



LANCASTER SELECT BOARD
Regular Meeting Agenda via ZOOM™
Monday, September 20, 2021
6:00 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 A. Allison will call the meeting to Order at 6:00 P.M. via ZOOM™
Join Zoom Meeting

Join Zoom Meeting

<https://us02web.zoom.us/j/86120780392>

Meeting ID: 861 2078 0392

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II. PUBLIC COMMENT PERIOD

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.

III. APPROVAL OF MEETING MINUTES

Review and take action on Regular Meeting Minutes August 16, 2021, September 8, 2021 and Special Meeting Minutes of August 26, 2021.

IV. SCHEDULED APPEARANCES & PUBLIC HEARINGS - NONE

V. BOARDS, COMMITTEES AND DEPARTMENTS REPORTS -

- Planning Board Chair, Russ Williston – to discuss plans on the next steps for North Lancaster
- Board of Health - to discuss Covid vaccinations for Town Employees

VI. TOWN ADMINISTRATOR REPORT

Town Administrator Orlando Pacheco will update the Select Board on the following:

- American Rescue Plan Act (ARPA) Funding Allocation



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- Commission on Disability Town Wide Survey
- Hazard Mitigation Plan Update
- Human Resource Director Appointment
- Special Town Meeting Articles follow-up

VII. ADMINISTRATION, BUDGET, AND POLICY

1. Discussion on Department Assistant for Community Development & Planning (CDP)
2. LLEC Earth Product Removal – Public Hearing Waiver (Town Administrator)

VIII. APPOINTMENTS AND RESIGNATIONS

Appointments (Votes may be taken)

Personnel Board – Staggered terms of three years

- Jean Bean
- Jay Riley
- Denise Hurley
- Stan Starr
- Ann Fleury

Economic Development Committee

- Lenay Yorko

Memorial School Re-use Committee

- Linda Cutler, Council on Aging representative

Resignations

Assistant Wiring Inspector

- David Hinckley, effective October 31, 2021

IX. LICENSES AND PERMITS

Application for License Theatrical Exhibitions, Public Shows, Public Amusements and Exhibitions of Every Description Held on Weekdays and Sundays

Applicant: Dean and Flynn, Inc. dba Fiesta Shows

Event: Fiesta Shows in partnership with Bolton Fair, Inc. to host 2nd Annual Lancaster Holiday Light Show.

Operating Dates: November 24, 2021 – January 2, 2022

Operating Hours: Sunday – Thursday – 5pm-10pm

Friday – Sunday, Holidays 5pm- 11pm

X. OTHER/UNFINISHED BUSINESS

- **Annual Town Report**
Estimated due date for the Annual Town Report will be December 2021
- **Code of Conduct Policy**



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Comments to be forwarded to Select Board members for their review and discuss in an upcoming meeting.

- **North Lancaster Settlement**

Town Administrator will work with Capital Group and to get the Assignment and Assumption Agreement and once that is received can move forward with the closing as soon as possible, and to have this resolved. If this cannot be turned around soon, Town Administrator will ask Capital Group to formally state why and to provide that in writing. If there is a refusal in the request, the Town will need to engage Town Counsel.

- **Division of Capital Asset Management and Maintenance (DCAMM)**

Select Board member Alix Turner will work with Executive Assistant to set up dedicated with Select Board and DCAMM on Wednesday, September 29, 2021.

- **Aggregation**

Town Administrator will have Colonial Power attend the next Energy Commission meeting.

- **Gazebo Ramp**

Materials have been ordered and the goal is to have this complete by Halloween.

- **Status Barrett Planning Group**

To be an agenda item in a future Select Board meeting

- **Audit Services**

Powers & Sullivan is under contract for the FY22 Audit. This can be a future agenda item for the Select Board.

- **0 Hardy Street**

Value has been re-adjusted to \$1,100.00. Property was listed as buildable but is a non-buildable land locked parcel. Town Administrator would like to look into the title work on this parcel.

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 special meeting will be held via Zoom on Wednesday, September 29, 2021 at 6:00pm.
- Select Board's next regular meeting will be held via Zoom on Monday, October 4, 2021 at 6:00pm

XIII. ADJOURNMENT

III. APPROVAL OF MEETING MINUTES



**LANCASTER SELECT BOARD
Regular Meeting Minutes
Of August 16, 2021**

I. CALL TO ORDER

Chairman Jason A. Allison called the Regular Meeting of the Board of Selectmen to Order at 6:00 P.M. via ZOOM™. Present were Select Board members Jay M. Moody, and Alexandra W. Turner and Town Administrator Orlando Pacheco.

Join Zoom Meeting

<https://us02web.zoom.us/j/85750090755>

Meeting ID: 857 5009 0755

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II. PUBLIC COMMENT PERIOD

6:00 P.M. 6:00 P.M. – 6:10 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*

No Public Comment Submitted

III. APPROVAL OF MEETING MINUTES

Review and take action on Regular Meeting Minutes August 2, 2021.

A vote was taken to approve the Regular Meeting Minutes of August 2, 2021. Seconded. Jason A. Allison vote Aye, Jay M. Moody vote Aye, Alexandra W. Turner vote Aye. [3-0-0]

IV. SCHEDULED APPEARANCES & PUBLIC HEARINGS

- Director of Community Development and Planning Search Committee

Mark Grasso, Chair, will provide update and status report regarding recruitment of this important position. Discussion on Planning Board's letter regarding Town Planning Director.

