on the Town website is simply not good enough.

Mr. Allison recognized Anne Ogilvie, 4 Turner Lane. Ms. Ogilvie read the following letter: *Dear Select Board Members, Town Administrator Nutting, and Residents of Lancaster; I urge the Town to conduct a full investigation of the misuse of the Town Hall address in an unsolicited email by a group, promoting the recall petition of two Planning Board members. The cease and desist notice that was sent by Lancaster, Mass. Town Counsel after the expiration date of the recall petition is not a sufficient remedy. Our democratic elections are a sacred process strictly governed by Massachusetts and federal law. In this case petitioners have made vague accusations on social media that have no basis in fact. Residents of Lancaster have been misled. And the Town really needs to get to the bottom of exactly what happened here and find the truth. And if residents are looking to better*

*understand the situation, I highly urge them to view Planning Board recorded meetings on Sterling Lancaster TV where you can actually understand the work that's being done by the Planning Board, the elected Planning Board, volunteers who are working very hard and doing a lot of pre work for every meeting, reading through the bylaws and holding people to the bylaws of our town, which is exactly what they were elected to do. And if you go in and you look at some of those meetings this year, and you see some of the cases that come up before them, I think you'll find that they've faithfully executed their responsibilities and duties to the town of Lancaster and, indeed, we should be very grateful to them instead of participating in this smear campaign on social media and misusing the town's address in an attempt to impersonate some kind of formal communication. I think the Town needs to look into this so that our election processes are not abused in the future and so that folks that do volunteer their time for the town can do so, knowing that their good work won't be punished by those who are seeking to retaliate against them for simply doing their jobs. Thank you very much.*

## **VI. TOWN ADMINISTRATOR REPORT**

Interim Town Administrator will update the Board on the status of current projects pending.

- **Inappropriate Use of Town Address**

Mr. Nutting discussed this topic, previously mentioned in public comments. He explained that his office had immediately contacted Town Counsel, who issued a cease and desist order. The office put a statement on the Select Board webpage. Mr. Nutting contacted the Police Chief who does not believe that this rises to the level of a crime. In conference with Town Counsel, this, while certainly an egregious event, has been experienced elsewhere, and there is little that can be done.

Ms. Turner and Mr. Allison both reported having seen similar events and that it is frustrating. Ms. Turner would like the problem reported to MailChimp, or Google.

- **Town Administrator interview schedule**

Interviews for potential Town Administrator candidates will be this Friday at five o'clock on the third floor of the Town Hall. These will be live in person interviews. The public is welcome to attend or to watch on SLTV. There is no public participation. At next Monday's Select Board meeting the Board will discuss next steps.

- **Special Town Meeting March 21, 2022, at 7pm**

Mr. Nutting reported that the Special Town Meeting on March 21 will have a short warrant. There are eight articles and the warrant has been posted. Mr. Nutting has sent the Board a copy of the current draft of the budget; the Finance Committee will meet April 15 to make final reviews and potential recommendations. There is one capital plan item, an architectural review of the library; this would require free cash.

- **Lead in water services**

To be discussed at a later date.

- **Budget, Capital & FY2023 Plan**

See STM topic above.

- **Code of Conduct suggestion**

Mr. Nutting recommended modifying one section of the Code of Conduct to discourage holding investigations because of name-calling or inappropriate behavior that does not fall into the category of discrimination. He thinks that Boards and Commissions should set a tone of courtesy and good behavior, but should not generally be spending town money “refereeing political discourse.” Mr. Nutting would like to see movement on this on the next agenda.

Ms. Turner had questions on the meaning of the signature page that is part of the Code of Conduct.

<b>VII. ADMINISTRATION, BUDGET, AND POLICY</b>
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1. **Recall Petition – Notice of Board of Selectmen Receipt of Certificate of Sufficiency Pursuant to Chapter 137 of the Acts of 2014**

Mr. Nutting reported that working with the Town Attorney, the Town Clerk delivered these certificates and she advised me to have them delivered immediately by Constable which was done last week. The persons named have five days to tender their resignation, or it activates the recall petition. That would happen in the middle of this week. Assuming that they want to continue to serve the community, the Board is obligated, as soon as possible, to call for a special election or a recall election. Mr. Nutting suggested that the Board meet next Monday, the 14<sup>th</sup>, to take that action. He also suggested including it in the Annual Town Election on May 9. This would give people a week to take out and return nomination papers.

2. **PJ Keating Earth Product Renewal License Application (Allison) & include peer review of Engineer (Turner)**

Mr. Allison proposed two courses of action. First, to approve the PJ Keating permit with the new conditions laid out by Tighe & Bond; accept the requirement of a six foot fence around the entire property for one year, or Secondly, Hire a Third Party service at the expense of the applicant to revisit the permit conditions and to provide a report to the Board in preparation for the renewal of the application one year from the initial renewal.

Mr. Moody said he had talked to the Police Department and the Building Inspector, and that they said that they should be the once to walk and check the fencing and the gates twice a year.



Ms. Turner has reviewed the new conditions that Mr. Nutting shared. She thinks a peer review as suggested is needed. Ms. Turner has also spoken to Counsel and she reported that Counsel suggested a six month permit would work so that they could open and have time to get work done. Mr. Allison suggested that six months is not long enough

Mr. Nutting interjected that PJ Keating was fine with all the provisions in the draft except for fencing in one area. Mr. Nutting suggested that this should be separate from length of permit.

Ms. Turner moved to issue a six month permit subject to conditions of the permit as presented including peer review by an independent firm selected by the Select Board and paid for by the applicant. Mr. Moody questioned how this would work with the applicant's schedule, suggesting a ten-month permit.

No second was heard. Mr. Allison moved to issue the permit for a twelve-month period, including conditions recommended by Tighe & Bond, with the exception of the fencing. Ms. Turner seconded for discussion, but disagreed with not having fencing surrounding the property, referencing a recent quarry death in a neighboring town. She would like to include the fencing requirement, with the understanding that if there were an area not able to be fenced, then PJ Keating could come back to the Select Board for discussion. Mr. Moody would also like the fence included in the permit conditions. Mr. Allison, referencing correspondence from the applicant today, cites reasons that in some areas fencing is problematic, especially where there are wetlands, rough terrain, and thick vegetation. Ms. Turner suggests that the applicant walk the quarry with the Building Inspector or Police, and if there are areas that cannot be fenced then the applicant could come back to the Select Board to have the permit amended.

Ms. Turner moved to amend the motion to six months. Mr. Moody seconded.

Mr. Allison said, *"This is where Alix and I are diametrically opposed. This is a business that has been in Lancaster 80 years. An upstanding business, our partner. We have never had an issue that I'm aware of, and all throughout the permitting process, we have continued to apply more and more restrictions. We've seen that we're applying more and more restrictions and they've taken it and they've gone above and beyond. The daily monitoring, the hourly monitoring, was not a requirement of the permit, and yet they were doing it. So in my opinion, this is an upstanding business that Lancaster is honored to have in town, and we should actively work with and, in my opinion, not against, and I am very much for [.....] I feel that a six month permit is [...] a bait and switch. We're going to tell them to go start their business, go start working, do all of your capital investments, all of your liabilities, pay out payroll - but in six months, we may pull all that from under you. That feels super wrong and I don't think businesses will want to come to Lancaster if that's how we handle ourselves. It feels like the wrong way to do things."*

Ms. Turner objected, saying, *"Everybody knows me well enough to know that I'm very direct. If I didn't want this business to be in town, it would be, I would be arguing for denial, rather than acceptance, with clear business guidelines. In fact, when I've spoken currently and in the past, two businesses who were interested in siting in Lancaster one of the things that they cited was the ever changing climate, ever changing zoning regulations and so on. Most of these regulations I helped work on back in 2005. They're not new, including the fence, nor are they unreasonable. Other*

*towns, like Acushnet and Dracut, have ceased to allow them and, as Mr. Robinson said, no other town allows it. And there's a reason. This is a company that I want to continue to go, but we have to balance it with our town's needs. They provide \$20,000 in tax revenue to the Town and they run a lot of heavy trucks. That's what they need to do, and there is a greater good, because we need to have roads, we need to have buildings. In the immediate neighborhood behind this, there's \$500,000 of tax revenue from family homes. If those wells are compromised, which is a real concern, and it happens all the time, not only does the Town lose the revenue, but we lose people who also have a right to be protected. That's our job to protect people. I think of people first, and I think of, and that is people everywhere. So you can imagine if something went wrong with this, how much it would inevitably impact taxpayers, not just up in North Lancaster, but everywhere. Lancaster would suffer an economic blow that would be very difficult to [?]. None of these conditions are extraordinarily difficult. Keating has had issues, they've had problems, they have received fines from the DEP from scheduled [?] recently, just not just on the border. And everybody has problems. I have plenty of my own, so the problem, the good part is that they correct them. And yes, I want to keep them going. There's nothing to be said for bait and switch in fact it's the reverse. I want them to show as soon as possible that they have a sustainable permit going forward for years to come, rather than going every year to every year to going through this, in fact, last year we totally missed it. I wasn't on the Board at the time, but it happens, and then they don't want to operate that way either. It's difficult for their for their bond, their insurance, anything else. So I think six months to a year is, - I wanted to put them out of their misery, get them flying as quickly as possible. And I think we'll be having a hearing a couple of months from now, so this does nothing to diminish the business. In fact it's to support the business, and I'm sorry but I took great umbrage to that."*

At the Board's request, Chairman Allison repeated the motion to issue the permit for six months, including conditions defined by Tighe & Bond except for the requirement of a fence around the entire perimeter. More discussion about the fence ensued. Mr. Nutting offered suggestions including that the existing fence has to be maintained in good condition.

Mr. Moody said, *"I'm not going to be alive when this quarry is done. My main concern is the safety of a kid because up around that place and the liability to the Town of Lancaster if somebody does fall off that thing and dies, or a couple of kids do. The fact is that not having a fence is not a good idea, and we will be looked at in court, I'm sure, as having not done our job."*

Mr. Allison called for the vote; to recap, the vote was to renew the PJ Keating earth removal application for six months with the stipulation of additions of the Tighe & Bond recommended changes, other than the requirement that a fence to be put around the entire perimeter of the property.

Very lengthy discussion about the length of the permit and the fence continued. Mr. Allison called again for the vote. *Vote taken; Jason A. Allison, No, Jay A. Moody, Abstain, Alexandra W. Turner, No. [0-2-1]*

Mr. Moody moved to issue a ten month permit as long as the Town's Police Chief and Building Inspector approve a fence, regardless of whether the fence is around the perimeter of the property or the quarry. Mr. Turner seconded.

Board members had questions about the bond and other conditions included a few days prior in a memo from Tighe & Bond.

Mr. Allison asked Mr. Vigneau of PJ Keating to unmute to answer a couple of questions, asking him to describe current fencing. Mr. Vigneau explained that there is no fencing through wetlands, describing the location of the wetlands and stating that the wetlands area is a boundary in and of itself. He said that they would be happy to install additional fencing where they think it's needed and to meet with the Police Chief and get his recommendations for safety, also noting that while no one here is an insurance professional, PJ Keating is the property owner and as such is responsible for any liability / safety issue, not the Town. He also noted that statements have been made about doubling the amount of rock they plan to remove this year and it's just inaccurate.

Mr. Allison moved that the Board approve the PJ Keating application, for ten months, with all of the Tighe & Bond recommendations except for requiring a fence around the entire property, with the condition that all Lancaster employees, police, fire, building Commissioner, etc., can meet with PJ Keating to evaluate the current situation and put together a proposal for consideration after the ten month application. Mr. Moody seconded.

Mr. Allison called for the vote; *Vote taken; Jason A. Allison, Aye, Jay A. Moody, Aye, Alexandra W. Turner, No. [2-1-0]*

Mr. Allison moved to hire an independent third party, at PJ Keating's expense, to review the current engineering firm and its crucial conditions for the intent of providing a report to the Select Board. Seconded

*Vote taken; Jason A. Allison, Aye, Jay A. Moody, Aye, Alexandra W. Turner, Aye. [3-0-0]*

Finally, Mr. Allison asked Mr. Vigneau if the actions taken by the Board are satisfactory to the applicant. Mr. Vigneau replied that yes, it's satisfactory, if not what they bargained for. They had been under the impression that this would be a two-year permit, and it's been changed since they applied. However, they will move on from here and are confident that the findings of the third party engineering firm will be similar to what they have previously provided to the Board.

### **3. American Rescue Plan Act (ARPA)**

Mr. Nutting reported that the town has received \$1.2 million in ARPA funds and we expect to receive another \$1.2 sometime this summer. He has reached out to the Select Board to let them know that they have until 2024 to appropriate the funds and until 2026 to expend them. Mr. Nutting continues compiling a list of requests for funding from various boards and committees. He would like some direction from the Board before the end of this month, because Annual Town Meeting is next month, and some of these items should be budgeted, i.e., Inspectional Services, Police Cruiser, Ambulance, School Boiler, signboards, and charging stations. Some of these purchases might use ARPA funds, allowing the Town to keep some Free Cash.

Mr. Moody asked about other money coming in such as transportation or Chapter 90. Mr. Nutting explained that Chapter 90 funds can only be spent on roads, engineering, and equipment. The

Town has not heard yet about other potential funding.

Mr. Nutting noted that the Water Department reports 230+ lead “goosenecks” so that project should be started. He thinks they need to put a warrant article on the Annual Town meeting for engineering services so that the Board would know the scope of the issue before allocating ARPA funds.

Ms. Turner, referencing the list of ARPA expenditures, asked what Strategic Consulting was. Mr. Nutting explained that this is a firm that the Town hired to oversee compliance with ARPA.

**4. Open Annual Town Meeting Warrant on March 8, 2022, and close Warrant on March 30, 2022**

Chairman Allison moved to open the Annual Town Meeting Warrant on March 8, 2022, and to close the Warrant on March 30, 2022 at 4pm. Ms. Turner seconded.

*Vote Taken. Jason A. Allison, Aye, Jay A. Moody, Aye, Alexandra W. Turner, Aye. [3-0-0]*

**5. Request the Department of Local Services (DLS) from the Department of Revenue perform a Financial Management Study.**

Mr. Nutting explained that he has reached out to the DOR (Department of Revenue) to have the Department of Local Services perform a Financial Management Study, because in the short time that he has been here he notices that the Town lacks fiscal policies or processes and procedures that should be standard in a community. They will come in and work with the Select Board, Finance Committee, and the finance team to develop a set of policies, procedures and practices that relate to good financial oversight. The DLS likes to have a vote support by the Select Board; Mr. Nutting highly recommends this action by the Board.

Mr. Allison moved to support a Financial Management Study done by the Department of Local Services within the Department of Revenue. Mr. Moody seconded. Ms. Turner noted that this had been done in 1999.

*Vote Taken. Jason A. Allison, Aye, Jay A. Moody, Aye, Alexandra W. Turner, Aye. [3-0-0]*

**6. North Main Street (Route 70/117) Road Improvement Project – discussion and vote to acquire property rights by exercise of eminent domain. Plans are available for review in the Select Board’s office.**

Mr. Nutting explained to the Board that as part of the Route 70/117 Road Improvement Project, the Select Board needs to vote to acquire property rights by exercise of eminent domain.

Mr. Allison moved to acquire property rights by exercise of eminent domain of North Main Street Route 70/117 Road project as detailed in the attached Information pamphlet as part of the Select Board package. Mr. Moody seconded. *Vote Taken. Jason A. Allison, Aye, Jay A. Moody, Aye, Alexandra W. Turner, Aye. [3-0-0]*

**7. Traffic Control Agreement for the Safety Improvement Project regarding Main Street (Route 70/117)**

Mr. Nutting explained that the Board needs to vote to agree to the traffic control agreement. This is standard procedure when the State pays for any project, to ensure that all the parameters that they've laid out are lived up to by the town. Basically it talks about signage and traffic signals. Mr. Allison moved to approve the traffic control agreement for the Safety Improvement Project regarding Main Street (Route 70/117). Mr. Moody seconded. *Vote Taken. Jason A. Allison, Aye, Jay A. Moody, Aye, Alexandra W. Turner, Aye. [3-0-0]*

**8. Discussion on Town Seals to be placed on all town-owned vehicles (Moody) Tabled from 2/28/22**

Mr. Moody brought up an issue whereby some town vehicles do not have the town seal. It is understood that some public safety vehicles will not have the seal, but others should. Mr. Allison moved that all town vehicles, excluding public safety, shall have the town seal emblazoned on the vehicle. Ms. Turner seconded. *Vote taken; Jason A. Allison, Aye, Jay A. Moody, Aye, Alexandra W. Turner, Aye. [3-0-0]*

**9. Discussion on wireless security cameras at all entrances and doorways for the Prescott Building and Town Hall (Moody) Tabled from 2/28/22**

Mr. Moody stated that entrances and doorways for the Prescott Building and the Town Hall should have security cameras for safety. He has spoken to the Police Chief who concurs. Mr. Nutting will add this to the list of ARPA items.

**10. Discussion on charging fees for closure of town roads due to movie productions or other non-town functions. (Moody) Tabled from 2/28/22**

Mr. Moody expressed concern about closing town roadways for private companies, whether movie companies or others, and wanted to know if fees could be charged. Mr. Nutting stated that legally you can require a permit or an administrative fee for closure. Mr. Nutting will talk to other local communities to see what they're doing.

**11. Update on Hawthorne Hills (Moody).**

Mr. Moody expressed concern that this issue has so many "moving parts" that he does not see a resolution. Mr. Nutting stated that this is a Planning Board issue. Mr. Allison stated that there is nothing before the Select Board to deliberate.

Mr. Nutting offered further explanation, stating that this is clearly a Planning Board issue because it's under the subdivision control law, and ultimately, the Planning Board needs to resolve the outstanding issues, which unfortunately tend to drag on and on. He explained that the newest "wrinkle" is that the developers have indicated to the Assessor's Office that they will not pay their

taxes on the open space property, and which also has happens to have the water pump station on it. Clearly, the town should not be in the water pump station build business.

## **12. Appointments Discussion – review Bylaw (Turner)**

Ms. Turner noted that the bylaw for appointments is not being followed. Applicants to boards or committees should be sending the Select Board a letter. The opening should be advertised as widely as possible for 45 days. She would like the bylaw to be adhered to more closely to encourage volunteerism from as many people as possible from geographically and ethnically diverse populations, so we really want to make this a good experience for people. Mr. Nutting said that the “heads up” was appreciated and that the Board would get back on track.

## **13. Discussion Audit Committee (Turner)**

Ms. Turner noted that the Board voted to support the Audit Committee and that there have been some applicants. She asked Mr. Nutting to bring his experience to bear on this issue. Mr. Nutting sees a few flaws with the design of this committee. Because the Town does not audit the schools, we do not need a school representative. In order for a Finance Committee member to serve on a second board there would have to be an article on the Town Meeting Warrant. Mr. Nutting thinks that one citizen, one Select Board member, and one Finance Committee member would be enough, and that this committee could be formed after Town Meeting.