Mr. Grasso provided the Select Board with a final job posting authored by the Search Committee. Mr. Grasso noted that there was substantial disagreement regarding the reporting structure, therefore was removed as a compromise. He further stated that who manages the Planning Director will have to be dealt with at a later date.

Mr. Grasso posed to the Select Board if they would approve the ad and authorize the expenditure to post it through the Massachusetts Municipal Association (MMA) as well as several other organizations. It was noted that the ad will be posted for forty-five (45) days, however interviews will begin as soon as there are appropriate applicants.

Mr. Allison asked the Mr. Pacheco to get an opinion from the Town's Labor Counsel regarding language for a potential reporting structure and how it works in the existing town bylaw.

- Public Hearing (continued from August 2, 2021) LLEC's Application for Special Permit to Remove Earth Products Renewal.

Jim Simpson was present on behalf of LLEC to request a renewal of his Earth Products Removal Permit. Mr. Simpson explained that very little actual earth removal is taking place and the primary use has been bringing in topsoil to be screened. The activity on site has been limited to 1-2 trucks per days. Mr. Simpson stated that much of the site has been reclaimed naturally.

Mr. Allison requested the Town Administrator follow up on the letter sent from the Planning Board.

Ms. Turner stated that while things looked good there were a few due diligence items she wanted to address 3 items prior to issuing any approval. The confirmation of the surety (bond) was in place, the location and reading of the monitoring well that Tighe and Bond identified as not being able to find, and a site visit conducted by the board to review any of the operations.

Mr. Simpson welcomes the site visit. She said the well is on site but the vegetation most like has hidden the well from view. He stated he will locate the well and take a reading.

If he can not locate the well, he committed to installing another groundwater monitoring well.

The Board closed the public hearing.

V. BOARDS, COMMITTEES AND DEPARTMENTS REPORTS - NONE

VI. TOWN ADMINISTRATOR REPORT

Hazard Mitigation Plan Update

Town Administrator Pacheco reported that they are starting work on developing a new Hazard Mitigation Plan (HMP) with the assistance of Montachusett Regional Planning Committee (MRPC). He noted that he has spoken with the Town's CARES Act liaison and the funding source is appropriate. The Plan will take at least 6 months to complete. The HMP, once approved by the Massachusetts Emergency Management Agency (MEMA), will also make the Town eligible for a number of federal emergency management/public safety related grant programs. Previously, there was a regional plan developed by MRPC that is not going to be updated. The expected cost will be \$25,000.

Vaccination Clinics

The Town has hosted 2 additional vaccination clinics through the Board of Health. Town Administrator Pacheco noted that they have vaccinated an additional 60 residents through these clinics. He further noted that they are continuing to collaborate with the State as well on the mobile vaccination van to provide additional services to any residents, including assisting neighboring towns when available.

Main Street (117) Bridge

Mr. Pacheco reported that Beta Group Inc., the Town's design engineer is close to finalizing the 100% design plans for the Main Street Bridge on 117 (this is located by the Bartlett Pond Recreational Area). A copy of the 25% design is attached. The design will have to be submitted to MassDOT for final approval and a cost estimate put together. The Board and Finance Committee should discuss a financing plan. Mr. Pacheco noted that he did secure a \$500,000 grant for the project and expects the cost to come in near \$2 million based on the discussions with the engineer; the bridge must meet stream crossing standards which is a cost driver for the project.

VII. ADMINISTRATION, BUDGET, AND POLICY

1. Formalize Special Town Meeting Schedule (Allison)

The Board tentatively set a Special Town Meeting date for October 4, pending notification and feedback from other boards and committees. Mr. Pacheco suggested that while he

thought the next Town meeting would be indoors that he did not think things were headed in that direction. Mr. Pacheco stated there were some articles already in the works and that having a Special Town Meeting would alleviate the workload for the Annual Town Meeting. The Special Town Meeting would need to be posted 14 days prior to the meeting

Mr. Turner stated that Board needs to consider in the future when to open and close the warrant and advise residents of any other items.

2. Discussion on insert with the next tax bill explaining Community Preservation Act (CPA) and the way to apply for the exemptions (Moody)

Mr. Moody requested that an insert be placed in the property tax bills explaining to people what the Community Preservation Act (CPA) is and that exemptions are available for those who qualify. Mr. Moody provided a sample. Mr. Pacheco stated that this could be done as long as it did not increase the postage. Mr. Allison suggested that the document be put in a pdf and placed on the website

3. Honor Madison Hughes for being a member of the US Olympic Rugby Team (Moody)

Mr. Moody wanted to acknowledge the accomplishments of Madison Hughes as Captain of the US Rugby team and provided an article from the Telegram. The Board suggested that once Town Meeting is finalized that Mr. Hughes be invited to be recognized by the Town

4. Discussion on the status of the Atlantic Union College tax lawsuit (Turner)

The Board discussed the resolution of the tax dispute between the Town and Atlantic Union College. Ms. Turner stated that there are a lot of number out there in terms of liability to the Town and there needs to be a clear idea of the impact. Mr. Pacheco stated he believe that's why the Board of Assessors has been looking to meet in executive session prior to just putting numbers out. Ms. Turner also suggested that perhaps any final agreement would need to be approved by the Board. Mr. Pacheco stated that the Assessors are not asking for resources so I assume there will resolve the matter entirely within the overlay.

Mr. Moody asked if this had any impact on the sale of the college. Mr. Pacheco responded that he didn't think so although any funds would provide cash for improvements needed to move the process along.

VIII. APPOINTMENTS AND RESIGNATIONS

Re-Appointments

John Ledoux to the Board of Sterling-Lancaster Community Television (SLCT), term to expire 9/2024

Moved to appoint John Ledoux to the Board of Sterling-Lancaster Community television (SLCT), term to expire 9/2024, Seconded. Vote taken, Jason A. Allison Aye, Jay M. Moody Aye, Alexandra W. Turner, Aye. Vote passed [3-0-0]

Appointments

Kristen Fox to the Board of Assessors – Kristen Fox, term to expire 6/30/2022

Moved to appoint Kristen Fox to the Board of Assessors, term to expire 6/30/2022. Seconded. Vote taken, Jason A. Allison Aye, Jay M. Moody Aye, Alexandra W. Turner, Aye. Vote passed [3-0-0]

Resignations

Andrea Kiuru-Shepard as Recreation Director effective immediately

Moved to accept the resignation of Recreation Director Andrea Kiuru-Shepard, effective immediately. Seconded. Vote taken, Jason A. Allison Aye, Jay M. Moody Aye, Alexandra W. Turner, Aye. Vote passed [3-0-0]

Donna Rosander from the Cultural Council, effective immediately

Moved to accept the resignation of Cultural Council member Donna Rosander, effective immediately. Seconded. Vote taken, Jason A. Allison Aye, Jay M. Moody Aye, Alexandra W. Turner, Aye. Vote passed [3-0-0]

IX. LICENSES AND PERMITS - NONE

X OTHER/UNFINISHED BUSINESS

- **Annual Town Report**

Mr. Pacheco stated the Town Clerk has started to start compiling reports/work with departments. Mr. Allison requested if Mr. Pacheco could set a date for completion. That is not setting a deadline for staff as it will not get done well, but to give the Board more of an idea on expectation. Mr. Pacheco stated he would work with the Town Clerk to get this done and Mrs. Rocco is supporting the effort. Most departments have submitted reports and it should be done in a few months, but he would have to speak with the Town Clerk regarding a timeframe.

- **Code of Conduct Policy**

Comments received from public are on file with BOS

- **Evaluation of Town of Lancaster Website/Communication Committee**

Mr. Pacheco stated was not sure what the actual scope was. Mr. Allison ask that he go back and review the previous meeting, but the Board did give an indication of the charge. Mr., Pacheco stated that he would get the vacancies posted

- **North Lancaster Settlement**
Mr. Pacheco gave the Board an update and stated that
- **DCAMM Land Sale Partnership**
Select Board member Alix Turner to discuss site walk scheduled with DCAMM/Meeting Scheduled for 9/29/21
- **Aggregation**
Mr. Pacheco stated that the Energy Commission met last week and they are currently review the aggregation as well as other issues. Waiting for Select Board to advise on percentage of additional renewables, if any. Solicit new pricing after decision made.
- **Gazebo Ramp**
The Fire Association is putting the estimate together for the materials and expect to place the order in the next week. All work should be completed by Halloween
- **Department Assistant (CDP)**
Mr. Pacheco reported that Deb Dennis does have some Senior Tax work-off help. Deb is working with Sandi on additional temp. help but nothing finalized yet
- **Assessor Search**
The Board is looking to schedule interviews in the coming days and coordinating with HR
- **Open Meeting Law (OML)/Records Training**
Mr. Pacheco stated that Attorney Mark Reich was scheduled to do the training on August 25th at 6pm via zoom and the event would be posted on the Town Calendar
- **Town Counsel Request for Proposal (RFP)**
The RFP was finalized being prepared for advertising. Mr. Allison asked if Mr. Pacheco had received a list of forms from HR yet. Mr. Pacheco stated he would confirm with the HR Director and make sure those parties received the RFP directly. It would also be posted in the MMA's Beacon, and goods and services bulletin.
- **Review Renewal of Special Permit to Remove Earth Products for John E. Kanis, Inc.**
Select Board moved to approve the Special Permit to Remove Earth Products for John E. Kanis, Inc., Seconded. A vote was taken. Jason A. Allison vote Aye, Jay M. Moody vote Aye, Alexandra W. Turner vote Aye. Motion passed. [3-0-0]
Ms. Turner stated there was some concern about the cost of the inspection and perhaps the Town should consider another vendor. Mr. Pacheco responded that there was value in the continuity of service and the cost to the vendor should be what determines the Town's vendor for performing services. Ms. Turner did re-iterate that it was not about Tighe and Bond or the Services the Town receives, as much as a good practice to re-bid services on a more regular basis.
- **Status Barrett Planning Group**
Mr. Pacheco stated that he felt the only path forward was a reserve fund transfer for the Planning Board. Mr. Allison stated this may be something we just won't agree on but Orlando is preparing a Memo and we can review at the next meeting.
- **Audit Services**
Powers & Sullivan is under contract for the FY22 Audit; Ms. Turner stated that the Town needs to decide how its going to bid these services at some point in the future.

XI. NEW BUSINESS *

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

Mr. Allison noted that he recently received free tickets to the Annual Bolton Fair from the Bolton Fairgrounds, Inc., in which he gave his tickets to town employees. Ms. Turner noted that she gave her tickets to Seniors.

XII. COMMUNICATIONS

- Town Offices will be closed on Monday, September 6, 2021 for Labor Day.
- Select Board's next regular meeting will be held via Zoom on Wednesday, September 8, 2021 at 6:00pm

XII. ADJOURNMENT

Seeing no further business, Ms. Turner made the Motion to adjourn and Moody Seconded. It was unanimously voted.