Ms. Turner moved to reduce the Audit Committee to one Select Board member or their agent, one Finance Committee member or their agent, and one citizen at large. Mr. Moody seconded. *Vote Taken. Jason A. Allison, No, Jay A. Moody, Aye, Alexandra W. Turner, Aye. [2-1-0]*

## **14. Reorganization of Select Board (Turner)**

Ms. Turner stated that she was going to nominate Mr. Moody to serve as Chairman of the Select Board, and wanted to explain why. Mr. Moody stated that he would have to turn that down.

Ms. Turner moved to make herself Chair; Mr. Moody seconded for discussion.

Ms. Turner went on to explain to Mr. Allison that this is not personal, stating, “Jason this is not a personal affront, because you're a very dedicated Chairperson. What I wanted to bring to your attention, and everyone, is getting back to what we talked about with the policies and procedures. They're not law, but they are policies and procedures and, very often, I've found that items that I was hoping to have heard weren't getting on the agenda and just that the Board should facilitate, that the Chairman would hopefully facilitate that and do so in a fair manner, and perhaps even intersperse them because we our meetings are being Time blocked and, believe me, I appreciate that, but we need to just make sure that everybody operates together as a team. We'll have a new person coming on because I understand Jay is not running again, probably. So just so we can give everybody a ... make sure that we have equal access to the agenda and to discussion.”

Mr. Allison asked Mr. Moody if he had anything to add to the discussion. Mr. Moody said no.

Mr. Allison said, "I have serious concerns about Alix being Chair. My concerns revolve around the development of North Lancaster, specifically ensuring that the warrant article gets on and that we're able to move forward with all of that work. I think Alex has shown that she is against that and all of the votes she's done, especially with not allowing voting against the DHCD proposal shows that all of that work would be at great risk if she was Chair and I'd be very concerned about allowing that to happen. I believe getting North Lancaster to a vote is paramount. The vote is what's most important, and that helps direct the Select Board on how we proceed in our policies, our whatever the vote outcome is so we need to get to that vote me to hear from residents and decide what the future of Lancaster is."

Discussion continued at length.

*Vote Taken. Jason A. Allison, No, Jay A. Moody, No, Alexandra W. Turner, No. [0-3-0]*

**15. Goals and Objectives meeting (Turner)**

Ms. Turner would like to meet to establish goals and objectives prior to hiring a new Town Administrator. Mr. Nutting stated that after the annual election and after the new Town Administrator is on board that he would facilitate this meeting at no cost, suggesting that the Board would be best served right now spending their time and energy on hiring a new Town Administrator. Ms. Turner reminded the Board that again, they are not following policies and procedures. Ms. Turner moved to take Mr. Nutting up on his offer to schedule a goals and objectives meeting in June. Mr. Allison stated that he supports this but does not think we need a motion since we don't know the schedule or the participants at this time. No action was taken.

**16. Accept donation to the Select Board from Sterling-Lancaster Community Television, Inc. (SLCT) in the amount of \$1,200. Tabled from 2/28/22**

Mr. Moody moved to accept a donation to the Select Board from Sterling Lancaster Community Television in the amount of \$1,200. Mr. Allison seconded. *Vote Taken. Jason A. Allison, Aye, Jay A. Moody, Aye, Alexandra W. Turner, Aye. [3-0-0]*

**17. Discussion of Select Board meeting dates in March. Suggestion of March 21, 2022, and March 28, 2022.**

Mr. Nutting asked the Board to consider meeting on March 21 prior to the Special Town Meeting and on March 28. Additionally, he proposed March 14<sup>th</sup> at 5:30.

**VIII. APPOINTMENTS AND RESIGNATIONS**

**Appointments:**

Mr. Nutting explained that appointment dates have been corrected; the Board had several questions about expirations. Chairman Allison recognized Zoning Board of Appeals Chair Jeanne Rich, who assisted with the explanation. Ms. Turner noted that according to policies and procedures the Select Board should invite the candidates to speak.

**Board of Appeals:**

- Eric Jakubowicz as Alternate Member term to expire June 30, 2024 (2 year term)

The Select Board asked Mr. Jakubowicz several questions about why he was interested in serving on the ZBA.

Mr. Allison moved to appoint Eric Jakubowicz as an Alternate member of the Zoning Board of Appeals with a term to expire on June 30, 2024. Mr. Moody seconded.

*Vote Taken. Jason A. Allison, Aye, Jay A. Moody, Aye, Alexandra W. Turner, Aye. [3-0-0]*

- Dennis Hubbard as Alternate Member term to expire June 30, 2022

The Select Board asked Mr. Hubbard several questions about why he was interested in serving on the ZBA.

Mr. Allison moved to appoint Eric Jakubowicz as an Alternate member of the Zoning Board of Appeals with a term to expire on June 30, 2022. Mr. Moody seconded.

*Vote Taken. Jason A. Allison, Aye, Jay A. Moody, Aye, Alexandra W. Turner, Aye. [3-0-0]*

**IX. LICENSES AND PERMITS - NONE**

**X. OTHER/UNFINISHED BUSINESS - NONE**

**XI. NEW BUSINESS - NONE**

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

**XII. COMMUNICATIONS**

- Select Board Pre-Town Meeting will be held on Monday, March 21, 2022 at 6:00pm at the Mary Rowlandson Elementary School Auditorium.
- Special Town Meeting will be held on Monday, March 21, 2022 at 7:00pm at the Mary Rowlandson Elementary School Auditorium.
- Next Select Board Regular Meeting will be held on Monday, April 4, 2022 via ZOOM.

**XIII. ADJOURNMENT**

*Select Board member Ms. Turner offered a motion to adjourn the meeting; seconded by Mr. Moody. Jason A. Allison, Aye, Jay A. Moody, Aye, Alexandra W. Turner, Aye. [3-0-0]*

Respectfully submitted

Kathleen Rocco  
Executive Assistant

\_\_\_\_\_  
Jay M. Moody, Clerk  
Approved and accepted:





**LANCASTER BOARD OF SELECTMEN**  
**Special Meeting Minutes: Interviews for Town Administrator**  
**Friday, March 11, 2022**

**I. CALL TO ORDER**

Chairman Jason A. Allison called the meeting to Order at 5:00 P.M. in the Nashaway Meeting Room located on the second floor in the Prescott Building, 701 Main Street, Lancaster, MA 01523.

*Roll call was taken, Alexandra W. Turner, present, Jay M. Moody, present, Jason A. Allison present.*

**II. TOWN ADMINISTRATOR INTERVIEWS**

John Petrin of Community Paradigm Associates, LLC, explained the interview process to the members of the Select Board, including that there would be no deliberation at tonight's meeting.

*Attached to these minutes are resumes and cover letters from the candidates as well as Mr. Petrin's list of questions.*

Candidates interviewed were:

- Thomas Guerino
- Kate Hodges
- Katelyn O'Brien

**III. ADJOURNMENT**

*Select Board member Ms. Turner offered a motion to adjourn the meeting; seconded by Mr. Moody. Jason A. Allison, Aye, Jay A. Moody, Aye, Alexandra W. Turner, Aye. [3-0-0]*

Respectfully submitted

Kathleen Rocco  
Executive Assistant

\_\_\_\_\_  
Jay M. Moody, Clerk  
Approved and accepted:

## Lancaster Town Administrator Candidate Questions

The following topics and questions are suggested to assist the Lancaster Select Board in its candidate interview process. The questions are drafted in verbatim style but would be used as prompts to elicit answers in the particular topic category. Optional probes to dig deeper into responses are also listed.

TOPIC	POTENTIAL QUESTIONS	PROBES
Career Overview & Interest in Lancaster	Thank you for your interest in Lancaster. We would like you to take a couple of minutes to tell us about yourself and why you are interested in the Town of Lancaster.	<ul style="list-style-type: none"> <li>• Circumstances of /for leaving current or last position</li> <li>• How well do you know Lancaster?</li> <li>• Municipal experience (Municipal law)</li> </ul>
Leadership and Management Style	How would you describe your leadership style?	<ul style="list-style-type: none"> <li>• Working with a team</li> <li>• Mentoring and coaching</li> <li>• Delegation</li> <li>• Conflict resolution (Examples)</li> <li>• Creating change</li> <li>• Staff meetings</li> <li>• Morale building</li> </ul>
Financial Management	<p>What is your experience with municipal finance and budget preparation?</p> <p>Lancaster like many times is always reviewing their financial capacity. What ideas would you have to enhance revenue or reduce costs?</p>	<ul style="list-style-type: none"> <li>• Managing budget growth</li> <li>• Managing tax burden on citizens</li> <li>• Financial policies</li> <li>• Fiscal planning experience</li> <li>• Leading through a budget crisis</li> <li>• Examples of creativity related to budgeting</li> <li>• Monitoring financial condition</li> <li>• Alternative revenue streams</li> </ul>
Project Management	Lancaster continues to discuss their infrastructure, particularly facility maintenance. Tell us about your experience with project management.	<ul style="list-style-type: none"> <li>• Capital budgeting</li> <li>• Procurement experience</li> <li>• Gaining community buy-in</li> <li>• Writing, securing, and managing grants</li> </ul>

TOPIC	POTENTIAL QUESTIONS	PROBES
Economic Development	Lancaster has several areas that they seek to improve. What ideas would you have to move this forward?	<ul style="list-style-type: none"> <li>• Interacting and collaborating regionally</li> <li>• Developing a commercial tract</li> <li>• Economic development grants</li> <li>• Knowledge of Lancaster as it relates to this topic</li> </ul>
Personnel Management	Tell us about your experience with personnel management, such as hiring and working with unions.	<ul style="list-style-type: none"> <li>• Selecting new department heads</li> <li>• Evaluating employees</li> <li>• Collective bargaining</li> <li>• Building morale</li> </ul>
COVID-19	Many change to the way we do business have occurred since the pandemic started. Which of these changes would you like to maintain going forward?	<ul style="list-style-type: none"> <li>• Budget issues</li> <li>• Revenue issues</li> <li>• Public Health</li> </ul>
Municipal Management/Professionalism	<p>What are some municipal Best Practices that you view as important? And try to implement or uphold in a community?</p> <p>What municipal trends excite you?</p> <p>How do you stay current on such trends?</p>	<ul style="list-style-type: none"> <li>• Data based decision making</li> <li>• Community engagement</li> <li>• Technology</li> <li>• Use of social media</li> </ul>
Citizen Relations & Government Transparency	Lancaster is committed to customer service and transparency with our government and our services. What would you bring to this commitment?	<ul style="list-style-type: none"> <li>• Being new to the Town, how would you build relationships with citizens?</li> <li>• How would you work to communicate with residents and keep them informed?</li> <li>• Examples of how you approach open government</li> <li>• Examples of how you make government and decision making more transparent</li> </ul>



TOPIC	POTENTIAL QUESTIONS	PROBES
Relationship with the Select Board	How would you approach managing the culture in Lancaster to align the roles of the TA and the Select Board? And how would you define a successful relationship between the Board and the Administrator?	<ul style="list-style-type: none"> <li>• Familiarity/experience with Select Boards/Town Meeting form of government</li> <li>• Managing conflict</li> <li>• How would you communicate with the Board and keep members informed?</li> </ul>
Other Questions	Committee questions beyond those already asked.	
Candidate Question	That ends our questions. Now it's your turn. Is there a question you would like to ask us?	

# **Town of Lancaster**



## **TOWN ADMINISTRATOR FINALISTS**

**MARCH 2022**



**COMMUNITY PARADIGM ASSOCIATES, LLC**

**Thomas Guerino**  
**Finalist**  
**Lancaster Town Administrator**



**Lancaster Town Administrator Search**

**Bernard Lynch, Principal  
Community Paradigm Associates  
VIA ELECTRONIC MAIL**

**Thomas M Guerino**  
[REDACTED]  
**Vernon, VT 05354**  
[REDACTED]

**[apply@communityparadigm.com](mailto:apply@communityparadigm.com)**

January 23, 2022

Dear Mr. Lynch and members of the Honorable Search Committee:

Please accept this brief statement of qualifications as an indication of my objective to be selected for the position of Administrator for the Town of Lancaster, as advertised in the recruitment profile provided by Community Paradigm Associates.

As the enclosed resume indicates, I have enhanced my credentials and have held increasingly responsible professional positions. Currently, I am serving as the Director of the Greenfield, MA Housing Authority and Greenfield Housing Associates, Inc., a housing development NFP that works adjunct and in cooperation with the Housing Authority. These positions have provided me with the ability to develop new affordable housing in a very tight housing market and work with the City and other agencies in the conceptual development of new housing opportunities.

I also assist the Town of Wareham in a consulting capacity to the Town Administrator, by conducting a thorough review of the organizational and financial status of the Wastewater Department, including project management of all contracted construction/planning services. I also recently served as an Interim Town Administrator in a rural community on a part-time basis. Until September of 2019, I served as the Town Administrator for the Town of Bourne (February 17, 2005 – September 30, 2019). I have served as a Massachusetts and Vermont Municipal Administrator, Economic and Community Development Director, and as a consultant to municipalities and non profit agencies to conduct goals and priority scoping sessions and classification programs.

As related to my most recent full time permanent municipal management work as noted, I served for 14 plus years in Bourne. Bourne is a full-service community of 20,000 residents (40,000 in the summer months), currently with a budget of \$72 million. In addition to the General Fund and Education budget, Bourne also owns and successfully manages a municipal regional integrated solid waste facility (\$11.7 million) and a wastewater enterprise fund. I am charged with budget and union negotiations and work under the provisions of the Bourne Home Rule Charter, as amended. The Town currently boasts a combined "Free Cash and Stabilization balances of \$12.95 million as opposed to the Town being \$1.5 million in the red in 2005 when I was hired. The Town's bond rating from Standard and Poor's was raised from AA- to AA+ during my tenure with being on track for a AAA rating in FY 21. Bourne also was in a position to recruit for both an Accountant and Treasurer/Finance Director simultaneously.

I have experience to seamlessly transition, working with new to the community professionals in very important leadership positions.

The Town was also deeply involved with finding creative ways to provide new market rate, affordable and workforce and 55+ housing units I also served as the Chair to the Cape Cod Regional Transit Authority and was a member of the Barnstable County Substance Abuse Council (a few years back).

Prior to my work in Bourne, I formally served as the Executive Director of the Massachusetts Rural Development Council, Inc., a member state of the National Rural Development Partnership (9.5 years), wherein I spent considerable time in rural areas of Worcester County. I have also served as a municipal selectman and a finance committee member. All of the above positions have necessitated the acquisition of a comprehensive toolbox of skills and expertise. These include negotiating, administrative, public budget preparation and presentation, wage and classification preparation, preparation of policy and administrative documents, staff oversight, annualized goal, benchmark/work plan/Town Meeting preparation and other varied abilities that are utilized in an ever-changing citizen service and technology related public environment. The plethora of issues facing rural and more urban communities are astonishingly similar.

Also, as noted within my resume, I have been involved in both exempt and non-exempt negotiations, prepared grant and compliance reports for state and federal agencies, served both as a hearing officer and appealer, and have worked within the parameters of local, state and national policies. I am also experienced in the management and functioning of municipally owned marinas. I am keenly aware of the issues surrounding affordable housing and lack of permanent affordable and workforce level housing opportunities throughout the Commonwealth and more. I also have served as a representative to the MPO ( in Barnstable County). The current need to find assistance and flexibility to local business is also a major concern due to the ongoing pandemic.

I have also worked with many Massachusetts and Federal Departments and agencies and am quite familiar with Massachusetts state Government (EOHCD, DOR, DEP, MDOT), having worked with many during my tenure as an administrator and MRDC Director in the Commonwealth. I am familiar with Mass. MGLA Chapter 30B, 32B, 40B, etc.

Further, I am comfortable with and have experience in working with groups of extremely diverse constituencies. I am frequently recruited to present as an invited speaker or panelist locally and at national functions. Thus, my extensive and varied experience in Municipal Government, human resources, public-sector administration, public policy, budget, contract negotiations and team building create a confluence, which will be beneficial to the entire community of Lancaster, as it moves forward to continue its reputation of professional excellence within the municipality.



Page 3

I look forward to the opportunity in discussing how my experience and qualifications meet the needs of and will maintain professional operations within the Town of Lancaster, as it moves toward securing a permanent Municipal Administrator.

It is anticipated that the salary will be commensurate with the responsibilities depicted within the position profile, take into consideration with the growth pressures of the community and, of course, be aligned with the level of professionalism required.

Respectfully,

*Thomas M. Guerino*

Thomas M. Guerino

**THOMAS M. GUERINO**

**Vernon, Vermont 05354**

**City of Greenfield, MA Housing Authority – Executive Director – Current Full Time (11/02/20 - present)**

**Town of Wareham, MA – Consultant to Town Administrator for Wastewater Contracts and Organizational Development – Current Contractual (10/17/2019 - present)**

**Town of Vernon, VT – Interim Town Administrator 02/20 – 11/20**

**Town of Bourne, MA – Town Administrator – Feb. 17, 2005 to September 30, 2019**

- Chief Administrative and Executive Officer of full-service municipality 20,000.
- Prepare and Administer \$73M annual budget plus an \$13.7M Regional Landfill Enterprise Fund, pursuant to Town Charter.
- Strong Chartered Town Administrator. Excellent Budgetary skills.
- Instituted town wide performance appraisal system.
- Reorganized the Zoning and Planning staffing organization. Reorganized Finance Department, Community Building organization and COA.
- Brought town from \$2M deficit in FY05 to undesignated fund balance of \$6.6M in FY07.
- Halted use of Free Cash and Stabilization Funds for general operations without repayment plan over 24 months.
- Orchestrated and justified general overrides – infrequent and only as absolutely necessary.
- Increased public safety staffing. Expanded shellfish propagation program. Professionalized marina operations.
- Revised long-term financial model.
- Created Capital Expenditure working group, Wastewater working group, Department Head working subcommittees, and Integrated Solid Waste Management (ISWM) Futures Working Group.
- Lead collective bargaining with 9 separate units. Prevailed on a vast majority arbitration challenges.
- Revised several antiquated policies and created new travel and vehicle use policy while reducing and then stabilizing size of municipal fleet.
- Entered into 20 Power Purchase Agreement (SREC I) wherein 85% of the municipal and school department electrical load is “behind the meter”
- Opened communications within municipal departments and made the Administrator’s office accessible to employees and the general public.
- Harnessed school spending with close collaboration with School Superintendent.
- Brought self-insured health insurance budget under control through union negotiations.
- Established and funded Facilities Maintenance Department. Created Capital Stabilization Account.
- Guided Board of Selectmen into professional goals-setting sessions. Working well with an 80% board change over 8 months including a recall of two former members.
- Hired several department leaders including Director of Facilities, Human Resources, and Director of Finance. Terminated employees as necessary and appropriate.

**Town of Putney, Vermont – Interim Municipal Manager – May 2004 – Feb. 2005**

- Chief Administrative/Financial/Human Resource/ Officer for full-service community.
- Charged with administrative, human resource, financial, and development functions.
- Administer and prepare general fund and special appropriation budget.
- Oversight of all invoice and payroll functions.
- Project Director and administrator of multi-million dollar capital improvement budget including water and wastewater system development and upgrade, new library (charged with selling existing library building), moved toward new EMS station.
- Revised benefit program to improve and reduce health and illness leave benefit costs.
- Chief procurement officer. Retained by community to assist in reviewing current governance structure and recommend upgrades or transition to more appropriate form/staffing core.