Respectfully submitted

Jay M. Moody Clerk
Approved and accepted:



**LANCASTER SELECT BOARD
Special Meeting Minutes
Of Thursday, August 26, 2021**

I. CALL TO ORDER

Chairman Jason Allison called the meeting to Order at 6:00 P.M. via Zoom. He noted that the meeting was being recorded.

Zoom Meeting <https://us02web.zoom.us/j/87498755681>
Meeting ID: 874 9875 5681

Roll call was taken, Alex Turner, present, Jay Moody, present, Jason Allison present. Also present were Town Administrator Orlando Pacheco and Human Resources Director Sandi Charlton.

II. PUBLIC COMMENT PERIOD - NONE

III. APPROVAL OF MEETING MINUTES - NONE

IV. SCHEDULED APPEARANCES & PUBLIC HEARINGS - NONE

V. BOARDS, COMMITTEES AND DEPARTMENTS REPORTS - NONE

VI. TOWN ADMINISTRATOR REPORT - NONE

VII. ADMINISTRATION, BUDGET, AND POLICY - NONE

VIII. APPOINTMENTS AND RESIGNATIONS

Mr. Allison reviewed the format for tonight's meeting. The purpose of the meeting was to interview two candidates for the position of permanent Principal Assessor. An interview was scheduled with Bobbi-Jo Williams at 6:05 pm, and with Rena Gagne at 6:20 pm. It was explained that the process would mimic the process previously used for Town Clerk interviews. Each candidate would be welcome to make an opening statement, during which time both candidates were in the room. Following this, each member of the Select Board would have three prepared questions for each candidate, with the same questions asked of each candidate. During

the Question and Answer period, candidate not being addressed would be asked to leave the room. After the question period, the Select Board would deliberate and then decide which candidate was selected for the position.

Mr. Moody had questions on the recommended minimum requirements, specifically regarding certification from the Massachusetts Association of Assessing Officers (MAAO). Ms. Turner stated that she hoped this would come up during the interviews and that Mr. Pacheco could be asked to gather more information on certification after the interviews if needed.

Mr. Allison recognized Bobbi Jo Williams and asked her to make an introductory statement.

Ms. Williams thanked the Select Board for the opportunity to speak. She has worked for the Town of Lancaster for almost six years. She stated that she has taken continuing education for the length of time she has worked for the Town. She now lives in Berlin, but was a former Lancaster resident, raising her family in Lancaster.

Mr. Allison invited Ms. Turner to ask the first questions, encouraging the Board to ask the same questions of each candidate. Ms. Turner deferred to Mr. Moody.

Mr. Moody asked Ms. Williams if she were willing to be certified and what the timeframe would be. Ms. Williams replied that she has completed six of the eight required courses, finishing most recent with a 90. She hopes to complete certification before winter, but the scheduling of courses will be up to the MAAO. She explained that this would mean she would be certified in calendar year 2022; once she completes the last two courses she would then complete her application and send it to the Association with all her completed certificates and then wait for their action.

Mr. Moody asked Ms. Williams to explain the process for setting the tax rate and the process for getting a tax abatement. Ms. Williams stated that as the Assistant Assessor she has not been fully exposed to the process of setting the tax rate but that she has participated in parts of this and has been part of the classification hearing. She went on to state that she is very much involved in creating procedures and wants to create procedures so that if she were absent, another individual could follow the process without any questions. She stated that although setting the tax rate would be new for her this year, she felt comfortable that there is enough support in the office and at the DOR (Department of Revenue) to make the process happen without problems. She stated that she has a close working relationship with other individuals in the Town Hall. Regarding abatements, Ms. Williams stated that she currently processes abatements so she is confident that she could handle those.

Mr. Moody asked a further question about abatements; Ms. Williams clarified that the Board of Assessors approves abatements after she has prepared the paperwork.

Mr. Moody asked Ms. Williams if she believed in and supported the CPA (Community Preservation Act). Ms. Williams stated that as an employee of the Town of Lancaster,

processing the paperwork for the CPA is part of her job, that it will take a little bit of education but that she has no problem doing the work.

Mr. Allison next recognized Ms. Turner. Ms. Turner stated that she herself wears two hats, so she asks this question both as an employee and as a Selectman, and asked Ms. Williams to describe a time that she had to work with an angry resident and how she provided quality customer service. Ms. Williams stated that the entire time she has worked in Lancaster she has not had to deal with an angry resident. She has dealt with residents who needed something explained, such as a procedure based on Massachusetts General Law (MGL). Ms. Williams stated that this is an area in which she excels, and that she has had several years of compliance experience and that she is very familiar with interpretation of MGL. Additionally, based on her prior experience as Vice President of a bank, she stated that when dealing with an angry customer listening is the most important thing, they want to be heard, and they want someone to sympathize with them.

Next, Ms. Turner asked Ms. Williams to describe her work style and an ideal work environment. She asked Ms. Williams what types of tasks motivate her, and what situations cause her stress in the work environment and how she manages her stress.

Ms. Williams said that what motivates her is that there is so much work in the office that there is never not something to do. She stated that she is very much about attention to detail and likes to be in compliance. She likes to go above and beyond and to give more than is required. She stated that she does not take out her stress on anyone else and prides herself on being an extremely professional person at work. She talked about her enjoyment of professional improvement.

Ms. Turner asked a follow-up question about Ms. Williams' work style and ideal work environment. Ms. Williams stated that she is very efficient and pays attention to detail.