**Massachusetts Rural Development Council – Executive Director**

- Served as a leading advocate and spokesperson for 177 small and rural Massachusetts communities related to policy and regulatory change requirements and the principles of New Governance. Chief operating professional.
- Creatively facilitated more than 180 divergent teams on National, State, and local levels, utilizing distinctive models for facilitation, achieving consensus, and team building.
- Led program effort in providing technical assistance to USDA – Rural Development in missionary change from program administration to customer service outreach provider.
- Participated and trained in intensive diversity and inclusion program.
- Successfully constructed/participated and provided leadership with teams that continue today, ranging from welfare reform to entrepreneurial training, and local government participation methods.
- Developed curriculum for National Partnership meetings in CO, DC, FL, AK, MA, NH, PA, OH, WY.
- Leader in formulating professional development training curriculum. Was responsible for creating opportunities for and oversight of Graduate student interns/work study students.
- Team member in creation of National guideline for Outcomes Standards and Success Measurement.
- Created policy guidelines as team member for new National Network Management Team. Elected to such in 1998, under new name of National Rural Partnership Executive Board.
- Expanded revenue source as Federal Participation declined through fundraising and legislative action.
- Member Board of Directors for Central Massachusetts Regional Employment Board (Workforce Central).
- Member Executive Committee Better Access Through Organized Networks (BATON/MASSCARES – EOHHS - Hampshire County).
- Representative to Federal Reserve Bank Community Development Advisory Council.
- Member Technical Advisory Committee for Northeast Center for Rural Econ. Development (Penn. State).

- Member Performance and Accountability Committee for the Strategic Accountability Task Force (NRDP).
- Selected to participate in International Learning Cluster on Partnering @ Johns Hopkins University.
- Leader in drafting, submission and “lobbying” the passage of the NRDP act of 2002 and subsequent Congressional Authorization and budgetary earmark. Extensive work with appropriation subcommittees and entire Massachusetts Delegation.

#### **OTHER PROFESSIONAL EXPERIENCE**

##### **City of Pittsfield, MA (TMG ASSOCIATES)**

Selected consultant to maintain and redefine the Human Resources function and provided staff training/oversight for active personnel office.

**Massachusetts Municipal Consulting Group** – recruitment and wage/classification specialist/Assessment Centers panelist

##### **Town of Rockingham / Bellows Falls Village Corporation, Vermont**

Municipal Manager/Economic Development Director

**Town of Warren, MA** - Town Administrator/Coordinator -Local Assessment Committee (MGLA Chapter. 21D)

**Massachusetts Municipal Circuit-Rider Administrator**

#### **EDUCATION/OTHER CAREER EXPERIENCE**

- University of Southern Maine, Portland, Maine, Bachelor of Arts (Magna Cum Laude)
- Greenfield Community College, Associates Degree in Liberal Arts
- Partnering for Results – Extensive training – Johns Hopkins University
- Grant Reviewer - National Institutes of Health (NIH)
- Substantial legislative and administrative advocacy experience at State and National level
- Extensive Professional Development course work and seminar training in facilitation, Americans with Disabilities Act, team building, achieving consensus, outcomes framework, diversity and inclusion benchmark and achievement measurements, financial, administrative compliance, grants writing and administration, New Governance, throughout entire professional tenure.

#### **COMMUNITY SERVICE**

Selectboard member – Town of Vernon - current

City of Greenfield, MA – Community Preservation Committee – current

City of Greenfield – Police Department promotional assessment panel

Cape Cod Regional Transportation Authority (Chair 2015 through October 2019)

Member of the Metropolitan Planning Organization (MPO – Through October 2019)

Future Connector Executive Task Force – The FIX - Canal Bridges task force

Bourne Financial Development Corporation

Barnstable County Substance Abuse Council (Past member)

# Thomas Guerino

## Reference Comments

*The following comments were provided by six references: two Select Board members from a Massachusetts community, a regional Transportation Center Executive Director, a regional Chamber of Commerce Executive Director, a Finance Committee member from Bourne, Mass., and a Town Counsel for a Massachusetts municipality. All worked with the candidate in some capacity.*

- Tom Guerino is a skilled municipal administrator who can juggle a lot of things simultaneously.
- He knows Massachusetts laws and regulations. He knows how to make the system work and he knows how to find solutions.
- When he came aboard as Town Administrator, he helped to straighten out financial issues the Town was having. He put the Town in its current strong financial position and helped to get us a number of bond rating increases.
- He worked to increase development in Town; he helped to get a new hotel here and three or four other businesses in one neighborhood that we were working to develop. This helped to increase the town's revenue stream.
- Tom is forthright, honest, and collegial.
- He is a skilled and experienced Town Administrator who knows how to build a team. He is good at hiring strong, experienced department heads and staff.
- Tom is really good at handling crisis situations. He rallies and gets the job done.
- He is highly skilled in financial management and budgeting.
- He is a hard worker who willingly puts in long hours.
- Tom worked hard to successfully improve Bourne's bond rating which helped save the Town a lot of money over the years.
- He served as chairman of the regional transit authority and was always well-prepared, and supportive of progressive and proactive ideas. He helped us make things happen.
- He is not a politician at all, but he is politically savvy. He knows how to maneuver at the different levels of government to make things happen for the Town.
- He is really good at tapping into available resources - local, regional, or state.
- Tom made the moves that put Bourne in a good place which is now allowing us to handle the financial situation the pandemic has created for all communities.
- He initiated the push to get expanded service from the MBTA and that is now being put into place.
- He supported the regional Chamber of Commerce's efforts to build the regional economy. He was an active participant in our efforts.
- Tom understands the importance of economic development and worked to attract new business to town. He knows that infrastructure is critical to attracting new business and he works to support that.
- He worked to solve problems in his town and in the region.
- Tom does his homework on issues. He is well-prepared and he brings people to the table to solve problems.
- He is a good listener who strives to help others succeed.



- A challenge he faced was having to be firm with certain employees, but he strives to help employees overcome obstacles and find success.
- Tom is intelligent, dedicated, and committed to the organization.
- He is collaborative and thoughtful.
- He is always respectful of others.
- He is knowledgeable of municipal management practices, has a great deal of experience, and is level-headed.
- He works collaboratively with department heads and is highly approachable.
- He is well respected by his peers and works well with them.
- He is skilled at building relationships and coordinating projects.
- He weathered some tough politics in Bourne, which seems to be still struggling with growing pains from transitioning from a full-time Board of Selectmen to a Town Administrator even though it's been 20 years. His long tenure there deserves a lot of credit. He started as an interim Town Administrator and stayed for 14 years. That is pretty incredible and says a lot about his municipal management skills.
- He has a calm demeanor, is a genuinely kind person, and looks for solutions rather than pointing to problems or trying to cast blame.
- He has exhibited strong follow-through, particularly noticeable with some regional economic development issues that he has helped to move along.
- A challenge he faced with the Board of Selectmen was communicating with them in the way that the various members wanted him to communicate. Of course, that changes as the Board changes, so it is an ever-evolving process.
- He always tries to do what's right and fair.
- He is a very capable, competent, and experienced Manager/Administrator.
- He understands municipal management and knows what he is doing.
- He knows the nuts and bolts of municipal management very well. He is a skilled Town Administrator.
- He has an open-door policy and is always willing to listen to others.
- Tom knows how to help divergent groups work toward consensus.
- He works well with colleagues, residents, and volunteers.
- He is very personable and has a good sense of humor.
- People enjoy working with him.
- He is a good team builder and willingly recognizes staff accomplishments.
- He is supportive of employees and works to help them improve and succeed.
- He is a consensus builder and is considerate of other people's opinions and thoughts.
- Tom listens well and engages people in the conversation. He makes sure people's voices are heard.



**Katelyn O'Brien**  
**Finalist**  
**Lancaster Town Administrator**



COMMUNITY PARADIGM ASSOCIATES, LLC

February 18, 2022

Mr. John Petrin  
Senior Associate  
Community Paradigm Associates

RE: Application for Lancaster Town Administrator

Dear Mr. Petrin,

I am writing to express my interest in the Town Administrator position posted on MMA's online job board. After reading the job description and researching Lancaster's opportunities and challenges, I am confident that I have the skills required to be successful in the role. I believe this opportunity not only complements my professional and educational background, but also leverages my expertise in strategic communication, policy development, program oversight and vendor management.

Throughout my career, I have had diverse roles with increasing scope and responsibility in municipal government. I am currently the Assistant Town Administrator/HR Director for the Town of Dover. I'm responsible for the planning, communicating, administering, and evaluating of town programs, processes, procurement, and various projects that unexpectedly arise in the day-to-day operations of a community. Prior to this position, I was an Economic Development Coordinator in which I coordinated town development processes leveraging an understanding economic factor, marketing techniques, and applicable laws and regulations to influence public and private investment decisions.

In addition to my strategic oversight, communication and program management abilities, I'm action oriented, thoughtful and enjoy working with others to achieve great results. The opportunity to use these skills in the Town of Lancaster would be a rewarding and exciting next chapter in my career. I hope to have the chance to further discuss my qualifications and demonstrate my strong interest in becoming part of Lancaster's team. Thank you in advance for your time and consideration.

Sincerely,

*Katelyn M. O'Brien*

[REDACTED]

[REDACTED]



# Katelyn M. O'Brien, MPA, MS

www.linkedin.com/in/katelyn-o-brien-mpa-ms-b716087

## Municipal Operations ♦ Communications ♦ Project Management

Experienced municipal manager who offers exceptional execution and leadership skills with the ability to propel organizational goals, policies, and metrics to a higher level. Track record of rallying organizations to deliver on their aspired mission and serving as a visionary that shapes strategies through a partnership with internal and external stakeholders including elected officials, private businesses, board members, government agencies and community leaders.

### CORE COMPETENCIES:

Strategy & Innovation | Program Management & Vision | Cross-Functional Alignment | Human Resource Operations  
Financial Planning & Budget Management | Operations Management | Stakeholder Engagement | Continuous Improvement  
Research & Reporting | Verbal & Written Communication | Procurement & Sourcing | Team Building & Leadership

### PROFESSIONAL EXPERIENCE

#### Town of Dover, Dover, MA

Jan 2020 - Present

##### ASSISTANT TOWN ADMINISTRATOR, HR DIRECTOR

*Oversee and manage the daily operations of a community of 6,000 residents with a \$39M budget and 140 employees.*

- Direct the planning, communicating, administering, and evaluating of town programs, functions, services, contracts, and projects
- Manage operations and execute projects focused on communication, community development, improved efficiencies, town services
- Managed the creation and implementation of a new website, social media channels, social media policy, and a communication plan. Responsible for all Town-wide communications
- Build effective professional relationships with a wide variety of stakeholders, including town volunteers, elected officials, community leaders, contractors, staff, and senior management
- Responsible for all Town procurement; successfully completed two MCPPO courses, will complete certification in July 2022
- Oversee all HR related functions for the Town, including hiring, collective bargaining, onboarding, benefits, and recruitment; promote a high-performance town organization through hiring, developing, and retaining high-caliber employees

#### Town of Westborough, Westborough, MA

Mar 2018 - Jan 2020

##### ECONOMIC DEVELOPMENT COORDINATOR

*Coordinated town development processes leveraging economic factors, marketing techniques, and applicable laws and regulations to influence public and private investment decisions.*

- Acted as the main liaison between business owners and town departments to ensure a smooth and efficient permitting process
- Performed a variety of community relations activities, meeting with representatives of other public agencies, individuals or groups in the development or promotion of the town's economic development efforts and interests
- Conducted outreach to current and prospective Westborough businesses looking to relocate and or expand in Town
- Collected, compiled, and analyzed data for projects related to the development and operation of the town's multi-faceted economic development efforts inclusive of preparing related policy actions related to current economic development issues.
- Assisted in planning such events and projects like the EDC Annual Year in Review & Celebration, The Holiday Stroll, and the Downtown Beautification project
- Other responsibilities include administrating the Small Business Grant Assistance Program, providing technical support and follow up action to the Economic Development Committee and managing the EDC's website and social media outlets

#### Town of Foxborough, Foxborough, MA

Oct 2016 – Mar 2018

##### COMMUNITY INFORMATION SPECIALIST

*Served as the communication liaison for the Town Manager and Board of Selectmen, working with department heads, boards, committees, state and federal government, residents, and the media.*

- Generated innovative and creative content across social media platforms to promote community and town information; designed engagement and communications metrics to evaluate the effectiveness of the strategies put in place
- Designed and implemented technology solutions as needed to streamline resource sharing and communication plans
- Served as media contact for the Town; drafted press releases, maintained media list, and successfully represented the town in a professional manner with a consistent voice and message when communicating w/media and public
- Successfully implemented the rollout of the online meeting software BoardDocs in Dec. 2016; maintained all the BOS's agendas, documents, policies, and meeting minutes through BoardDocs; attended meetings and took minutes

**Town of Wayland, Wayland, MA**

**Oct 2015 - Oct 2016**

**HR ASSISTANT**

*Partnered with management in the efficient operation of the Administrator's office and HR Department for a town of 14,000.*

- Assisted with safety and salary administration, labor relations and collective bargaining, employee recruiting, hiring, and training; ensured compliance with all applicable federal, state, and local labor and employment laws
- Encouraged cross-functional cooperation, learning, initiative, and collaboration among departments with support from the management team to develop leadership skills and retain talent
- Served as point of contact for employees, Department Heads, Board of Committee members, vendors and general public
- Managed and created the Town's website and social media presence (Facebook and Twitter), including monitoring, updating and responding to all inquiries in a timely matter
- Created Town's Social Media policy. Member of Town's Emergency Communications Team

**Massachusetts Municipal Association, Boston, MA**

**Apr 2010 - Oct 2015**

**ASSISTANT EDITOR - COMMUNICATIONS & MEMBERSHIP DIVISION**

*Member of the communications team for a non-profit organization that works to help city and town officials work together on advocacy and developing policy.*

- Responsible for writing and editing articles for MMA's website and monthly publication *The Beacon*; assisted in writing and editing for the quarterly publication *The Advocate* and the annual publication *The Directory*
- Created MMA's first social media strategic plan and managed Twitter account.

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**EDUCATION**

**Suffolk University, Boston, MA**

*Master of Public Administration (MPA)*

*Master of Science (MS) in Political Science*

**The George Washington University, Washington, D.C.**

*Bachelor of Arts (BA) in Political Science*

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**OTHER CREDENTIALS**

**Professional Development & Affiliations:**

- Annual Meeting – Massachusetts Municipal Association
- Boot Camp for New Managers/Administrators - Massachusetts Municipal Association
- MMA/Suffolk Municipal Finance Management Seminar – Massachusetts Municipal Association/Suffolk University
- MMHR Labor Relations Seminar, HR101 Boot Camp – Massachusetts Municipal Association
- Chair, Diversity and Inclusion Committee – Town of Westborough, MA
- 2019 - Member of MetroWest Visitors Bureau Board of Directors

**Technical Skills:**

MS Office, Google Workspace, CivicPlus, CANVA, Joomla!, Drupal, MUNIS, Hootsuite, Facebook, Twitter, Instagram, LinkedIn, and YouTube

# Katelyn O'Brien

## Reference Comments

*The following comments were provided by four references: the Town Manager of Foxborough; the former Assistant Town Manager of Foxborough; a department head in a Massachusetts community; and Principal of a website consultancy. All worked with the candidate in some capacity.*

- Katelyn O'Brien excels in relation to people skills. She is easy to talk to, always has time for you, and is considerate, thoughtful, and approachable.
- She brings important leadership skills and is a consensus-builder.
- Katelyn currently has a broad scope of responsibilities, including human resources and website management, in our small town. Even though she is very busy, I have never seen her say, "Can we do this later?" or "I don't have time."
- Katelyn takes the lead on the town website. She has created a strong team around this project. She knows how to facilitate successful teamwork and how to work independently.
- She has good synchronicity with people and encourages them to want to do well.
- Katelyn is an excellent communicator who is effective at bringing people together and moving objectives forward.
- Her key strengths are that she is kind, smiling, considerate of others, and cares a great deal about both people and her work.
- Katelyn understands small towns and their needs, and she will bring the experience of working in one to Lancaster. She is used to working on a small staff where there is less staff to get the job done.
- Katelyn is a person who will pitch in. She leads by example and will dig in and encourage others to dig in with her. She works very hard at finding compromise when necessary. She is used to working across the spectrum to accomplish goals.
- She has been tasked with big projects ranging from website development and upgrades to personnel research and classifications. She is often the liaison between what the town employees are trying to accomplish and the Select Board. She balances these roles nicely; she is approachable, and she communicates well and gets the job done.
- I have seen Katelyn's success specifically on her project to realign limited Town Hall space to operate more functionally. In this project, she has brought people together by listening to concerns to find common ground, and making constrained spaces work better for all people.
- She is thoughtful and considers all factors in her decision-making.
- Katelyn will fit in well in a small town as she has a sense of what small towns need and already has experience in one.
- I wholeheartedly recommend Katelyn even though it means we will lose her.
- She is a very warm and kind person who employees and the community will be comfortable with; but she isn't afraid to take on the hard stuff.
- Katelyn has great energy and has a way of making people feel connected.
- She is warm and inviting; but also has no issue making decisions and following through on them. Katelyn is nice and respectful; but so much more. She is equally respectful to the person in front, to those who support her, and to the mission of the town.
- Katelyn's municipal understanding is strong; and she respects the process that we must abide by in municipal government.



- She is a forward thinker who is committed to following best practice in her project management. Katelyn is one of the most responsive, productive, and collaborative people I have worked with.
- She is smart. I hold Katelyn in the highest respect. I highly recommend her as a leader.
- Nothing about her communication is ever missed. Katelyn is very clear, concise, and prepared. She has clear expectations and goals even in the smallest things.
- Katelyn is very methodical and prepared. She makes it easy for others to understand what she is asking and to deliver on their responsibilities.
- She has been the leader on the town of Dover website project. She made my job easy as the consultant. She is very informed, realistic, and responsive; and exceeded my expectations during our time together on this project.
- There was never an "I forgot to get back to you." Everything I asked; I have gotten the best and most thoughtful answer from Katelyn. She goes the extra mile to provide the best for the town.
- I am not always easy to please; and Katelyn exceeded my expectations.
- Katelyn is excellent at responding to and supporting the Select Board.
- Her preparedness and delivery are outstanding. Katelyn is likeable and inspires respect.
- She has a strong work ethic and works diligently alongside those she is assigning tasks to. You can count on her. She is solid, informed, and methodical.
- Katelyn has tact and diplomacy. If Katelyn is at the top, the rest of the organization, their output, attitude, and success will follow. She sets that tone and is the leader who works with you, not over you.
- Katelyn is a consensus builder. She inspires others to want to deliver, commit, and do well.
- Katelyn has an acute awareness of the need for inclusion. When I discuss ADA compliance for the town website, she listens and takes the responsibility for diversity and inclusion very seriously.
- She is not afraid to do hard things and do them well.
- Katelyn sees the difference that a leader can make and wants to be that difference.
- She first came to Foxborough as an administrative assistant and then we hired her as community information specialist. When we redid the HR policies, she dealt with the boards and committees and really helped me move the project forward.
- Katelyn has strong policy knowledge and sees the big picture. She follows what's happening in federal and state government. She's very policy driven.
- She is very composed; I've never seen her get riled.
- We had Katelyn handle our social media when we first got started with it in Foxborough. She has good communication skills; she'd post on Facebook and Twitter, and write the first drafts of some of our memos and press releases.
- She has the right tools and has a strong interest in local government. She has been working toward gaining the building blocks for a strong foundation and understanding.



**Kate Hodges**  
**Finalist**  
**Lancaster Town Administrator**



Kate I. Hodges

Stow, MA 01775

January 30, 2022

Mr. John Petrin, Senior Associate  
Community Paradigm Associates  
One Saddleback  
Plymouth, MA 02360

Dear Mr. Petrin,

Please accept the enclosed documents as my application for the position of Town Administrator for the Town of Lancaster. As my resume indicates, I currently serve as Deputy Town Manager for the Town of Concord. In this role, I provide strategic leadership and vision which directly supports the Town Government in planning and coordinating all municipal services and operations. I regularly direct and coordinate operations between Town Departments, Committees and various business groups, often acting as a liaison between Town Management and varying constituents. I possess a Master's Degree in Public Administration and Public Policy; I also hold several professional certifications including MA Certified Public Purchasing Official (MCPPO), Human Resources Certified Manager (SHRM-CM) and ICMA Credentialed Manager.

In addition to the administrative duties of my office, I also serve as Department Head for multiple town divisions including: Tourism and Economic Vitality, Facilities, Parks and Recreation, Human Services, Senior Services, Veteran's Affairs, Public Information, Parks and Playgrounds and Sustainability. As a member of the Town's Senior Management Team, I regularly coordinate projects and initiatives with both local and State officials. Currently, I am coordinating and overseeing several large-scale capital projects as the Town's Owners Project Manager which involves coordination with local and State agencies relative to permitting, stormwater management, easement and right-of-way access and historical preservation. As a Deputy Town Manager with varied complex and urgent duties, I have excellent organizational skills that enable me to meet deadlines and manage multiple projects simultaneously.

On a personal note, my family and I lived in the Town of Lancaster for many years before moving to Stow. My children attended Mary Rowlandson Elementary and went to daycare at Perkins Child Development Center. Our boys participated in youth soccer and baseball and made lifelong friends who remain residents of Lancaster. As a dedicated Nashoba family, we have maintained strong relationships and ties to community; my husband is currently the President of Nashoba Youth Football and Cheer and I assist the executive boards of both Nashoba youth football and lacrosse. The ability to understand and reflect upon the growth and changes in Lancaster over the years, I believe, offers me a unique perspective and understanding regarding the balance necessary in maintaining Lancaster's rural character while cultivating economic vitality, smart growth rates and sustainability town-wide.

I am dedicated to local government having been employed in the field for nearly two decades. I enjoy my position most when I am able to work with citizen groups to complete an important goal, project or initiative. I am an articulate, driven, and accomplished municipal manager. I value the role of the democratic process and truly feel that the actions of local government officials make the most meaningful and lasting impacts on our communities. I would appreciate the opportunity to meet with you and discuss my qualifications more fully.

Sincerely,

*Kate Hodges*

Kate I. Hodges

**Kate I. Hodges**

**Stow, MA 01775**

**EDUCATION:** Framingham State University  
MA, Public Administration & Policy

University of Massachusetts at Amherst, Commonwealth Honors College  
BA, Sociology & Women's Studies; Criminal Justice  
College of Social and Behavioral Sciences, Class Valedictorian

**EMPLOYMENT:**

**02/15 - Present      Town of Concord, MA, Deputy Town Manager**

Responsibilities include:

- Providing strategic leadership and vision which directly supports the planning and coordination of all municipal services, capital planning, personnel management, and strategic operations.
- Directing and coordinating projects and workflow among several Town Departments, Committees, and various business groups; acting as a liaison between Town Management and varying constituents.
- Designing, managing, and overseeing the Town's Capital Improvement Plan including budget projections, operational timelines, public bond authorizations, Town Meeting ratification and periodic financial reporting.
- Serving as project manager for varying Town Capital Project including, but not limited to: Public Works, Human Services, Parks and Recreation and Municipal Facilities. Organizing, budgeting, and maintaining project files for state and federal inspections; auditing records to ensure Town compliance with Massachusetts General Law Ch. 30B regarding public bid processes and record keeping.
- Functioning as Department Head for various Town Departments including Facilities, Parks and Playgrounds, Human Services, Public Information and Recreation. Serving as the Town's Grievance and Hearing Officer, Administrative Investigator, Union Mediator, and Access and Disability Coordinator.
- Developing, leading, and executing a variety of workforce-related functions including participating and leading collective bargaining sessions or other union matters, hearing and adjudicating formal decisions relative to workforce complaints or grievances; negotiating wages, classifications, and benefit packages. Conducting investigations involving confidential affairs and/or employee matters; recommending actions, including disciplinary, to appointing authorities, Town Counsel and/or the Personnel Board.
- Managing and overseeing several Town Departments and operations; supervising workgroups by developing individual and group/crew work plans. Outlining short term and long-term goals and objectives across broad divisional lines. Completing quarterly and annual performance reviews for staff.
- Representing the Town in conducting business with State, Federal and local agencies; directing and coordinating tasks required of Town Departments by state entities.
- Functioning as the Town's risk management officer by administering the Town's general and professional liability insurance program and builders' risk policy manager.

**04/08-02/15**

**Town of Littleton, MA, Director of Parks, Recreation and Community Ed.**

Responsibilities included:

- Managing and operating a comprehensive year-round Department partially funded by the Town and under the appointing authority of the Recreation Commission.
- Accounting for the Department's yearly operating and capital budgets including responsibilities for monthly reconciliation to the Town treasurer, posting and entering accounts payable into Town software systems and preparing quarterly reports for adoption and acceptance by the Commission and the Board of Selectmen monthly.
- Researching, applying for and executing all grants for Departmental renovations, land acquisitions, events and programs.

**LICENSES:**

ICMA Credentialed Manager (ICMA-CM)

Certified Public Purchasing Official, State of Massachusetts (MCPPO)

Certified Human Resources Managerial Professional: Society of HR Management (SHRM-CP)

ICMA High Performance Leadership Management Certificate

Certified Parks and Recreation Professional (CPRP)

**AFFILIATIONS:**

International City Managers Association (ICMA)

Massachusetts Municipal Managers Association (MMMA)

Massachusetts Municipal Association (MMA)

Society of Human Resources Management (SHRM)

New England Park Association (NEPA), Executive Treasurer, 2008-2017

**AWARDS:**

Women Leading Government Award Recipient, 2020

Recipient of MMA's Kenneth Pickard Municipal Innovation Award, 2019

Recipient of NEPA's Ray Ellerbrook Service Award, 2018

Recipient of NEPA's President Award, 2016



# Kate Hodges

## Reference Comments

*The following comments were provided by four references: a retired Town Manager of a Massachusetts community; a Chief Financial Officer of a Massachusetts community; the current Police Chief of a Massachusetts community; and a Select Board member and former chair of a Massachusetts community. All worked with the candidate in some capacity.*

- Kate Hodges has strong municipal management skills.
- She did a masterful job in handling a project that involved the acquisition of a land parcel for which a family gave the town first right of refusal but it was quite complicated involving federal and state regulations, conditions required by the family, and a use preference by a vocal group in town. She did an incredible job in balancing the varying priorities and finding a middle ground. We ended up with an affordable housing unit built on the edge of the property and a multi-use recreational area that everyone can use near the rail trail. Kate had to do a lot of public and political handholding, including getting it through Town Meeting.
- She is very good at working through complex problems.
- She is always well-prepared, and she has great follow through.
- Kate has a positive attitude, is enthusiastic, and persistent.
- She studies a problem and doesn't make snap judgements.
- She is strong and holds her ground well.
- She plays by the rules and ensures that others do, too.
- She knows how to juggle her responsibilities; she can set priorities.
- Kate worked with the Finance Director to craft the operating budget. They were the two leads on it. The new town manager gave her the responsibility of working with the Finance Director.
- Kate has very patiently worked to cultivate an understanding and develop a trust in others of the goals of the town in its move to now operate the local cable access station. Taking on the running of a television production station is no small feat and she has done well with it.
- She has high standards for herself and for others.
- She works hard and expects others to do the same.
- She has a strong moral compass; integrity really matters to her.
- The town's information officer reports to Kate. She has taken the town from an antiquated pace of sharing information to more current day. The town has an aging population, so sometimes the more modern methods aren't as popular with a lot of residents. She's had to include newer and older communication methods.
- Kate is a strong communicator – both written and oral. She makes informative presentations. Her reports are detailed.
- She will need to learn the pace and style of a new town, if she is selected. She likes to get things done and she'll need to know if moving fast works for the community or if a slower pace regarding progress is preferred. She can adjust to the community's needs.



- She sits in on negotiations during collective bargaining.
- Kate is skilled at consensus building and working differing groups toward compromise. She doesn't get rattled in tense situations and is able to help bring down the temperature in a room.
- She led a project in which an association wanted to donate beachfront property on one of our historic kettle ponds. The property had to be made ADA accessible, have parking added, hire staff to run it. There were state guidelines that had to be followed and Kate handled it all. It is a nice spot for the town now.
- Kate spearheaded the town-side facilities study. It was a long process with town study groups. They reviewed all the buildings, looked at what needed repairs and renovations, what would need replacement, etc., and created a long-term plan.
- She is very organized, sets clear guidelines, and holds people accountable.
- Kate enjoys working with groups and pulling people together to get things done. She has strong leadership skills while still being a part of the team. She is great at getting people together to work toward shared goals or a common cause.
- Her communication skills are quite strong. She is someone who really listens to what is being said by others and makes sure all voices are heard.
- She listens to stakeholders and brings those stakeholders together to reach consensus on issues.
- Kate likes to take on challenges. She views them as opportunities and strives to make the most of those opportunities.
- She knows how to build relationships and create alliances.
- She can deal with strong personalities whether it's one on one, in small meetings, open forums, or at Town Meeting. She makes sure she is armed with the facts. She is confident in answering questions.
- She is skilled at building a sense of community.
- Kate understands the job of a Town Administrator/Town Manager and is well equipped to fill that position and its responsibilities. She knows what she is doing and will be an asset to any municipality that is smart enough to bring her aboard.
- She is very supportive of her colleagues and strives to give employees the support they need to succeed in their roles. She is always willing to help if someone needs a hand or advice.
- Employees are comfortable with approaching Kate with a question or concern. She is a go-to person for them.
- I always feel better if I know Kate is leading the team or is even a member of the team as I have great confidence in her skills and abilities.





**LANCASTER BOARD OF SELECTMEN  
Special Meeting Minutes  
Of Monday, March 14, 2022**

**I. CALL TO ORDER**

Chairman Jason A. Allison called the meeting to Order at 5:30 P.M. via ZOOM™, offering a reminder that the meeting is being recorded.

Join Zoom Meeting

<https://us02web.zoom.us/j/84598396525>

Meeting ID: 845 9839 6525

*Roll call was taken, Alexandra W. Turner, present, Jay M. Moody, present, Jason A. Allison present.*

**II. APPROVAL OF MEETING MINUTES - NONE**

**III. SCHEDULED APPEARANCES & PUBLIC HEARINGS - NONE**

**IV. BOARDS, COMMITTEES AND DEPARTMENTS REPORTS - NONE**

**V. PUBLIC COMMENT PERIOD - NONE**

6:00 P.M.      *Opportunity for the public to address their concerns, make comment and offer*  
6:10 P.M.      *suggestions on operations or programs, except personnel matters. Complaints or*  
                    *criticism directed at staff, volunteers, or other officials shall not be permitted.*

**VI. TOWN ADMINISTRATOR REPORT - NONE**

**VII. ADMINISTRATION, BUDGET, AND POLICY**

**1. Set date for Recall Petition**

Mr. Allison proposed that the Board skip this agenda item. All Board members are in receipt of related correspondence. The Board is not required to say anything on this topic. Mr. Allison stated that he is sorry about the situation and that he personally will work to help prevent similar situations in the future.

## **2. Town Administrator search – next steps**

Chairman Allison opened by reiterating the defined process, but proposing that the Board deviate from these processes and move to negotiate with one particular candidate. Ms. Turner thought there were two candidates that stood out, but was very pleased with all candidates presented. Mr. Moody thought two candidates were especially impressive and that he doesn't think there is much more to be learned by continuing the process.

Mr. Allison moved to authorize Interim Town Administrator Jeff Nutting and Human Resources Director Sandi Charton to negotiate a contract with Kate Hodges for the appointment as Lancaster Town Administrator. Ms. Turner seconded, seeking reassurance from Mr. Nutting that this is an appropriate process.

All three members of the Board thanked all the candidates for the Town Administrator position, and thanked John Petrin of Community Paradigm, Inc., the search firm who brought forth the candidates.

*Vote taken. Jason A. Allison, Aye, Jay A. Moody, Aye, Alexandra W. Turner, Aye. [3-0-0]*

Both Mr. Petrin and Ms. Hodges were in attendance at the meeting via ZOOM. Mr. Petrin will notify the other candidates of the Board's decision and will reach out to the board regarding contract negotiations; Ms. Hodges will look forward to speaking with Mr. Nutting and Ms. Charton. Mr. Nutting, once a draft contract is prepared, will meet with the Board in Executive Session under the Contract exemption.

## **VIII. APPOINTMENTS AND RESIGNATIONS - NONE**

## **IX. LICENSES AND PERMITS**

### **Special (One Day) All Alcohol License**

Applicant: First Church of Christ, Unitarian to hold St. Patrick Day Dinner on March 19, 2022.  
Event Hours from 5pm-8:30pm

Mr. Moody moved to grant a Special (One Day) All Alcohol License to the First Church of Christ Unitarian for their Annual St. Patrick's Day Dinner to be held March 19, 2022, with event hours 5pm-8:30pm. Ms. Turner seconded.

*Vote taken. Jason A. Allison, Aye, Jay A. Moody, Aye, Alexandra W. Turner, Aye. [3-0-0]*

## **X. OTHER/UNFINISHED BUSINESS - NONE**

## **XI. NEW BUSINESS - NONE**

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

## **XII. COMMUNICATIONS**

- Select Board's next meeting will be held on Monday, March 21, 2022 at 6:00pm located at the Mary Rowlandson Elementary School Auditorium, 103 Hollywood Drive
- Special Town Meeting will be held on Monday, March 21, 2022 at 7:00pm at the Mary Rowlandson Elementary School Auditorium, 103 Hollywood Drive

Ms. Turner noted that language had been received from Town Counsel for use at Special Town Meeting. This will need to be in the Select Board package for the March 21 meeting.

Mr. Moody asked Mr. Nutting if the electronic signs could be used to advertise Special Town Meeting.

## **XIII. ADJOURNMENT**

*Select Board member Mr. Moody offered a motion to adjourn the meeting; seconded by Ms. Turner. Jason A. Allison, Aye, Jay A. Moody, Aye, Alexandra W. Turner, Aye. [3-0-0]*

Respectfully submitted

Kathleen Rocco  
Executive Assistant

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Jay M. Moody, Clerk  
Approved and accepted:



## **ADMINISTRATION, BUDGET AND POLICY**

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#1

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#2

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March 24, 2022

To: Lancaster Select Board

From: Jeff Nutting, Interim Town Administrator



Subject: Recommendations for the use of ARPA funds

Please find attached my recommendations listed under FOR CONSIDERATION NOW proposed expenditure of ARPA funds for some of the needs facing the Town at this time.

If the Board agrees to all of the recommendations it will leave over \$1.7 million dollars still to appropriate from APRA. If history is a lesson these items will not go away and just get more expensive if the Board chooses not to proceed.

I am recommending these items be paid by ARPA in lieu of using Free Cash at the Annual Town Meeting to fund these needs.

The FY 23 proposed budget is balanced on the use of approximately \$730,000+/- in Free Cash. There is really nothing to cut that would make any real impact on the Town's overall financial position.

You started the fiscal year with \$1.85 million in Free Cash. Between the use of Free Cash at the Special Town Meeting and the proposed FY 23 budget the Free Cash balance will be about \$735,000

Using more free cash for these requests will dramatically reduce the Free needed for FY 24. Your Free Cash will increase when you close out FY 22 but you will need at least \$900,000 and probably more for FY 24 operating budget/capital budgets.

Please note that the ATM Capital budget included \$75,000 for an architectural study and \$25,000 for repairs to Conservation land. You could pay these out of ARPA as well.

They are not currently included in ARPA requests

# ARPA Requests 3/21/2020

Total received to date 1,207,882

SPENT TO DATE 5,489

## Funds available as of 2/28/2022 FOR CONSIDERATION NOW

Inspectional services	
Police	5,500 Technology for planning, building etc
Fire	53,000 Cruiser
Rowland School	350,000 Ambulance
Sign boards	150,000 Boiler
EV Charging stations	36,000 Purchased but not covered by Cares act
Rowland	23,000 Our share of the \$132,000 grant and funding from NGRID
IT	70,000 Replace Servers
Sub total	<u>687,500</u>

## Remaining Balance as of this date

514,893

## For Future Consideration

Recreation	125,000 Various items
Building improvements	300,000 Community center, Prescott, old town hall, library parking lot
Community Center study	90,000 Architectural Study
DCAM	Need to do research
Water Dept	Should request funds at the ATM
Police Union Premium Pay request	
IT	not recommend
Social Worker	Generator for Prescott, Community Center and Library
Fire Station Study	90,000 FT Social worker with benefits
	100,000 New or upgraded station

SubTotal 705,000

## Total Available

514,893

Remaining 50% Not yet received

1,207,882 expected later this year

## BALANCE REMAINING

1,722,776



**Town of Lancaster  
Community Development and Planning**

February 22, 2022

Jeffrey Nutting, Town Manager  
701 Main Street  
Lancaster MA, 01523

RE: Request for capitol purchase utilizing ARPA funds.

Dear Mr. Nutting,

On behalf of the Office of Inspectional Services and the Office of Community Development and Planning, we jointly request funds to purchase, deliver, and install a new touch screen mobile computer system, supporting software, and large format display. This type of user platform and software will allow the departments to better view and review large scale electronic plans. The offices are committed to reducing paper waste by requesting electronic flings, and to reducing the need for storage that comes with paper filings. The existing desktop solutions are essential for our day-to-day function, but do not provide the capabilities of in-depth review and mark-up required for extremely detailed plans containing rapid, successive contours, or for viewing fine details of large-scale plans such as those for warehouses.

Both offices have reviewed the procedures of electronic submittals and feel that this system will be a benefit to these offices, as our primary function is permitting and review of plans. Further, due to the shared nature of our office space, it is envisioned that this system will be of use and benefit to Building, Planning, Zoning, Conservation, and Health - thus one purchase will benefit several departments at the same time. Careful review of the various options available on the market have been conducted while consulting with the IT department to choose a system that is financially feasible and also adequate for the Departments needs.