Ms. Turner asked for additional details on Ms. Williams certification, stating that the MAAO offers courses 100 to 600 and asked specifically which courses Ms. Williams has completed. Ms. Williams explained that she has taken them in the prescribed order and has completed the required first course, then Principles of Assessing Procedures, then Comparable Sales Approach to Value. Then the International Assessing Organization came into play, and she completed Fundamentals of Real Property Appraisal, Appraisal of Land, and the Income Approach Evaluation which she has just completed. She still needs to complete courses five and six; these are usually offered Spring, Summer, and Winter.

Mr. Allison's turn for questions was next. He asked Ms. Williams what three qualities were most important for a Principal Assessor. Ms. Williams responded that those would be knowledge of the laws, attention to detail, and willingness to attack a lot of information.

Mr. Allison asked Ms. Williams if she had ever worked with a Board of Assessors, and what did she understand her relationship with this Board to be? Ms. Williams replied that the most important part of her role is to be responsible for communication, providing the Board with

documentation and information that they need to be able to go through the process of approving abatements and exemption applications. She stated that in the 5-1/2 years that she has been doing this there has been no need for the Board to come back for additional information.

Mr. Allison asked again if Ms. Williams had worked with a Board of Assessors. She explained that she works with them now, and that she has worked with Board member Deb Sanders for 5-1/2 years.

Mr. Allison asked Ms. Williams to describe how she organizes, plans, and prioritizes her work, especially in an environment that offers walk-up service, and asked her to give some examples of work she has done that required attention to detail and meeting deadlines. Ms. Williams explained that everything in the Assessors' Office requires attention to detail; for example, because currently she is in the office by herself, she has had to prioritize items that are date or time sensitive. She stated that interruptions are a normal part of the day and that she likes to take care of these items right there and then. If it's something requiring more attention, she takes the information and gets back to the person. She explained that her day includes emails and phone calls, and thinks it is important to get back to someone immediately to let them know that their message has been received and that she is working on their need.

Mr. Allison asked, if a resident of Lancaster asked her to describe what a reevaluation is and why it's needed, how would Ms. Williams explain the process. Ms. Williams answered that it's important to communicate that these values are set per MGL as of January 1. There is then a 30 day window for residents to file an abatement. During the 30 days, the Principal Assessor researches the situation and then puts the application before the Board of Assessors. Generally, the Assessor then goes out to the property to re-assess and make sure that they have all the information needed. She stated that there is now a statement on the tax bills that mentions this.

Mr. Moody asked Ms. Williams to describe a time that she made a mistake at work and how she handled it. Ms. Williams stated that she could not think of a specific example, but perhaps she might have provided a resident with incorrect information, in which case she would have contacted them immediately and then created a procedure and a "cheat sheet" to ensure that the error did not happen again. She stated that she also thinks that it is important to be able to tell people that she will get back to them if research is needed, rather than give incorrect information.

Ms. Turner asked Ms. Williams what types of software she has been using for assessing, what types of GIS software she is familiar with, and in what way she uses GIS software. Ms. Williams answered that the Assessors' Office recently went through a conversion that was very successful. She spoke about several different software packages and explained that the GIS system is used for mapping, is updated annually, and that she uses it frequently to compile abutters lists. She additionally spoke about another software package used to create excise tax bills, and that the many systems all have to talk and coordinate with each other.

Mr. Allison asked Ms. Williams how her coworkers would describe her. Ms. Williams said that they would describe her as bubbly, cooperative, reliable, independent, knowledgeable, and a team player.

Mr. Allison asked Ms. Williams if she were offered the position, when would she be able to start. Ms. Williams stated that since she is already doing the job, it would be immediately.

At this point, Ms. Williams was asked to leave the room and candidate Rena Gagne was admitted. Mr. Allison explained the process to Ms. Gagne and invited her to make an opening statement.

Ms. Gagne currently works in Chelmsford in the Assessors' Office and has been there for six years. Prior to that she worked for Vision doing sales work. She is looking to advance her career, be closer to home, and advance in the field of assessing.

Mr. Moody asked Ms. Gagne to explain the tax rate setting process and the process for getting a tax abatement. Ms. Gagne answered that the abatement season, if you disagree with your value, is January 1 to February 1. She explained that this is the "maintenance season." Regarding setting the tax rate, the DOR certifies values and then it goes to the Select Board for approval and then the rate is basically set.

Mr. Moody asked if Ms. Gagne had experience with the CPA (Community Preservation Act). Ms. Gagne replied that yes, she hands out the forms for the applications that are then reviewed and decided upon by the Board of Assessors. She explained that her current role is to check the returned packets for completion and to make sure they qualify.

Mr. Moody asked Ms. Gagne if she was in the process of trying to get her certification. Ms. Gagne explained that some of the qualifications have changed and that due to COVID some of the courses have not been available although prior to two years ago she had taken some courses. She would estimate that it would take about two years to complete assuming that courses are available.

Ms. Turner asked Ms. Gagne to describe a time that she had to deal with an angry resident, and to explain how she provided quality customer service. Ms. Gagne stated that she has always had good rapport with customers and taxpayers, and basically she keeps calm, reassuring the person that she will look at their issues and try to come to an agreement. She relayed an incident during which she was in the field doing an inspection and encountered a very angry person who had just lost his job. She politely apologized for disturbing him, thanked him for his time, and left.

Next Ms. Turner asked Ms. Gagne to describe her work style, her ideal work environment, and secondly, what tasks motivate her, what situations cause her stress in the work environment, and how she handles stress.