At this time, we have determined that a Touchview Interactive system appears to be the best fit for our needs. We have solicited bids from several providers specializing in these systems and Ockers Company, being a vendor for the IT department, has provided a complete and detailed quote which is included with this request. Also included in this request are additional funds to purchase software, specifically for viewing and marking up of plans, as well as video presentation capabilities. The Department is requesting \$5,500.00 to purchase the required materials and software. While we don't anticipate spending the full amount of this request, we have included a buffer to ensure that we are able to meet all of the installation and maintenance requirements when the system is setup - if approved - and software is installed.

Respectfully,



Brian Gingras, Building Inspector



Jasmin Farinacci, Director of CDP



**Ockers Company**  
 830 West Chestnut St  
 Brockton, Massachusetts 02301  
 United States  
 http://www.ockers.com  
 (P) 508-586-4642  
 (F) 508-584-9180

## Quotation (Open)

**Date**  
 Feb 15, 2022 05:33 PM  
**EST**

**Expiration Date**  
 08/14/2022

**Modified Date**  
 Feb 15, 2022 05:34 PM EST

**Quote #**  
 70113 - rev 1 of 1

**Description**  
 BUILDING INSPECTOR

**SalesRep**  
 Houser, Jason  
 (P) 508-313-5120 ext. 248  
 (F) 508-584-9180

**Customer Contact**  
 DiTommaso, John  
 (P) 978-365-3326 ext. 1308  
 jditommaso@lancasterma.net

**Customer**  
 Town of Lancaster (T05854)  
 DiTommaso, John  
 695 Main Street  
 Lancaster, MA 01523  
 United States  
 (P) 978-365-3326

**Bill To**  
 Town of Lancaster  
 Payable, Accounts  
 695 Main Street  
 Lancaster, MA 01523  
 United States  
 (P) 978-365-3326

**Ship To**  
 Town of Lancaster  
 DiTommaso, John  
 695 Main Street  
 Lancaster, MA 01523  
 United States  
 (P) 978-365-3326  
 jditommaso@lancasterma.net

**Customer PO:**

**Terms:**  
 Net 30 Days

**Ship Via:**  
 Other None

**Special Instructions:**

**Carrier Account #:**

Description	Part#	Tax	Qty	Unit Price	Total
<b>TOUCHVIEW INTERACTIVE PANELS 55, 65, 75, 86 and 98 INCH</b>					
1 TOUCHVIEW 55 INCH ULTRA INTERACTIVE PANEL with USB HID, AGG, 20 Points of Touch Ultra HD,	TVULTRA55	Yes	1	\$1,699.00	\$1,699.00
<b>TOUCHVIEW i5 or i7 PC MODULES</b>					
2 TOUCHVIEW i5 PC Module No Operating System i5 Quad Core , 4GB DDR4 , 128GB SSD , Ultra HD, for use with TOUCHVIEW INTERACTIVE	TV-I5-PCMODULE	Yes	1	\$789.00	\$789.00
3 Logitech Wireless Combo MK360 Keyboard and mouse set - wireless - 2.4 GHz	920-003376	Yes	1	\$49.00	\$49.00
<b>MICROSOFT OPEN GOV, WINDOWS 10 PRO LICENSE for PC MODULE</b>					
4 Windows 10 Pro Upgrade license - 1 license - GOV - OLP: Government - English	FQC-09550	Yes	1	\$169.00	\$169.00
<b>TOUCHVIEW MOUNTS, FIXED MOBILE CART, FIXED WALL MOUNT</b>					
5 TOUCHVIEW Fixed Wall Mount	TV-MOUNT-FIXW	Yes	1	\$0.00	\$0.00
<b>TOUCHVIEW WEBCAM and ACCESSORIES</b>					
6 TOUCHVIEW 1080P WEBCAM	TV-WCAM-G1	Yes	1	\$189.00	\$189.00
<b>TOUCHVIEW SHIPPING</b>					
7 TOUCHVIEW SHIPPING and FREIGHT PER UNIT	SHIPPING	Yes	1	\$0.00	\$0.00
<b>OCKERS SERVICES</b>					
8 OCKERS CERTIFIED INSTALLATION, INTEGRATED AV LABOR OFF40 AV SERVICES, TOUCHVIEW INTERACTIVE PANEL, INSTALLATION, CONFIGURATION, DELIVERY, SETUP, COMMISSIONING, SETUP per UNIT	3027	No	1	\$625.00	\$625.00
9 OCKERS CERTIFIED INSTALLATION, TECHNOLOGY LABOR INSTALL MICROSOFT WINDOWS 10 PRO on TOUCHVIEW PC Module per UNIT	3032	Yes	1	\$75.00	\$75.00

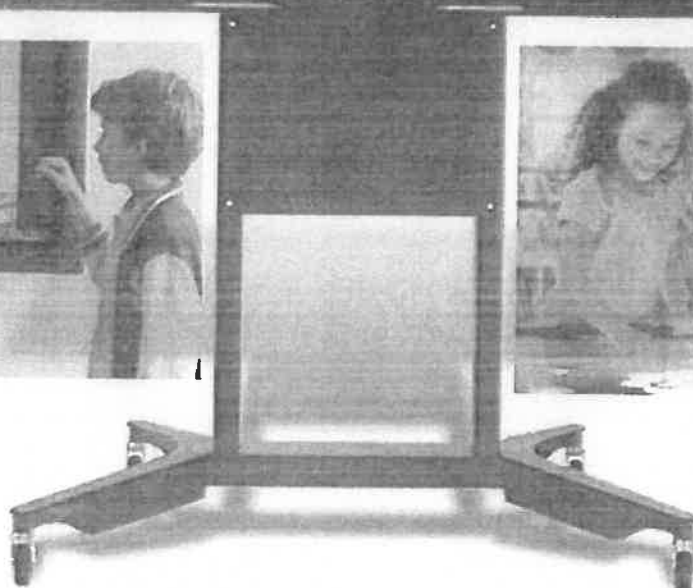


**TERMS AND CONDITIONS:** This quote is valid for 30 days from the date of issue. All products quoted are subject to availability.

- Payment is due Net 30 of Invoice date.
- Returns are allowed for 30 days. Non-defective returns must be unopened and factory sealed. All merchandise must be returned with original packing, accessories and instructions. A valid RMA number must be obtained from Ockers Company before a return is allowed. Note - Some manufacturers have special returns policies which may supersede the above.
- Custom Orders are not Returnable.
- Returns over the 30 days will be subject to the acceptance to the distributor or Manufacturer and may require a restocking fee.
- All invoices beyond terms are subject to 1 1/2% per month penalty as well as all associated cost of collections. Which may include legal fees.
- Ockers at its discretion may invoice product prior to delivery to client via a Bill and Hold (Transfer of Property) document if required. All stored product will be fully insured.
- All Services will be invoiced separately and are payable on receipt of Invoice.
- Acceptance of quote binds parties to Terms and Conditions

<b>Subtotal:</b>	<b>\$3,595.00</b>
<b>Tax (.0000%):</b>	<b>\$0.00</b>
<b>Shipping:</b>	<b>\$0.00</b>
<b>Total:</b>	<b>\$3,595.00</b>

TouchView  
Interactive



**INTERACT  
INTELLIGENTLY**

TouchView  
Interactive

1-833-TOUCHVW (868-2489) | [www.touchview.com](http://www.touchview.com)

## ACCESSORIES

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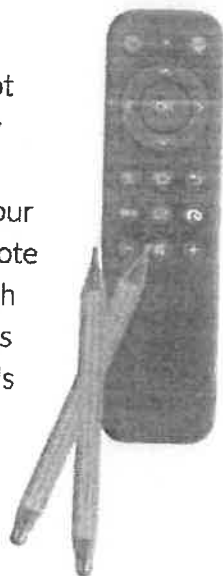
### Carts and Mounts:

Enhance flexibility and ensure ADA compliance with our mobile carts and wall mount solutions designed to ensure safety and room flexibility. Featuring motorized and non-motorized options with anti-collision safety features, up to 35" of vertical travel and available table-top mode, we have solutions for every work and learning environment. All TouchView Interactive mounts and carts are UL listed.



### Navigation:

Technology should simplify the work and school day not complicate it. At TouchView Interactive, we carried that mindset into the design of our remotes and pens. Our remote is powerful yet intuitive, with a minimal number of buttons to ensure ease of use. Panels come with two ergonomic pens, each capable of independent settings for color and thickness at each of the tips.



## CONNECTIONS & COLLABORATION

Modern classrooms and businesses demand technology that facilitates the efficient exchange of information and ideas. Our new **TouchView Ultra** was designed with those concerns in mind. A powerful combination of connected hardware and intuitive software, the **TouchView Ultra** is easy to manage and even easier to use. Collaborative tools, easy access to cloud accounts and powerful applications are now available in a budget-friendly package for educators, presenters, and learners of every age. At TouchView Interactive, we are committed to providing our customers with the highest quality touchscreens, putting a premium on ease of use and low total cost of ownership.

### ESHARE

Collaborate on the fly or mirror your screen in real-time. Our **EShare** technology allows you to quickly and easily share content such as files, videos, and photos to and from your TouchView Interactive panel.



The **EShare** client works on almost any device and across all the major platforms: Windows, Android, IOS and Mac OS.

### S-Write

We designed our **S-Write** whiteboarding software for ease of use and ease of collaboration. Customizable backgrounds, true multi-person use with split-screen capability and dual pens with personalization features, this infinity whiteboard is built for modern group usage. Import and export notes to the internal or external drives, share through email, QR codes or upload to your cloud drive. Additional tools include "sticky" notes, picture import, shape and line drawing, and hide and reveal.



## SPECIFICATIONS

### DISPLAY

LCD	Size 55"/ 65"/ 75"/ 86"/ 98"			
Screen Type	D-LED			
Resolution	4K, 3840 x 2160 @ 60Hz			
Display Colors	1.07B (10bit)			
Brightness	55" 350cd/m <sup>2</sup>	65"/75" 450cd/m <sup>2</sup>	86" 400cd/m <sup>2</sup>	98" 500cd/m <sup>2</sup>
Contrast Ratio	1300:1 (typ.)			
Response Time	6ms (typ.)			
Viewing Angle	178° (H) / 178° (V)			
Life Time	30,000 hrs (min.)			

\* Custom order size

### STRUCTURE

	Height	Width	Length
55"	789.1	93.6	1298.4
65"	901.3	96.1	1506.3
75"	1034.52	103.75	1735.98
86"	1182.61	146.5	1991.57

Product Dimensions

Housing Material Aluminum/Metal plate

Housing Color Black/Black

VESA 4-M6 400mm x 400mm  
4-M6 Screw Hole 400mm x 400mm

### INTERACTIVITY

Sensing Type	Infrared Touch Frame
Surface Protection	4mm Toughened Glass
Infrared Touch	20 Points
Touch Resolution	32768 x 32768
Touch Accuracy	1mm
Writer Tech	High Precision Tool
Touch Tool	Finger   Pen   Palm
Response Time	≤10ms
Theory Clicks	Unlimited
Minimum Touch Object	≥1.6mm Single touch ≥1.6mm ≥3mm Multiple touch ≥3mm
Connect Type	USB2.0 USB2.0 Full Speed
Voltage	DC +5V ±5%
Power Consumption	≤2W
Windows 10/8/7, Android	Multiple Touch
Windows XP, Linux, Mac OS X, Chrome	Single Touch
Palm Detection	Yes
Pens (Included)	Identities - 2



[www.touchview.com](http://www.touchview.com) | 1-833-TOUCHVW (868-2489)

830 West Chestnut Street, Brockton, MA 02301



***New England's Commercial and Industrial Heating Source for 70 Years***

March 8, 2022

Mr. Rob Frieswick  
Nashoba Regional School District  
Director of Facilities  
50 Mechanic St.  
Bolton, MA 01740

Subject: Boiler #1 Replacement at Luther Burbank School

Dear Mr. Frieswick:

We surveyed the boiler room and associated equipment at the Luther Burbank School for potential oil boiler with advanced technology burner combustion control system as the existing boiler is antiquated and at the end of its effective life. We are pleased to submit and appreciate the opportunity to present the following to you for your consideration.

This advanced combustion control technology has been proven to provide heating clients with fuel savings of up to 12% annually while reducing burner downtime and maintenance. At the heart of the technology are the extremely accurate servomotors that drive both the fuel and air valve more accurately than any burner combustion technology available. These servo motors are accurate to within 1/10 of 1° linear, more than 900 separate settings are available and repeatable for the most efficient burning of your fuel.

**EXISTING CONDITIONS**

There is an existing HB Smith Boiler that has experienced a failure of multiple sections. We are therefore recommending the installation of a new boiler, an HB Smith, to replace the existing boiler in kind.

**SCOPE OF THE PROJECT**

The scope of the project is to remove the existing HB Smith 28-18 W hot water boiler and replace with a new boiler. The boiler shall be designed for low-pressure water operation. The boiler shall be manufactured by HB Smith and come equipped with new burner MODEL #C4-O as manufactured by Power Flame Engineering. The burner shall be designed to fire oil. (See enclosed specification sheets for standard equipment and capacities.)

## EQUIPMENT SUPPLIED

### Boiler

- ✓ Boiler Manufacturer –HB Smith
- ✓ Model – 28HE-18 RTS
- ✓ Rated Input – Oil 38.5 gph
- ✓ Operation - Micro Modulation
- ✓ Standard trim and controls
- ✓ Temperature gauge
- ✓ ASME relief valve
- ✓ Burner mounting plate
- ✓ Controls – Low Water Cutoffs
  - 1. McDonnell Miller Model 150 pump control/LWCO
  - 2. McDonnell Miller 63M auxiliary LWCO with manual reset
- ✓ Operating Controls – Water
  - 1. Autoflame Modulation/high limit control
  - 2. L404A
  - 3. L404C
  - 4. Brass pigtail
- ✓ Flue collector hood and collar
- ✓ Damper Assembly
- ✓ Assembly parts including:
  - 1. Draw rods
  - 2. Nuts and bolts
  - 3. Gasket and rope material

### Burner

Included as part of the installation is one existing factory certified and tested Power Flame burner Model #C4-O for each boiler. The burner operation will be micro modulation. The burner will be designed to fire oil and adhere to U.L. insurance standards and Massachusetts's codes and regulations.

### Boiler Controls

1. McDonnell Miller 150 pump controller/low water cutoff
2. McDonnell Miller 63M low water cut off with manual reset

## INSTALLATION SPECIFICATIONS

- A. We will furnish all required labor, materials and equipment to completely remove all obsolete equipment to install the new system.
- B. We will reutilize the existing 4" masonry housekeeping pad to accommodate the new installation. The cast iron boilers require a flat surface to ensure the boiler sections retain their necessary seal.
- C. We will rig the boiler sections into place on the existing concrete pad, and assemble the boiler as per manufacturer's instructions and recommendations.

- D. After assembly we will install the outer jackets, all necessary low water cutoffs, pressure controls and standard safety equipment as per state codes and regulations.
- E. We will furnish and install the required hot water supply and return piping properly sized per manufacturer's instructions and recommendations.
- F. We will furnish and install all required boiler-feed piping per manufacturer's instructions and recommendations.
- G. We will furnish all labor, materials and equipment to properly install the necessary blowdown piping to a proper blowdown system.
- H. We will furnish all necessary oil piping for the boiler installation from the existing oil line to the inlet of each new oil burner pump.
- I. We will furnish and install all required breeching for the installation. The breeching will be of commercial quality and will be installed with all required cleanouts, barometric dampers and spill switch (high temperature sensors) as required by Massachusetts's codes and regulations and will be galvanized.
- J. The owner will furnish all combustion air required by the local inspector. We anticipate the existing combustion air is adequate for this installation.
- K. We will perform all necessary wiring for the above installation. All wiring will be performed to N.E.M.A. 3 standards, and all wire will be copper type THHN or THWN. All electrical work will be performed by licensed electricians under strict compliance with Massachusetts's codes.
- L. All new piping will be insulated with 1" fiberglass insulation. All breeching connections will be insulated with high temperature mineral wool. All insulation will be covered with ASJ (all service jacket), and all fittings will be covered with Zeston coverings.
- M. We will obtain and pay for all necessary permits related to the overall application. The complete application will meet local approvals.  
  
**NOTE:**     *This project will require work to be performed with an oxy-acet torch and/or electric arc welding. This will require an open flame permit and a possible Firefighter detail from the local Fire Department.*
- N. All personnel on this job will be licensed and/or qualifying for same as an apprentice in their respective fields. All lead personnel or job supervisors will be degreed engineers and all personnel will be experienced with this type of application.
- O. We will provide a complete service, maintenance and equipment operation school. Service is available on a 7-day, 24-hour basis.
- P. All materials will be the finest of their respective kinds. All work will be performed by qualified tradespersons, and the project will be installed in a manner consistent with trade standards.
- Q. We will guarantee either by repair or replacement any defects in original workmanship or

materials for a period of twelve (12) months following the date of start-up. This includes free service for the same period.

**Total Budgetary Estimate for One (1) HB Smith boiler is \$145,000.00**

**All applicable sales taxes will be charged. If you are tax-exempt please forward a tax-exempt certificate at your earliest opportunity.**

Terms: 25% with signed agreement, balance progressive billing

Equipment Delivery: Sixteen to eighteen (16-18) weeks

Installation Time: Ten (10) days

Please review all aspects of this proposal and if you have any questions, please do not hesitate to contact me directly. We thank you for the opportunity to present you with this proposal and hope that we may be favored with this project.

SUBMITTED BY:

ACCEPTED BY:

*Alan C Bishop V.P. Sales*

\_\_\_\_\_  
Alan C. Bishop, V.P. Sales

Date: March 8, 2022

\_\_\_\_\_  
Date: \_\_\_\_\_

ACB/kbs





# Budget Quote

December 13, 2021

To: Chief Everett Moody  
Lancaster Police Department  
1053 Main Street  
Lancaster MA 01523  
978-758-3335 / emoody@lanasterma.net

Salesperson: Dave Brown  
774-283-6400  
dbrown@buycmg.com

CONTRACT: GBPC/MAPC

Qty	Item #	Description	Unit Price	Line Total
1.00	K8A / 500A	2022 Ford Interceptor Utility AWD	\$ 33,452.50	\$ 33,452.50
		Engine: 3.3L Gasoline		\$ -
1.00	UM / 9W	Black exterior paint with HD cloth bucket seats, rear vinyl bench	\$ -	\$ -
1.00	43D	Dark car feature	\$ 24.25	\$ 24.25
1.00	51R	Driver side pillar mounted spot light	\$ 383.15	\$ 383.15
1.00	549	Power heated exterior rear view mirrors	\$ 58.20	\$ 58.20
1.00	65L	Full style 18" wheel covers	\$ 56.00	\$ 56.00
1.00	76R	Reverse sensing safety system	\$ 266.75	\$ 266.75
1.00	GRAPHICS	Graphics kit unit # C2	\$ 595.00	\$ 595.00
1.00	TINT 35	Tint front door glass 35%	\$ 200.00	\$ 200.00
1.00	VENT	Set of (4) window vent shades	\$ 125.00	\$ 125.00
1.00	EMPLB00LEV-1VP-PKG	Sound Off 55" MPOWER 6 INCH LED LIGHTBAR W/ LIN DSC TECHNOLOGY, bluePRINT® Control System - Gold Package #2, bluePRINT Link® Micro Module and Vehicle Harness f, bluePRINT Sync® Module includes GPS Antenna, (2) ETSS100J5 Siren Speaker	\$ 4,875.00	\$ 4,875.00
1.00	ETSKLF200	200W low frequency siren enhancer	\$ 700.00	\$ 700.00
1.00	LABOR	Activate factory wig wag headlight flasher	\$ -	\$ -
1.00	362125	Push bar	\$ 495.00	\$ 495.00
1.00	36-6005S4	Recessed cross bar for (4) LED	\$ 65.00	\$ 65.00
2.00	ENFRMS3E	Blue/white LED recessed in top channel push bar, pair	\$ 265.00	\$ 530.00
2.00	EMPSQMS4E	Blue/white LED sides of push bar 1/side	\$ 175.00	\$ 350.00
2.00	EMPR20013-W	Clear flood LED on front push bar	\$ 180.00	\$ 360.00
2.00	ELUC3H010E	Blue/white LED in headlamps	\$ 165.00	\$ 330.00
2.00	PLUCTCL	Collar kits	\$ -	\$ -
1.00	P1000UINT20AO	Single cell transport system with officer safety belt	\$ 3,095.00	\$ 2,850.00
1.00	ENFSGS3E	Blue white LED rear cargo lower center side glass, pair	\$ 295.00	\$ 295.00
1.00	ENFWB004YL	Blue LED light stick rear upper interior with amber directional	\$ 1,150.00	\$ 1,150.00
2.00	EMPS1QMS3E	Blue white LED under rear gate lid with switches for flash & flood	\$ 175.00	\$ 350.00
2.00	ELUC3H010D	(1) pair red white LED hideaways rear high	\$ 155.00	\$ 310.00
2.00	ELUC3H010E	(1) pair blue white LED hideaways rear low	\$ 155.00	\$ 300.00
2.00	EMPS2QMS5RBW	TRI Color LED on rear gate vertical to plate	\$ 195.00	\$ 390.00

1.00	CVS1012INUT	Console with dual cup holder included	\$	650.00	\$	650.00
1.00	CARPB1014	Armrest with bracket for e-ticket printer	\$	295.00	\$	295.00
1.00	091-219-5	USB power point	\$	65.00	\$	65.00
2.00	425-3818	Magnetic microphone clip with c-mcb bracket	\$	45.00	\$	90.00
1.00	C-MCB	Mounting bracket	\$	-	\$	-
2.00	002LI716	Red white dome light in cargo area and front cabin	\$	50.00	\$	100.00
1.00	FLEETSMARTPIU	Tremco anti theft switch	\$	200.00	\$	200.00
1.00	1080ETRAIL	Blac Rac gun mount on cage between seats	\$	695.00	\$	695.00
1.00	25018	Mounting rail	\$	-	\$	-
1.00	BCD996P2	Digital scanner	\$	575.00	\$	575.00
1.00	BMAXSCAN	Antenna included	\$	-	\$	-
1.00	302-VS2	External speaker included	\$	-	\$	-
1.00	LABOR	Transfer radar	\$	75.00	\$	75.00
1.00	LABOR	Transfer 2 way police radio & antenna (wire to ignition)	\$	230.00	\$	230.00
2.00	90942	Antenna cables	\$	-	\$	-
1.00	LABOR	Transfer e-ticket printer	\$	150.00	\$	150.00
1.00	LABOR	Transfer computer system and mount	\$	295.00	\$	295.00
1.00	7160-1336	Computer mount base to fit 2020+ PIU	\$	275.00	\$	275.00
1.00		Shop supplies	\$	295.00	\$	295.00

**TOTAL            \$52,500.85**

January 18, 2022

To: Gigi Lee  
Vendor: Bulldog Fire & Emergency Apparatus  
From: Stephanie Perez

Customer: Town of Lancaster

Thanks for the opportunity to give you a quote on your latest project!

Equipment: New Demers MXP170 Dodge Ram 4500 Ambulance

**OPTION 1** Annual Payments - Zero Down, First Payment Due in 18 Months

Unit Cost:	\$ 327,540.00	Term (Years):	<u>5</u>
Down Payment:	\$ 0.00	Payments:	\$ 72,025.66
Net Financed:	<u>\$ 327,540.00</u>	Factor:	0.21990
Payment Frequency:	Annual	APR:	2.77%
First Payment Date:	July, 2023		

**OPTION 2** Annual Payments - 10% Down, First Payment Due in 18 Months

Unit Cost:	\$ 327,540.00	Term (Years):	<u>5</u>
Down Payment:	\$ 32,754.00	Payments:	\$ 65,086.20
Net Financed:	<u>\$ 294,786.00</u>	Factor:	0.22079
Payment Frequency:	Annual	APR:	2.89%
First Payment Date:	July, 2023		

Delivery Date: To be determined  
Documentation Fee: \$299.00

- \* This is a proposal only and not a commitment to finance. This proposal is subject to credit review and approval and proper execution of mutually acceptable documentation.
- \* This transaction must be designated as tax-exempt under Section 103 of the Internal Revenue Code of 1986 as amended.
- \* Lessee's total amount of tax exempt debt to be issued in this calendar year will not exceed the \$10,000,000 limit.
- \* Payments and rates reflect pre-application of escrow earnings and manufacturer discounts, if any.

Sincerely,  
Republic First National Corporation

Stephanie Perez  
stephanie@rfnonline.com

# BainCor, Inc.

763 South Street  
Suite A  
Holbrook, MA 02343

Phone: 339-987-5525  
Fax: 339-987-5528  
info@baincor.com

COVID  
12E  
9/16/21

## Invoice

Date	Invoice #
9/8/2021	3667

<b>Bill To</b>
Lancaster Board of Health John Farnsworth 701 Main Street Lancaster, MA 01523

<b>Ship To</b>

P.O. Number	Terms	Rep	Ship	Via	F.O.B.	Project
CARES-ACT	Net 30		9/8/2021			
Quantity	Item Code	Description			Price Each	Amount
2	Message Board Tra...	"Wanco" Solar Message Board Trailer Metro-L Cabinet size 96" W X 48" H X 6" D Full matrix display • 10" default font, variable font sizes • 130-watt solar charging • Two 4D AGM sealed maintenance free batteries, 430 Ah total capacity • Telescoping tower with 360-degree rotation • Manual winch tower lift • Color LCD Touch-screen controller with continuous message preview • Orange powder-coat finish • 2" ball hitch • Removable draw bar Disc brake Wheel jack Modem with 5 years of year of cell service through Wanco private IP  VIN # 5F12S1017M1004563 5F12S1017M1004564			17,500.00	35,000.00
2	FREIGHT	FREIGHT IN			1,000.00	2,000.00
	Trade In	Trade In of 2 Town owned PSC Message Board Trailers			-1,000.00	-1,000.00
		MassDOT State Wide Contract INTF0000K03C00111753 Sales Tax			0.00%	0.00
MassDOT State Wide Contract INTF0000K03C00111753					Total	\$36,000.00

# CONTRACT

February 24, 2022



**INOVIS ENERGY**

EFFICIENCY-FORWARD

94 Reservoir Park Drive

Rockland, MA 02370

617-544-3200

www.inovisenergy.com

Customer: Town of Lancaster

Site Address: 103 Hollywood Drive  
Lancaster MA 01523

Solution: (10) Publicly Accessible L2 Charging Ports

Terms & Conditions: The costs of this project includes all labor and materials necessary to install the measures listed in the attached proposal. All charging station locations have been agreed upon with the customer and any deviations from the agreed upon plan may incur additional cost. The customer is eligible to receive an incentive from the Utility Company and that incentive will be paid directly to Inovis Energy, Inc. as a portion of the project cost.

Upon acceptance of this proposal (unless financing), the customer shall pay a deposit of 50% of the contract price. The customer understands that Inovis will incur certain mobilisation expenses as a result of its undertaking this project. If the customer seeks to cancel the contract, Inovis will be entitled to 10% of the contract price to cover these mobilisation expenses. If the customer cancels the project within thee (3) days of signature, Inovis shall waive said mobilisation expenses.

All warranty and service is provided by the manufacturer of the charging stations for the term stated within the proposal

\*\*Due to supply chain volatility, this proposal is valid for a term 30 days from the date listed above.

Economics:	<u>Total Upgrade Cost</u>	<u>State Grant</u>	<u>Utility Incentive</u>	<u>Cost less Grants &amp; Incentives</u>
	\$132,508	-\$50,000	-\$60,000	\$22,508

23000

Acceptance Of Terms: Town of Lancaster approves the terms & conditions outlined above as well as the scope of work as provided. Town of Lancaster is in agreement of the following payment terms and amounts. Any unpaid invoices that exceed 30 day terms will accrue late fees of 2% per month.

Payment Terms: \$11,254 due upon contract execution (Due upon Reciept)

\$11,254 due from project completion (Net 30)

Client Accepted By:

Inovis Energy, Inc. Accepted By:

Name: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

Signature: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_

This Contract is not valid and enforceable until executed by both parties

www.inovisenergy.com



## Jeff Nutting

---

**From:** John DiTommaso  
**Sent:** Wednesday, February 9, 2022 2:45 PM  
**To:** Jeff Nutting  
**Cc:** Kathi Rocco; Cheryl Gariepy  
**Subject:** ARPA Funds Capital Request for IT  
**Attachments:** ARPA Server Infrastructure Upgrade.xlsx

Jeff,

I would like to request \$70,000 to upgrade the town's server infrastructure.

### Purpose

Upgrade the town's physical server infrastructure to a host a virtual server architecture to cover the town's current and future server needs. This virtual server architecture will be designed to be highly resilient and redundant to allow for quick and easy recovery from cyber-attacks and other disasters.

### Capital Assets Needed

- Two physical servers able to host 7+ virtual machines on each.
- Microsoft Server 2022 Datacenter licenses for each server.
- Network Attach Storage (NAS) system for backup storage.
- Network equipment to establish a separate secure backup network.
- Backup software licenses to cover the two servers and virtual machines.
- Uninterruptible Power Supplies (UPS) for the servers and NAS system.

### Project Objectives

- Replace the town's aging physical servers with state-of-the-art server hardware able to host enough virtual servers for the town's current and future needs.
- Design and implement a highly resilient and redundant virtual server architecture.
- Implement a redundant backup and recovery solution on a separate secure network to quickly recover from cyber-attacks and other unforeseen disasters.
- Utilize replication of virtual machines and storage between different physical sites within the town making use of our high-speed fiber network.
- Move all current physical servers to virtual making them more flexible, portable, redundant, and resilient.

Please see attached spreadsheet for more details and on the hardware and software I would be looking to purchase.

Regards,

**John C DiTommaso**

IT Director  
Town of Lancaster  
701 Main Street Suite 3  
Lancaster, MA 01523  
978-365-3326 ext 1308

The contents of this email and any attachments are the property of the Town of Lancaster Massachusetts and subject to the Public Records Law, M.G.L. c. 66, section 10. When writing or responding, please remember that the Massachusetts Secretary of State's Office has determined that email is a public record and not confidential.



# ARPA Server Infrastructure Upgrade

Item	Qty	Description	Part Number	Unit	Total	Notes
<b>Lenovo Servers</b>						
	2	LENOVO DATA CENTER : custom SR650 TOL MC98258610 end 10/16/2021 2 - Intel Xeon Silver 4210R 10C 100W 2.4GHz Processors 256 GB Mem, 10 - 2TB SSD, 8 - NICs	Lenovo - Part#: 7X06M17N00	\$13,112.38	\$26,224.76	Servers
	2	LENOVO DATA CENTER : PROTECTION PRE Ess - 5Y 24x7x4 + YDWD	Lenovo - Part#: 5P57A07086	\$3,018.90	\$6,037.80	Extended Warranty
	2	LENOVO DATA CENTER : HW Install (Biz Hrs) SR650	Lenovo - Part#: 5AS7A83094	\$354.66	\$709.32	
<b>MS Windows 2022 Server Licenses</b>						
	2	Windows Server 2022 Datacenter - 16 core + SA		\$8,599.99	\$17,199.98	Windows Server Software
	4	Microsoft Windows Server 2019 Datacenter - 2 Core		\$411.99	\$1,647.96	
<b>NAS</b>						
	1	Synology Disk Station DS1821+ (8 bay)	Synology - Part#: DS1821+	\$1,087.00	\$1,087.00	Backup Storage
	3	Synology SNV3400-800G	Synology - Part#: SNV3400-800G	\$361.00	\$1,083.00	SSD Cache
	6	Synology HAT5300-12TB Hard drive	Synology - Part#: HAT5300-12T	\$525.00	\$3,150.00	Hard drives
<b>Backup Network</b>						
	2	NETGEAR Smart MSS10TXM		\$460.00	\$920.00	Separate Backup Network
	2	AddOn Netgear Compatible BX SFP Transceiver	AGM-1G-BX-D20	\$84.00	\$168.00	Fiber Transceivers
	2	AddOn Netgear Compatible BX SFP Transceiver	AGM-1G-BX-U20-AO	\$84.00	\$168.00	Fiber Transceivers
	1	Misc Fiber patch cables		\$50.00	\$50.00	Fiber patch cables
<b>Veeam Backup Licenses</b>						
	1	VBE STD 2SOCKET BNDL PUBLIC VLIC SECTORProduct stocked by manufacturer	Veeam Software - Part#: P-ESSSTD-VS-P0000-00	\$881.59	\$881.59	Backup Software
	1	ADDL 1YR OF BASIC MNT PREPAID MLIC FOR VBE STD 2SOCKET BNDLProduct	Veeam Software - Part#: V-ESSSTD-VS-P01YP-00	\$238.65	\$238.65	
	4	MONTHLY COTERM BASIC MNT FOR MLIC SUP ESSSTD COTERM		\$19.90	\$79.60	
<b>UPS - APC</b>						
	2	APC Smart-UPS X 3000 Rack/Tower LCD	APC by Schneider Electric - Part#: SMX3000RMLV2UNC	\$2,311.45	\$4,622.90	UPS for Server
	1	Smart Ups X 2200Va Rack Tower Lcd 100-127V Taa	SMX2200RMLVUS	\$1,644.00	\$1,644.00	for NAS
<b>Grand Total:</b>					<b>\$65,912.56</b>	



#3

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**WARRANT FOR  
ANNUAL TOWN MEETING  
FOR FISCAL YEAR 2023  
May 2, 2022  
THE COMMONWEALTH OF MASSACHUSETTS**

**Worcester, ss.**

To any Constable of the Town of Lancaster in the County of Worcester,

**GREETINGS:**

In the name of the Commonwealth of Massachusetts, you are hereby directed to notify and warn the inhabitants of the Town of Lancaster qualified to vote in the elections and Town affairs, to meet at **Mary Rowlandson Elementary School Auditorium, 103 Hollywood Drive in said Lancaster on Monday, the second day of May 2022, at 7:00 in the evening**, then and there to act on the following Articles:

**ARTICLE 1  
Budget for Fiscal Year 2023  
Finance Committee  
Select Board**

To see if the Town will vote to raise and appropriate a sum of money by taxation, by transfer from available funds, from the Omnibus Operating Budget, by borrowing, by transfer from Overlay Surplus, by transfer from fund balance reserved for school debt, or any combination thereof; to defray the expenses of the Town for the Fiscal Year beginning July 1, 2022, or act in any manner relating thereto.

**The Budget for Fiscal Year 2023 will be available at Town Meeting**

***Select Board recommendation:***

***Finance Committee recommendation:***

***Summary:*** This article presents the proposed omnibus operating budget for the Town for FY2023, together with prior year appropriations and actual expenditures for comparison.

**ARTICLE 2**  
**FY2023 Capital Expenditures**  
**Finance Committee**  
**Select Board**

To see if the Town will raise and appropriate or transfer from available funds the following sums of money, to be expended by the respective Departments or Officers indicated, for the capital projects and purchases itemized and described; or act in any manner relating thereto.

**a. Thayer Memorial Library**

Amount:	\$75,000
Funds to be expended by:	Library Trustees
Purpose:	Feasibility Study
Funding Source:	Free Cash

**b. Conservation**

Amount:	\$25,000
Funds to be expended by:	Conservation Commission
Purpose:	
Funding Source:	Free Cash

*Select Board recommendation:*  
*Finance Committee recommendation:*

**Summary:** *This Article proposes to fund the acquisition and equipping of certain capital items for the Town in FY2023 as part of the five-year capital plan. A majority vote is required for passage of the capital items that are purchased by transferring from available funds.*

**ARTICLE 3**  
**Water Enterprise Fund**  
**Board of Public Works**

To see if the Town will vote to appropriate \$1,010,000 or any other sum of money, from the Water Enterprise Fund to finance the operation of the Water Department for the fiscal year beginning July 1, 2022 (*detail below*), or act in any manner relating thereto.

<b>I. Water Enterprise Revenues</b>	
User Charges	\$1,000,00
Connection Fees	\$10,000
Water Enterprise Available Funds	0
Investment Income	0
<b>Total Revenues</b>	<b>\$1,010,000</b>
<b>II. Costs Appropriated in the Enterprise Fund</b>	
Salaries and Wages	\$321,337
Expenses	\$398,163
Reserve Fund	\$0
Debt Principal	175,000
Debt Interest	115,000
<b>Indirect Costs to General Fund</b>	<b>0</b>
<b>Total Costs Appropriated in E. F.</b>	<b>\$1,010,000</b>

*Select Board recommendation:*  
*Finance Committee recommendation*

**Summary:** This article presents the proposed Water Operating Budget for the Town for FY2023. A majority vote is required for passage of this article.

**ARTICLE 4**  
**Water Line Replacement**  
**Select Board**

To see if the town will vote to raise and appropriate or transfer from the Water Department Enterprise Retain Earnings account, a sum of money for the engineering, construction, reconstruction, installation of water lines including all paving and all related costs or act in any manner relating to.

*Select Board recommendation:*  
*Finance Committee recommendation*

**Summary:** This article presents the proposed water line replacement for the Town for FY2023. A majority vote is required for passage of this article.

**ARTICLE 5**  
**Landfill Solar Array Enterprise Fund**  
**Finance Committee**  
**Select Board**

To see if the Town will vote to appropriate \$145,000 or any other sum of money from the Renewable Energy Enterprise Fund to finance the operation of the Landfill Solar Array for the fiscal year beginning July 1, 2022 (*detail below*), or act in any manner relating thereto.

<b>I. Renewable Energy Enterprise Revenues</b>	
Sale of Solar Energy Certificates	\$130,000
Qualified Energy Bond Subsidy	\$15,000
<b>Total Revenues</b>	<b>\$145,000</b>
<b>II. Costs Appropriated in the Enterprise Fund</b>	
Maintenance Expenses	\$35,575
Debt Principal and Interest	\$109,425
<b>Total Costs Appropriated in E. F.</b>	<b>\$145,000</b>

*Select Board recommendation:*  
*Finance Committee recommendation*

**Summary:** This article presents the proposed Renewable Energy Operating Budget for the Town for FY2023. A majority vote is required for the passage of this article.