Ms. Gagne stated that she has a tendency to stay calm. She explained that she is very organized, very diligent, and likes her work done on time. She likes to keep up with daily tasks. She said that upcoming deadlines might cause stress, but since these are known in advance, staying organized and calm avoids stress. She likes to use file folders and other tools to avoid chaos and to stay focused.

Ms. Turner asked specifically which of the six courses Ms. Gagne had passed toward certification, and if hired would she continue working toward certification.

Ms. Gagne stated that she would absolutely finish her certification if hired. She had done the first and second DOR courses and passed, but failed the International Association of Assessing Officers (IAAO) course that she took during COVID. She has been to a number of conferences that offered education on topics such as cell towers, solar fields, and personal property.

Ms. Turner asked when Ms. Gagne believed she could finish her certification. Ms. Gagne said that she would like to complete it within a year, but that it depended on the availability of courses.

Mr. Allison asked Ms. Gagne to list the three most important qualities for a Principal Assessor. Ms. Gagne answered that the first one would be honesty, especially in municipal government, and then diligence and patience.

Next, Mr. Allison asked Ms. Gagne if she has ever worked with a Board of Assessors, and how she viewed her role in relationship to that Board. Ms. Gagne asked if the Lancaster Board of Assessors was elected or appointed. Ms. Gagne said that assuming that the Principal Assessor was not a Board member, the role is just to facilitate and make sure that the Board has the information they need to do their job. She explained that in her current position she prepares all the exemption information at abatement time, she has done field work for abatements. She has delivered packets to Board members' homes during COVID and has processed documents that come in over the counter.

Mr. Allison asked Ms. Gagne to describe how she organizes, plans, and prioritizes her work, especially in an environment that offers walk-up service, and asked her to give some examples of work she has done that required attention to detail and meeting deadlines.

Ms. Gagne explained that she does all the new growth and building permits for residential property and that she has done some commercial items. Because Chelmsford, where she currently works, is a 653 community, she has six months to manage the new growth. She enters the building permits in their software system and then goes out in the field and does the inspections. All new growth has to be entered by June 30, so she is always mindful of dates.

Mr. Allison asked, if a resident of Lancaster asked what a property assessment reevaluation is and why it's needed, how would Ms. Gagne explain this?

Ms. Gagne said she would explain that the Town is valuing their property and that they are trying to be fair and equitable. She would review values with the taxpayer and explain how the value is determined. She explained that the value is determined based on the property, the size of the land, the acreage, and that this is all included in their software system. The system then calculate the value.

Mr. Moody asked Ms. Gagne to talk about a time she made a mistake at work, to describe the situation, how she handled it, and what she learned from it. Ms. Gagne recalled that she had made an error in the body of a newspaper article, and that the taxpayer involved called. She explained that this was early in her job, and that she had apologized, looked at everything, and made the needed changes. Additionally, she talked about as late as last year, that she had done an inspection but had not been allowed inside the building, and had made some incorrect assumptions. Once they were allowed inside, they had to adjust the value.

Ms. Turner asked about the type of software that Ms. Gagne has used for assessing, and about her familiarity with GIS software. Ms. Gagne discussed a variety of software packages including Vision, and talked about the use of Patriot field cards. She is familiar with Eagle View, a GIS package. She talked about doing entry and downloads daily to stay current with work.

Mr. Allison asked Ms. Gagne how her coworkers would describe her. She spoke about the great team that she currently works with, and that she loves her current work environment but would like to advance in her career. She stated that coworkers would say that she is considerate, conscientious, polite and fun.

Mr. Allison asked Ms. Gagne, if offered the job, when would she be able to start. Ms. Gagne stated three weeks.

With conclusion of the interviews, Ms. Williams was invited back into the meeting room.

The Select Board held lengthy discussion about the requirements for the Principal Assessor position, and if completion of certification was a requirement, or if a candidate could be offered the position if they had not completed certification. Mr. Allison asked Sandi Charlton, Human Resources Director, to address the issue. Ms. Charlton discussed discrepancies in the job description for the position. Mr. Allison asked Mr. Pacheco if this needed to be a requirement. Discussion continued as to whether or not the job description was accurate, when it was written, and if certification was a preferred or mandatory requirement.

Mr. Pacheco stated that certification appears to be a preferred requirement but not a mandatory requirement and that it appears that the confusion was from an old compensation and classification study. Mr. Allison stated that he would like the following on record, "Okay, so Orlando, I want this on record here, because the reason I'm a little frustrated, this Board needs to make an important decision and we need to understand if this whole section, education, special requirements knowledge, ability and skill, physical requirements is recommended or are those required?"

Mr. Pacheco stated that he does not believe, for the purposes of appointment, that it is a requirement. Mr. Allison stated that he wants a definitive answer, not a belief. Mr. Pacheco stated it is not a requirement. It was also stated that the prior Principal Assessor was not certified. Mr. Allison stated that he will follow up on the job description.

Education requirements were discussed; Ms. Charlton offered an opinion that there was not a requirement per se for a Bachelor's degree since the documentation mentioned degree or equivalence.

Ms. Turner would like job descriptions and compensation to be reviewed for accuracy. Mr. Pacheco pointed out that some of the clarifications needed are union issues. It was determined that the job description should be sent to Ms. Charlton for review. Mr. Moody would like to get a legal opinion. Mr. Allison suggested that this information could be clarified later, but that the Select Board needed to go ahead and appoint a Principal Assessor.