<p style="text-align: center;"><b>ARTICLE 6</b>  <b>Revolving Fund Account</b>  <b>Finance Committee</b>  <b>Select Board</b></p>
---

To see if the Town will vote pursuant to G.L. c.44, §53E½, to take the following actions:

- (1) Amend the row related to the Community Center Revolving Fund appearing in the table in Section 150-6 of the Town's General Bylaw, by inserting the bold and italics text and deleting the strike through text, as follow:

<b>Revolving Fund Program or Purpose</b>	<b>Department Receipts to Be Credited to Fund</b>	<b>Representative or Board Entity Authorized to Spend</b>
<del>Community Center</del> <b><i>Council on Aging –</i></b> program expenses	Fees and charges	<del>Board of Selectmen</del> <b><i>Council on Aging</i></b>

And to set the limit on the total amount that may be spent from this revolving fund for the fiscal year beginning July 1, 2022, at \$25,000;

and

- (2) To set the limit on the total amount that may be spent from each departmental revolving fund for the fiscal year beginning July 1, 2022, as follows:



Revolving Fund Program	Fiscal Year 2023 Cap
Stormwater Management	\$3,000
Library Charges	\$10,000
Recreation Committee	\$35,000
Duval Road Sewer	\$5,000
M.A.R.T. Bus	\$45,000
Planning Board	\$25,000
Publications	\$2,500
Recycling	\$10,000
Community Development	\$2,500
Agricultural Commission	\$2,000
Police Department	\$1,000

or act in any manner related thereto.

*Select Board recommendation:*  
*Finance Committee recommendation*

### **Summary**

## **ARTICLE 7** **Community Preservation Annual Budget** **Community Preservation Commission**

To see if the Town will receive the report of the Community Preservation Committee and vote to appropriate from the Community Preservation Fund, in the amounts recommended by the Community Preservation Committee, for eligible community preservation projects, for community preservation reserve accounts for open space and recreational use, historic resources and community housing, and for the FY2023 Community Preservation Act budget, including the administrative expenses and all other necessary and proper expenses of the Community Preservation Committee, with each item to be considered a separate appropriation: or act in any manner relating thereto.

### **Appropriations:**

From FY 2023 estimated revenues for Committee Administrative Expenses  
**\$8,100**

### **Reserves:**

From FY 2023 estimated revenues for Historic Resources Reserve **\$16,200**  
From FY 2023 estimated revenues for Community Housing Reserve **\$16,200**  
From FY 2023 estimated revenues for Open Space/Recreation Reserve  
**\$16,200**  
From FY 2023 estimated revenues for Undesignated Budgeted Reserve  
**\$105,300**

NOTE: This budget anticipates FY23 CPA revenue of \$120,000 from the local CPA surcharge and an estimated distribution of \$42,000 (35%) from the statewide CPA Trust Fund, for total revenue of \$162,000.

*Select Board recommendation:*

*Finance Committee recommendation:*

**Summary**

<p style="text-align: center;"><b>ARTICLE 8</b> <b>Amend Finance Committee Bylaw</b> <b>Finance Committee</b></p>
---

To see if the Town will vote to amend Article I of Chapter 17 of the Town of Lancaster's General Bylaw, Finance Committee, by inserting the bold and italics text and deleting the strike through text, as follows:

**§ 17-1. Membership; terms; vacancies.**

There shall be a standing Finance Committee consisting of five members elected at large, ~~none of whom shall hold public office concurrently with his service on the Committee.~~ The members of the Finance Committee shall be elected for alternating three-year terms. Any vacancies in the Finance Committee shall be filled in accordance with MGL c. 41, § 11.

***Any member of the Finance Committee, who shall be appointed or elected to any official body, shall forthwith upon that member's qualification in such office, cease to be a member of the Finance Committee. This provision shall not apply to the appointment of a Finance Committee member to serve as a member of any ad hoc board, commission or committee or to any board, commission or committee upon which a member of the Finance Committee shall serve in an ex officio capacity. For purposes of this bylaw, ex officio shall refer to a member of the Finance Committee who serves by virtue of his or her office.***

or act in any manner relating thereto.

*Select Board recommendation:*

*Finance Committee recommendation:*

**Summary:**

**ARTICLE 9**  
**Economic Development Committee Bylaw**  
**Select Board**

To see if the Town will vote to amend Chapter 17 of the Town of Lancaster's General Bylaw by inserting a new Article XI, as follows:

**Article XI      Economic Development Committee**

**§17-39    Membership.**

The Economic Development Committee shall be comprised of **seven** members appointed by the Select Board as follows: two members to be appointed for one year, two for two years, and three for three years. Thereafter, each member shall be appointed to a three-year term, as each term expires.

**§17-40    Powers and Duties.**

The Economic Development Committee is an advisory committee. It is charged with working collaboratively with the Town's Planning Director, private property owners, and businesses, to promote responsible business and residential development in Lancaster. The Committee shall also carry out any other task delegated to it by the Select Board or required by the Town's General and Zoning bylaws.

or act in any manner relating thereto.

*Select Board recommendation:*

*Finance Committee recommendation:*

***Summary:***

**ARTICLE 10**  
**Amend Council on Aging Bylaw**  
**Select Board**

To see if the Town will vote to amend Article IX of Chapter 17 of the Town of Lancaster's General Bylaw, Council on Aging, Section 17-20, by inserting the bold and italics text and deleting the strike through text, as follows:

***A. Regular Members. Until June 30, 2023, Ssaid Council shall consist of nine ~~regular members~~ citizens appointed at-large by the Select Board, after which time said Council shall consist of five regular members. The terms of the first members of the Council shall be for one, two or three years, and so arranged that the term of not more than three of the members expires each year, and their successors shall be appointed for terms of three years each. All members shall be at-large and appointed by the Select Board. Regular members***

*shall be appointed on a rotating basis, each for a term of three years.*

**B. Associate Members.** *There shall also be four associate members of said Council, appointed by the Select Board, for terms of one year. The associate members may attend Council meetings, but shall not have voting rights and shall not count towards quorum of Council meetings.*

**C. Removal/Filling Vacancies.** Any **regular or associate** member of said Council may, after a public hearing, be removed for cause by the Select Board. *If Any regular or associate member misses more than three meetings without cause, or without notification to the Chairperson of the need for the absence, it shall be considered cause for removal. A vacancy occurring otherwise than by expiration of a term shall be filled for the unexpired term in the same manner as the original appointment. The Chairperson and other officers shall be chosen by a majority vote of said regular Council members. No regular or associate member officer shall serve more than three one-year terms in succession.*

**D. Salary.** No salary or compensation shall be paid to any **regular or associate** member of the Council ~~on Aging~~ for services rendered.

or act in any manner relating thereto.

Select Board recommendation:

**Summary:**

<p style="text-align: center;"><b>ARTICLE 11</b> <b>Government Study Committee</b> <b>Select Board</b></p>
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To see if the Town will vote to direct the Select Board to appoint a Government Study Committee pursuant to Section 304-21 of the Town of Lancaster's General Bylaw and consisting of **seven/nine members**, to (a) study the Town's form of government and governance, (b) examine models of government in comparable communities, (c) identify strengths and opportunities for growth and improvement in the Town's current government, (d) facilitate public engage on the committee's work, and (e) provide a written status report to the Select Board no later than March 15, 2023, and a final written report to Town Meeting no later than May 1, 2023, which recommends any amendments to the bylaws and governing practices so as to improve the Town's form of government and governance, or to act in any manner related thereto.

**Summary:**

**ARTICLE 12**  
**Unclassified Wage Schedule**  
**Select Board**

To see if the Town will vote to accept the Unclassified Wage Schedule effective July 1, 2023, as shown on the below chart, or act in a manner relating thereto.

Select Board recommendation:

Finance Committee recommendation:

**2.00% UNCLASSIFIED WAGE TABLE**

<b>FY23 GRADE</b>	<b>STEP 1</b>	<b>STEP 2</b>	<b>STEP 3</b>	<b>STEP 4</b>	<b>STEP 5</b>	<b>STEP 6</b>	<b>STEP 7</b>	<b>STEP 8</b>
1	14.54	14.29	14.91	15.51	16.16	16.82	17.52	18.24
2	16.00	16.66	17.34	18.07	18.81	19.59	20.40	21.25
3	17.35	18.28	19.02	19.84	20.65	21.38	22.27	23.19
4	18.99	19.78	20.61	21.46	22.34	23.26	24.22	25.23
5	20.37	21.23	22.12	23.02	23.96	24.95	25.99	27.06
6	21.08	21.93	22.87	23.81	24.79	25.81	26.88	28.00
7	22.76	23.72	24.71	25.70	26.76	27.86	29.02	30.22
8	23.74	24.73	25.76	26.82	27.93	29.08	30.29	31.54
9	24.80	25.83	26.89	28.00	29.16	30.36	31.62	32.93
10	27.07	28.22	29.39	30.61	31.86	33.17	34.55	35.99
11	30.75	32.01	33.38	34.75	36.18	37.66	39.23	40.85
12	31.52	32.80	34.16	35.61	37.08	38.60	40.21	41.87
13	34.43	35.88	37.37	38.93	40.53	42.19	43.94	45.76
14	38.49	40.09	41.78	43.51	45.30	47.15	49.11	51.15
15	40.60	42.26	44.04	45.89	47.74	49.70	51.77	53.91
16	42.19	44.17	45.41	47.70	49.67	51.71	53.86	56.09

**Summary:** *Accept the Wage Schedule for the non-union personnel*

**ARTICLE 13**  
**Discontinuance of Old Lunenburg Road**  
**Select Board**

To see if the Town will vote to discontinue and abandon a portion of a public way consisting of that triangular portion of "Old Lunenburg Road 1883 Town Layout" north of a stone wall located on the way as shown on a plan entitled "Plan of Land in Lancaster, Massachusetts" prepared by Hannigan Engineering, Inc. dated July 30, 2013 and recorded with the Worcester District Registry of Deeds in Plan Book 902 as Plan 36, and to see if the Town will authorize the Select Board to convey the discontinued and abandoned portion of the way by quitclaim deed for nominal consideration to Lancaster Property Management, LLC, the abutter to the way, with the area to be conveyed being shown on a plan prepared and recorded at the expense of Lancaster Property Management, LLC, or to act in a manner relating thereto.

*The Select Board recommendation:*

**Summary:** *This article proposes to abandon a portion of Old Lunenburg Road and transfer the underlying interest in the fee to Lancaster Property Management, LLC.*

**ARTICLE 14**  
**Zoning 40R**  
**Planning Board**

To see if the Town will vote as follows:

- (1) Add a new Section 220-8.9 to the Town of Lancaster's Zoning Bylaws, entitled "North Lancaster Smart Growth Overlay District", and comprised of the following sections: A. Purpose, B. Definitions, C. Applicability of North Lancaster Smart Growth Overlay District – Scope & Authority, D. Permitted Uses, E. Housing and Housing Affordability, F. Dimensional and Density Requirements, G. Parking Requirements, H. Traffic Impact Assessment, I. Plan Approval of Projects, J. Plan Approval Procedures, K. Plan Approval Decisions, L. Change in Plans after Approval by PAA, M. Design Standards, and N. Severability, and
- (2) Amend Section 220-4 by adding the following abbreviation in appropriate alphabetical order:

Abbreviation	Name of District
SGOD	North Lancaster Smart Growth Overlay District

- (3) Amend Section 220-5.B, by inserting a new subparagraph (7), as follows:

- (7) The North Lancaster Smart Growth Overlay District (SGOD) is defined on the Official Zoning Overlay Map, as specified at 220 Attachment 3.

- (4) Amend the Town of Lancaster's Official Zoning Overlay Map, 220 Attachment 3, to include the North Lancaster Smart Growth Overlay District, which district shall be comprised of the Assessors' Map 14 Lots 4.A, 4.F, 4.G, 4.H, 4.I, 4.J, 4.K, 4.L, 4.M, 4.N, 8.O, and 8.A;

Or to act in any manner relating thereto.

*The Planning Board recommendation:*

*Summary:*

**ARTICLE 15**  
**Zoning North Lancaster**

To see if the Town will vote to amend the Official Zoning Map of the Town of Lancaster, attached as 220 Attachment 2, by rezoning those portion of the parcel identified as Assessors' Map 8, Lot 45 located within the Residential District, to the Enterprise District, such that the entirety of said parcel is located within the Enterprise District, and as further shown on a plan entitled [REDACTED] and on file with the Town Clerk; or to act in any manner relating thereto.

*The Planning Board recommendation:*

*Summary:*

**ARTICLE 16**  
**Zoning Battery Storage**

**Waiting on language**

**ARTICLE 17**

Place holder

And you are directed to serve this Warrant by posting up attested copies thereof at the South Lancaster Post Office, the Center Post Office, the Fifth Meeting House and the Prescott Building, in said Town seven days at least before the time for holding said meeting. Hereof fail not and make due return of the Warrant with your doings thereon to the Town Clerk at the time and place of meeting aforesaid.

***SELECT BOARD OF LANCASTER***

\_\_\_\_\_  
**Jason A. Allison, *Chairman***

\_\_\_\_\_  
**Jay M. Moody, *Clerk***

\_\_\_\_\_  
**Alexandra W. Turner, *Member***

Date of Execution \_\_\_\_\_

DRAFT



**CONSTABLE'S CERTIFICATION**

*I hereby certify under the pains and penalties of perjury that I posted an attested a copy of this Warrant at the South Lancaster Post Office, the Center Post Office, the Fifth Meeting House, and the Prescott Building on the date attested. I further certify that this Warrant was posted in accordance with the By-laws of the Town of Lancaster and the provisions of M.G.L. c.39, §10.*

**Attest:**

\_\_\_\_\_  
**Constable Signature**

\_\_\_\_\_  
**Print**

**Date:**  
\_\_\_\_\_

**The full text of the Warrant is available in the Prescott Building and Thayer Memorial Library. The Warrant will also be available at Town Meeting.**



#4

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# TOWN OF LANCASTER

## OFFICE OF THE TOWN CLERK

Lisa J. Johnson  
Town Clerk

Amie C. Martin  
Assistant Town Clerk

EXCERPT OF THE SPECIAL TOWN MEETING HELD  
MONDAY, MARCH 21, 2022, 7:00 P.M.  
MARY ROWLANDSON ELEMENTARY SCHOOL AUDITORIUM  
**March 21, 2022 – SPECIAL TOWN MEETING VOTER ATTENDANCE: 76, 4 NON-  
VOTERS**

**Motion made by Alix Turner as read and seconded by Jason Allison. Four residents spoke up in favor and one question was asked and explained by Town Administrator Jeff Nutting, and Alix Turner answered a question asked by William O'Neil, Moderator. Number 2 (below) of Article 8 was excluded from the motion. Motion passed with a vote of Yes 69, No 2 and Abstain 0. Passed with Majority vote.**

**A True Copy Attest.**

**Lisa J. Johnson  
Lancaster Town Clerk**

<b>ARTICLE 8 Select Board</b>
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To see if the Town will vote to:

1. Authorize the Select Board to:

- a. petition the General Court for special legislation permitting the Commissioner of the Division of Capital Asset Management and Maintenance to convey a parcel or parcels of land located in the Town of Lancaster and owned by the Commonwealth of Massachusetts, including, but not limited to, 0 Old Common Road (Assessor's Parcel 039-0004), subject to the provisions of the special legislation; and
- b. acquire, by gift, purchase, or eminent domain, on such terms and conditions as acceptable to the Select Board, said parcel or parcels of land;

and

2. Raise and appropriate, transfer from available funds, or borrow a sum or sums of money to pay for all costs and expenses of the conveyance of said parcel or parcels of land to the Town of Lancaster pursuant to the special legislation, including but not limited to the purchase price of said land, any additional consideration for the portion or portions of said land retained by the Town of Lancaster for municipal purposes, required appraisals and surveys, site studies, environmental assessment, and recording fees.

701 MAIN STREET, SUITE 2, LANCASTER, MASSACHUSETTS 01523  
TEL: (978) 365-3326 FAX: (978) 368-4011

## Article 8 Motion

Move that the Town authorize the Select Board to petition the General Court for special legislation permitting the Commissioner of the Division of Capital Asset Management and Maintenance to convey a parcel or parcels of land located in the Town of Lancaster and owned by the Commonwealth of Massachusetts, including, but not limited to 0 Old Common Road (Assessor's Parcel 039-0004), as set forth below; provided, however, that the General Court may make clerical or editorial changes of form only to the bill, unless the Select Board approve amendments to the bill before enactment by the General Court; and provided further that the Select Board is hereby authorized to approve amendments which shall be within the scope of the general public objectives of this petition;

### AN ACT AUTHORIZING THE COMMISSIONER OF CAPITAL ASSET MANAGEMENT AND MAINTENANCE TO CONVEY A CERTAIN PARCEL OF LAND IN THE TOWN OF LANCASTER.

*Whereas, the deferred operation of this act would tend to defeat its purpose, which is to forthwith authorize the transfer of a certain parcel of land in the town of Lancaster, therefore it is hereby declared to be an emergency law, necessary for the immediate preservation of the public convenience.*

*Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:*

SECTION 1. Notwithstanding sections 33 to 37, inclusive, of chapter 7C of the General Laws or any other general or special law to the contrary, the commissioner of capital asset management and maintenance may convey certain parcels of land in the town of Lancaster owned by the commonwealth to the town of Lancaster subject to the provisions of this act. The parcels are shown on plans on file with the division of capital asset management and maintenance. The exact location and boundaries of the parcels to be conveyed shall be determined by the commissioner of capital asset management and maintenance based upon a survey.

The use of the parcels to be conveyed to the town shall not be restricted to use for municipal or other specific purposes; provided, however, that the town may so restrict the use of one or more of the parcels at a later date, in accordance with any applicable general and special laws. The parcels shall be conveyed by deed without warranties or representations by the commonwealth.

SECTION 2. As consideration for the conveyance of the parcels described in section 1, the town of Lancaster shall pay the commonwealth \$1.

SECTION 3. If the town of Lancaster sells or leases any portion of the parcels described in section 1, the net proceeds from such sale or lease as determined by the town of Lancaster and agreed to by the commissioner of capital asset management and maintenance shall be allocated between the town of Lancaster and the commonwealth in equal shares; provided, however, that the commissioner may agree to reduce the commonwealth's share of net proceeds to not less than 40 per cent in order to provide certain incentives to the town to sell or lease the parcels expeditiously. If the net proceeds, as so determined, is a negative amount, the commonwealth shall not be required to make any payments to the town of Lancaster.

SECTION 4. If the town of Lancaster decides to retain all, or any portion, of the parcels described in section 1 for municipal purposes, the town shall give written notice of such decision to the commissioner of capital asset management and maintenance and shall pay the Commonwealth additional consideration for the portion or portions of the parcels retained by the town of Lancaster for municipal purposes. Such additional consideration shall be the fair market value of the portion, or portions of the parcels retained by the town of Lancaster for municipal purposes as determined by the commissioner of capital asset management and maintenance based upon an independent professional appraisal, taking into consideration the restriction on the use of the portion or portions of the parcels to be retained by the town of Lancaster pursuant to this section. The inspector general shall review and approve the appraisal. The inspector general shall prepare a report of such review of the methodology utilized for the appraisal and shall file the report with the commissioner of capital asset management and maintenance, the house and senate committees

on ways and means and the joint committee on state administration and regulatory oversight.

In addition, the town of Lancaster shall agree, in a written document to be recorded with the Worcester registry of deeds, that the portion or portions of the parcels to be retained by the town of Lancaster pursuant to this section shall be used solely for municipal purposes, which document shall include a reversionary clause that stipulates that if the portion or portions of the parcels to be retained by the town of Lancaster for municipal purposes cease at any time to be used for municipal purposes, title to the portion or portions which is, or are, no longer used for municipal purposes shall, at the election of the commonwealth, revert to the commonwealth. Said reversionary clause shall contain provisions requiring that the town of Lancaster receive reasonable notice of and a reasonable time to cure any allegation that the parcel is not being used for the purposes set forth in this section.

SECTION 5. Notwithstanding any general or special law to the contrary, the town of Lancaster shall pay for all costs and expenses of the sale of the parcels to the town of Lancaster pursuant to this act as determined by the commissioner of capital asset management and maintenance including, but not limited to, the costs of any recording fees and deed preparation related to the conveyance and all costs, liabilities and expenses of any nature and kind related to the town's ownership of the parcel; provided, however, that such costs shall be included for the purposes of determining the net proceeds of the town's sale or lease of any portion of the parcels described in section 1. The town of Lancaster shall also pay for any appraisal undertaken pursuant to section 4, the cost of which shall not be included for purposes of determining net proceeds.

SECTION 6. If the town of Lancaster does not complete the purchase of the parcels described in section 1 on or before December 31, 2023, then notwithstanding sections 33 to 37, inclusive, of chapter 7C of the General Laws or any other general or special law to the contrary, the commissioner may sell, lease for terms of up to 99 years, including all renewals and extensions, or otherwise grant, convey or transfer to purchasers or lessees an interest in the parcels described in section 1 or portions thereof, subject to this section and on such



terms and conditions that the commissioner considers appropriate.

The commissioner of capital asset management and maintenance shall dispose of the parcels or portions thereof pursuant to this section using appropriate competitive bidding processes and procedures. Not less than 30 days before the date on which bids, proposals or other offers to purchase or lease the parcels or portions thereof are due, the commissioner shall place a notice in the central register published by the state secretary pursuant to section 20A of chapter 9 of the General Laws stating the availability of the parcels or portions thereof, the nature of the competitive bidding process and other information that the commissioner considers relevant, including the time, place and manner for the submission of bids and proposals and the opening of the bids or proposals.

Notwithstanding any general or special law to the contrary, the grantee or lessee of the parcels described in section 1 or any portions thereof pursuant to this section, shall be responsible for costs and expenses of such sale or lease of the parcels or portions thereof to such grantee or lessee, including, but not limited to, costs associated with deed preparation and recording fees related to the conveyances and transfers authorized in this section as such costs may be determined by the commissioner of capital asset management and maintenance.



#5

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## **We Long For A Town Where We Go Hard On The Issues And Easy On The People**

*We long for civility.*

We long for a Town where people focus more on what we have accomplished, with pride and amazement, and focus less on what remains to be done, with frustration and criticism.

Where people come together to meet real challenges with resolve and good humor, and a willingness to work collaboratively. Where finding a reasonable compromise is considered a win.

Where we can disagree, without being disagreeable, and people are civil, respectful, and supportive, even in the face of disagreement.

Where broad generalities and stereotypes are not raised over differences of opinion.

Where there is an appetite for increased listening to others, and where opinions are allowed to evolve and change.

Where we worry more about the common good than a single agenda.

We long for a Town where residents take the time to go past the headlines, learn about the issues, and ask questions.

Where civility and common courtesy prevail, and dialogue builds us up without breaking us down.

Where we can leave the past behind us and grasp the opportunities that await us.

Where we no longer assume the worst in others, that secret agendas disappear, and that honesty and civility are not considered slanderous and outdated.

We long for that Town.

*We long for welcoming.*

We long for a Town where everyone feels respected and safe.

Where we are as happy to greet our neighbors as we are to cheer for the home team.

Where cancel culture is discredited.

Where working toward a vision of an equitable future and shaping economic development are not construed a conflict of interest.

Where we make space in our thinking to accept different points of view, not just the fashionable ones, and where we live is in line with our values.

Where neighbors from all parts of our Town can prosper.

Where our Town is a place welcome to all who enter, and compassion rules the day.

Where the only class that matters is the life-long learning one.

This is the Town that we long to see.

*We long for a sense of place.*

We long for a Town where people stop looking at all the bad, and start looking at what an amazing Town we live in.

Where our cities keep building beautiful spaces, and nature and sustainability are at the forefront of our lives.

Where people smile when they wave to you, and the roads are in such good shape that you can look beyond them while driving.

Where the Town brings out the best in us, and our dreams can become reality.

Where animals roam free, and we take the time to slow down and enjoy the view.

We long for that Town.

*We long for local government to be valued.*

Where public service is appreciated and respect for public employees is the norm.

Where local government creates as much customer satisfaction as the most successful private business.

Where residents who have questions about their community reach out for answers before turning to social media.

Where Town management is an honorable profession, and elected officials are respected for their commitment.

Where the way we always did it is not is the standard.

We long for that Town.

*We long for Collaboration.*

We long for a Town where problems are seen as opportunities, where success and failure are shared, and credit and blame are of less consequence.

Where people are inspired by empathy, coming together to meet challenges with resolve and good humor and a willingness to work collaboratively.

Where residents are resilient, positive, and display a wicked sense of humor.

Where people take their responsibilities seriously, without taking themselves too seriously.

Where people focus on what unites us and use our commonalities to achieve shared goals.

Where we achieve our goals because everyone recognizes we are on the same team, whether or not we all agree on the same game plan, and where our leaders foster and encourage this environment, rising above discord.

Where residents understand the impact of local government on their daily lives and are willing to collaborate to make their community exceptional.

Where people take satisfaction and pride in all that we have accomplished together as a community, extending the benefit of the doubt that what remains to be done will get done by the good people, both elected and professionals, to whom we entrust the task.

We long to build that Town. Where we go hard on the issues, and easy on the people.

**Kate Fitzpatrick,  
Town Manager  
Needham, MA**





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March 22, 2022

To: Select board

From: Jeff Nutting, Interim Town Administrator

Subject: Keating Peer Review Consultant

I have reached out to CEI for a quote to perform a peer review of the Keating permit and operations.

CEI is the peer review firm for the Lancaster Community Development Office related to the Goodridge Estates. Please see the proposed scope of work and fee. Bob will be available by zoom but also has a Planning Board meeting this evening so maybe we can take him out of order.





COMPREHENSIVE  
ENVIRONMENTAL  
INCORPORATED

41 Main Street  
Bolton, MA 01740  
508.281.5160

March 15, 2022

Lancaster Select Board  
Attn: Jeff Nutting, Interim Town Administrator  
701 Main Street  
Lancaster, MA 01523

**Re: Peer Review Services for P.J. Keating Company  
998 Reservoir Road, Lunenburg, MA**

Dear Mr. Nutting:

Comprehensive Environmental Inc. (CEI) is pleased to provide the Lancaster Select Board with this proposal for peer review of the P.J. Keating Company facility located at 998 Reservoir Road in Lunenburg (the Site) and associated performance standards and monitoring as required per the Site's current Special Permit to Remove Earth Products (Special Permit; issue date of March 7, 2022).

CEI proposes to provide the following review services:

- CEI will provide technical review of the current Special Permit and related Site documents and plans as provided by the Town. These documents will be reviewed to develop recommendations related to conditions included in the current Special Permit and potential conditions for future Special Permits (e.g., additional recommended monitoring protocols, monitoring locations and parameters, performance standards for schedules for inspections and reporting, etc.).

Site documents provided by the Town for CEI review include the following:

- P.J. Keating Company, Town of Lancaster - Special Permit to Remove Earth Products (permit issue date March 7, 2022)
- P.J. Keating Company, Town of Lancaster - Special Permit to Remove Earth Products (permit issue date January 25, 2020)
- P.J. Keating Company, Town of Lancaster - Special Permit to Remove Earth Products (permit issue date January 25, 2005)
- Quarry Closure Plan Circa 2042 (S.J. Mullaney Engineering, Inc., rev. date 2/17/2022)
- SWPPP Figures 1-4 (TRC, January 2022)
- Site Plan – Drainage from Quarry to Lake Shirley (TRC, February 2022)
- Photo Log – Easter Brook Entering Lake Shirley (P.J. Keating, 2/24/2022)
- P.J. Keating Mining Plan 2022-2023 (P.J. Keating, 1/28/2022)
- Aerial Image of Quarry Seismograph Locations (2/22/2022)
- Lunenburg's Water System PWS ID # 2162000 (from MassDEP Online Map Viewer)
- Review of Application for Special Permit – Update (Tighe & Bond, 2/1/2022)
- Aerial Image of Extent of Existing Fence Around Quarry (Google Earth image)
- P.J. Keating Existing Conditions Plan (S.J. Mullaney Engineering, Inc., 1/26/2022)

- Response to Resident Questions and Concerns, Application for Special Permit Earth Products Removal, P.J. Keating Company (Tighe & Bond, 2/28/2022)
- One (1) visit to the Site to review site conditions related to the Special Permit and potential conditions for future Special Permits. Site features assessed during the site visit will include, but are not limited to, the following:
  - Active and future work areas for earth removal and related site work
  - Hydrogeologic monitoring locations and related equipment (i.e., groundwater monitoring wells, pressure transducers, weather monitoring stations, stormwater flow measurements, etc.)
  - Dewatering practices, including associated data collection practices and equipment
  - Sediment and erosion control practices, including practices to prevent off-site migration of sediment laden water associated with dewatering
  - Dust control practices
  - Seismic monitoring locations
  - Perimeter controls, including exclusion fencing for Site safety/security
  - Other specific site issues and concerns as requested by the Select Board
- Preparation of a draft and final review letter. CEI will provide the draft letter for review and comment by the Select Board and will finalize the letter based on review comments received.
- CEI attendance at a Select Board public hearing to discuss the peer review findings.

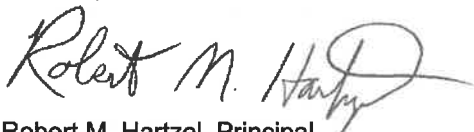
CEI will provide the above services for **Thirteen Thousand and Nine Hundred and Forty Dollars (\$13,940)**, billed on a time and materials basis, and is available to start immediately upon Notice to Proceed.

Additional review letter iterations, major submittals or revisions, site visits, meetings, or other requested tasks can be completed according to the following hourly rates:

- Senior Peer Review Engineer/Scientist \$235/hour
- Project Review Engineer/Scientist \$165/hour
- Staff Engineer/Scientist \$110/hour
- Travel will be charged at \$0.58 per mile.

If this agreement meets with your approval, please indicate your acceptance by signing below and returning one copy to me. Please feel free to contact me at (508) 281-5201 or [rhartzel@ceiengineers.com](mailto:rhartzel@ceiengineers.com) if you have any questions or wish to discuss this further. We look forward to working with the Lancaster Select Board on this review project.

Sincerely,



Robert M. Hartzel, Principal  
Comprehensive Environmental, Inc.

**ACCEPTED BY:**

**[Your signature below will serve as authorization for CEI to proceed with the scope of work on the above referenced project.]**

\_\_\_\_\_  
**Signature**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Name (Printed)**

\_\_\_\_\_  
**Title**





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**The Commonwealth of Massachusetts**  
William Francis Galvin, Secretary of the Commonwealth  
Massachusetts Historical Commission

March 11, 2022

Heather Lennon, Chairperson  
Lancaster Historical Commission  
701 Main Street, Suite #1  
Lancaster, MA 01523

RE: FY 2022 MHC Survey and Planning Grant Award

Dear Ms. Lennon:

I am pleased to inform you that your proposed project has been selected for an allocation of \$15,000 from the Massachusetts Historical Commission's FY 2022 Survey and Planning Grant Program. This award will support the Lancaster Historic Cemeteries National Register Nominations project.

Please keep in mind that project work can begin only after the MHC executes a contract with you that specifies the scope of grant-assisted work and defines responsibilities and deadlines under applicable laws and regulations.

Please respond in writing to Michael Steinitz, MHC Deputy State Historic Preservation Officer, no later than Friday, April 15th with your intention to accept the grant allocation.

MHC will contact all Local Project Coordinators in April, and will schedule a Coordinators meeting by Zoom in May to review the provisions and requirements of the grant contract, to discuss your work program, and to discuss consultant procurement procedures. Attendance at this meeting is mandatory for all Local Project Coordinators as a condition of the grant. A Local Project Coordinators Manual will be forwarded to you separately.

The MHC looks forward to working with you toward the successful completion of your project. Please contact Michael Steinitz at MHC with any questions regarding the grant program or this award. We sincerely hope that this grant allocation will help you achieve your preservation goals.

Sincerely,

A handwritten signature in cursive script that reads "Brona Simon".

Brona Simon  
Executive Director  
State Historic Preservation Officer  
Massachusetts Historical Commission



# *Town of Lancaster*

## *Office of the Select Board*

*701 Main Street, Suite 1*

*Lancaster, MA 01523*

*Jason A. Allison, Chair  
Jay M. Moody, Clerk  
Alexandra W. Turner, Member*

*Jeff Nutting, Interim Town Administrator  
Kathleen A. Rocco, Executive Assistant*

March 28, 2022

Michael Steinitz, Deputy State Historic Preservation Officer  
Massachusetts Historical Commission (MHC)  
220 Morrissey Blvd.  
Boston, MA 02125

RE: FY 2022 MHC Survey and Planning Grant Award

Dear Mr. Steinitz:

I am pleased to inform you that it is our intention to accept the \$15,000 grant allocation from the MHC's FY22 Survey and Planning Grant Program. We understand that this grant will support the Lancaster Historic Cemeteries National Register Nominations project.

It is understood that that project work can begin only after the MHC executes a contract with us that specifies the scope of the grant-assisted work and defines responsibilities and deadlines under applicable laws and regulations.

As a condition of the grant, Heather Lennon, Lancaster Historical Commission's (LHC) Chairperson and Local Project Coordinator, has agreed to attend all meetings to review provisions and requirements of the grant contract as well as to discuss consultant procurement procedures.

The town of Lancaster and the LHC look forward to working with you towards the successful completion of this project. We greatly value this opportunity to partner with you to achieve our preservation goals.

Sincerely,

Jason Allison, Chair  
Lancaster Select Board

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## APPOINTMENTS AND RESIGNATIONS

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# **Town of Lancaster Massachusetts**

## **DEPARTMENT OF INSPECTIONAL SERVICES**

701 Main St Lancaster MA, 01523

978-365-3362 ext. 1310

# Memo

**To: Select Board**

**From: Brian Gingras – Building Inspector**

**Date: March 22, 2022**

**RE: Appointment of Jeremy Pierce as Alternate Plumbing Inspector**

At the suggestion of our current Plumbing Inspector, Ken Poulin Jr, I request that the Select Board appoint Jeremy Pierce to be the new Alternate Plumbing Inspector for the town of Lancaster. I have personally met with Jeremy and have determined that he is qualified to be the Alternate Plumbing Inspector and is a good fit for this department.

3-22-22

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**Brian Gingras**



# Town of Lancaster Massachusetts

## DEPARTMENT OF INSPECTIONAL SERVICES

701 Main St Lancaster MA, 01523

978-365-3362 ext. 1310

# Memo

**To: Select Board**

**From: Brian Gingras – Building Inspector**

**Date: March 22, 2022**

**RE: Appointment of John Cain as Alternate Electrical Inspector**

At the suggestion of our current Electrical Inspector, Dennis Monteiro, I request that the Select Board appoint John Cain to be the new Alternate Electrical Inspector for the Town of Lancaster. I have personally met with John and have determined that he is qualified to be the Alternate Electrical Inspector and is a good fit for this department.

3-22-22

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**Brian Gingras**

March 19, 2022

Lancaster Board of Selectman  
Main Street  
Lancaster, MA 01523

To the Lancaster Board of Selectman,

My name is Stephen Mudgett, a lifelong resident and fourth generation farmer in the town of Lancaster, (Deershorn Farm). I would like to be considered for the opening on the Agricultural Committee. I have served on different boards within the Town of Lancaster over the years and now feel that I could best represent the town as an Agricultural Member.

Born and raised in town, farmed all my life, I have a four-year bachelor's degree in Horticulture and a minor in Business, and to this day continue the legacy of a farming family. I have a great connection with farmers in town and surrounding towns. I feel I could be a great asset to the Agricultural Community and provide helpful information and knowledge as the Agricultural world evolves from old to new methodologies.

Please consider me for this position and I look forward to the opportunity.

Sincerely,



Stephen A. Mudgett  
241 Chace Hill Road  
Lancaster, MA 01523  
Cell: 978-771-4185  
Home: 978-368-7947

## Kathi Rocco

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**From:** Jeff Nutting  
**Sent:** Thursday, March 17, 2022 2:00 PM  
**To:** Kathi Rocco  
**Subject:** FW: Resignation

**From:** vpetraccapublic@gmail.com <vpetraccapublic@gmail.com>  
**Sent:** Thursday, March 17, 2022 1:50 PM  
**To:** 'MARILYN LARGEY' <malargey@comcast.net>; jaymdy@comcast.net; Alexandra Turner <aturner@lanasterma.net>; Jason A. Allison <JAllison@lanasterma.net>  
**Cc:** carolyn@ncmhabitat.org; 'Frank Streeter' <fstreeter@mac.com>; bwilliams159@comcast.net; Jeff Nutting <JNutting@lanasterma.net>  
**Subject:** RE: Resignation

On behalf of the Affordable Housing Trust, we very much regret Marilyn's resignation and will greatly miss her presence with us. Marilyn is a seasoned professional in the social services industry, a cherished resident and also a former town staff member.

Marilyn, thank you so much for joining us on our affordable housing journey in Lancaster. We look forward to seeing you again soon and wish you and your family all the best.

Victoria

**From:** MARILYN LARGEY <malargey@comcast.net>  
**Sent:** Thursday, March 17, 2022 1:23 PM  
**To:** jaymdy@comcast.net; aturner@lanasterma.net; jallison@lanasterma.net  
**Cc:** carolyn@ncmhabitat.org; Frank Streeter <fstreeter@mac.com>; bwilliams159@comcast.net; vpetraccapublic@gmail.com; jnutting@lanasterma.net  
**Subject:** Resignation

March 17, 2022

To: Town of Lancaster, Select Board,

CC: Members of the Lancaster Affordable Trust Committee and Interim Town Administrator.

It is with regret that I must resign my position as Ex Officio from the Lancaster Affordable Housing Trust.(LAHT)

The importance of work /life balance is the deciding factor for this decision.

I cannot stress enough the significance of the LAHT to the future of Lancaster. Safe affordable housing is the cornerstone of a healthy community. I have the upmost respect and admiration for the hard work and accomplishments of the LAHT members and have faith in their abilities to make the right choices for the Town of Lancaster.

Respectfully,

Marilyn Largey

2 Redstone Hill Rd

The contents of this email and any attachments are the property of the Town of Lancaster Massachusetts and subject to the Public Records Law, M.G.L. c. 66, section 10. When writing or responding, please remember that the Massachusetts Secretary of State's Office has determined that email is a public record and not confidential.