Ms. Turner suggested that a job offer could be made with a subject to a timeframe to achieve certification. Mr. Moody supported this idea but Mr. Allison stated that complications could arise if the person in the position does not become certified. Mr. Allison suggested modifying the salary range so that certification put the position in a higher pay range, or making certification part of the yearly performance review.

Ms. Charlton noted that the job description is subject to change by the employer and in response to questions from Mr. Moody and Ms. Turner, offered the opinion that certification is not a legal requirement. She reminded the Select Board that changes to the terms of employment, including changes to salary structure, would be subject to union negotiation.

Mr. Allison returned to Mr. Pacheco, stating that, in his opinion, the Select Board wanted to update the job description to position it so that the Principal Assessor is certified. Mr. Pacheco noted that while MAA certification is desirable, experience may be more valuable.

Mr. Allison suggested that Mr. Pacheco be tasked with successful negotiation with the Union, discussing certification within a timeframe and/or monetary aspects as an incentive. An example would be that the person must acquire the MMA certification within 18 months, and if they do, they receive a certain percentage adjustment in salary.

Mr. Allison asked the Board members to offer their opinions on the candidates and to rank them as number one and number two.

Mr. Moody ranked Ms. Williams as #1 because of her experience in Lancaster and her further steps toward certification, and Ms. Gagne as #2, stating that it was close and that both candidates were worthy.

Ms. Turner ranked Ms. Williams as #1 because of her familiarity with the town and because she is closer to receiving certification. She noted that she especially liked Ms. Gagne's answer to the question about dealing with angry customers and her explanation of software.

Mr. Allison ranked Ms. Williams as #1, slightly ahead of Ms. Gagne. He noted that Ms. Williams has nothing but positive reviews from her current position in Lancaster and that her experience is excellent and that Ms. Gagne presented herself very well.

More discussion was held about certification and about consequences for the position if the person fails to meet the requirement in the requested timeframe. Mr. Pacheco noted a similar situation where the Massachusetts Treasurer Collectors' Association has a special law on the books where certification requires additional compensation, referring the Select Board to MGL Chapter 59, Additional Compensation of Assessors for courses of study.

The Select Board concurred that they would like Ms. Charlton and Mr. Pacheco to work through the details and come back to the Board with proposals.

Mr. Allison requested a motion appointing Bobbi Jo Williams as Principal Assessor following the conclusion of successful union negotiations by Mr. Pacheco and Ms. Charlton, as approved by the Select Board. Ms. Turner made the motion as requested. Mr. Moody seconded the motion. The Board agreed that this would be on the September 8 meeting, and that the board would need materials more than 48 hours prior to the meeting; Ms. Turner would like agenda items 4-5 days prior to the meeting.

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

IX. LICENSES AND PERMITS

X. OTHER/UNFINISHED BUSINESS

XI. NEW BUSINESS

XII. COMMUNICATIONS

XIII. ADJOURNMENT

Select Board member Alix 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

Jay M. Moody Clerk
Approved and accepted:



LANCASTER SELECT BOARD
Regular Meeting via ZOOM™
Wednesday, September 8, 2021 6:00 P.M.

I. CALL TO ORDER

Chairman Jason Allison called the meeting to Order at 6:00 P.M. via Zoom. He noted that the meeting was being recorded.

<https://us02web.zoom.us/j/82752443922>

Meeting ID: 827 5244 3922

Roll call was taken, Alex Turner, present, Jay Moody, present, Jason Allison present. Also present were Town Administrator Orlando Pacheco.

II. PUBLIC COMMENT PERIOD

6:00 P.M. – 6:10 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.

Chairman Allison read the following into the Minutes:

Dear Selectboard members with copy to Planning Board and Conservation Commission,

I am making a formal public request that the Select Board expedite the 2017 Settlement to either investigate if a settlement breach is happening or if there is a specific reason for its delay. It is 4 years next month. The posted Select Board agendas for several months now lists the same ambiguous status.

I am also formally requesting that the Select Board make a decision one way or another on its position with respect to 702 LLC's claim that the parcels for trade referenced in the 2017 settlement agreement are also to be credited towards open space set aside for this current Capital Commerce Center project on Lunenburg and McGovern Roads. In response to the normal MEPA public comment process, the developer's engineering firm, Bohler Engineering, sent me a copy of Attorney Thomas Bovenzi's letter to the MEPA analyst, Purvi Patel, appearing to state the Town of Lancaster's position on its behalf that the 2017 Settlement Land was sanctioned by the Town to serve as open space set aside for the Capital Commerce Center project filed with MEPA. I have sent you copies of this letter previously. Thank you.

Sincerely,
Cara Sanford. Speaking opinion as private Lancaster citizen

Dear Select Board Members,

Please see appended comments below regarding North Lancaster Land Use Agreement sent to the Board over a year ago. The response received from the Town Administrator on 8/13/20 indicated that discussions were under way to resolve this, but that it was the responsibility of the Select Board to execute the Agreement.

At that time, Mr. Pacheco confirmed that the Town had been paid and that North Lancaster, LLC had received the land they were promised. He indicated that a deeds for the Town's parcels were being prepared and reviewed by Town Counsel. A year has passed, but the Agreement has still not been completed.

Almost four years have passed since the Select Board approved the Agreement. The Town has not received the parcels it was promised and the Conservation Commission has not received reimbursement for expenses that was agreed to.

Again, I would suggest answering the following questions:

- 1) Who is responsible for executing the Agreement?
- 2) What actions must be taken to complete the Agreement?
- 3) What is the schedule for completion of these actions?

I would ask that the Town Counsel, who was paid to draft the terms of the Agreement, be asked to attend the next Select Board meeting to resolve these issues. I would appreciate your timely resolution of this matter.

Sincerely,
Greg Jackson -- Resident
Lancaster, MA

III. APPROVAL OF MEETING MINUTES

Review and take action on Regular Meeting Minutes August 16, 2021. - **Tabled**

IV. SCHEDULED APPEARANCES & PUBLIC HEARINGS

6:10 PM. NOTICE OF PUBLIC HEARING PETITION FOR JOINT OR IDENTICAL POLE LOCATIONS

Under the provisions of Chapter 166, Section 22 of the General Laws, and any additions thereto or amendments thereof, a Public Hearing is scheduled for Wednesday at 6:10 pm on September 8, 2021 **via ZOOM** to consider a petition submitted by National Grid and Verizon New England, Inc.,

requests permission to locate poles, wires, and fixtures, including the necessary sustaining and protecting fixtures, along and across the following public way:

Lunenburg Road – National Grid to install 1 JO Pole on Lunenburg Road beginning at a point approximately 13 feet northwest of the centerline of the intersection of Laurel Hill Road/Lunenburg Road. New residential development being fed from new riser pole 9-5. LANCASTER SELECT BOARD

Discussion:

Mr. Greg Jackson asked if there were going to be trees removed and if so, has the Tree Warden been notified.

The National Grid Representative stated there are no requests for removal of trees.

Mr. Moody made the Motion to close the Public Hearing at 6:22pm. Ms. Turner Seconded. Jason A. Allison vote Aye, Jay M. Moody vote Aye, Alexandra W. Turner vote Aye. Amendment passed. [3-0-0]

Ms. Turner made the Motion to grant permission to install JO (Jointly owned) pole on Lunenburg Road. Mr. Moody Seconded. Jason A. Allison vote Aye, Jay M. Moody vote Aye, Alexandra W. Turner vote Aye. Amendment passed. [3-0-0]

V. BOARDS, COMMITTEES AND DEPARTMENTS REPORTS

- **Recreation Commission – Discussion on Recreation Director Vacancy**

Recreation member Win Clark stated that their Recreation Director has resigned last month and is strongly advocating to have that job posted as soon as possible. He explained that the Recreation Director is needed as the programs have expanded significantly, pointing to the Thayer Memorial Park Renovation, tech programs and art programs. He further stated that with the Community Preservation Act, they were poised for another level of growth. Recreation Commission member Michelle Currier stated that they have expanded many programs for the Town and would like to continue to build these programs up.

Ms. Turner noted that the Recreation Director position is budgeted for and the Finance Committee should get involved. She suggested that the HR Director sit down with Recreation Commission and have her manage the job description for Recreation Director. She commented that this would be a good opportunity and supports this has a whole.

Mr. Clark stated that they would like to revisit the job description and would want to narrow down the highest priorities and with the help from the HR Director, it would be appreciated.

Mr. Moody inquired about the finances and amount of money brought in from the Recreation. He noted that many of the programs suffered due to Covid.

Mr. Allison stated that he is an advocate of the Recreation Commission, and he will do

whatever he can to grow the Recreation Commission.

Mr. Clark pointed out that income coming in is not their goal, but improvement of quality of life is.

VI. TOWN ADMINISTRATOR REPORT

Town Administrator Orlando Pacheco will update the Select Board on the following:

- **Legal Services Request for Proposals (RFP)**

Mr. Pacheco reported that the RFP for Legal Services has been sent to a list of law firms provided by Human Resources, as well as advertised in the Goods and Services Bulletin, the MMA (Massachusetts Municipal Association) Beacon, and on the Town website. Responses are due back 11/8/2021 at 4 pm.

- **Other Post Employee Benefits (OPEB) Returns**

The Town has now earned over \$1 million in income from the OPEB Trust Fund, with investments from the Public Reserves Investment Trust (PRT) fund. The Town itself has contributed \$1,942,838. The current OPEB Trust value is \$3,048,145 as of June 30, 2021.

- **Potential Special Town Meeting Warrant Articles**

With the Board looking to have a Special Town Meeting (STM) in October, Mr. Pacheco has compiled a preliminary list of potential articles for inclusion in the Warrant.

1. Police Chief removal from Civil Service
2. NGRID Easement for Electric Vehicle Charging Stations
3. Potential zoning change (North Lancaster)
4. Lunenburg Road discontinuance
5. Capital item(s):
 - a. Water Meters (DPW) \$250,000
 - b. Cemetery tree cutting (Historical Commission) \$15,000
 - c. MRE/LBMS Boiler (NRSD) \$100,000

- **Vaccination Clinics**

The Board of Health has scheduled vaccination clinics on September 13, 14, October 4, 5, and 13. All those in need of a vaccination are encouraged to attend.

- **Cultural Council Appointments**

The Lancaster Cultural Council currently has three members which is insufficient to be able to vote to allocate funds under the Massachusetts Cultural Council. The Town must have a minimum of five members to be able to vote and approve requests and we should expand the recruitment efforts. Applicants are limited to two (2) three (3) year terms.

- **OpenGov Software Platform**

Mr. Pacheco reported that we have received permission through CARES to implement the OPENGov software platform. This is part of the Goals and Objectives to make information more easily accessible to residents. The budgeting and financial module we are utilizing will make data easier to access and understandable for residents not directly involved with municipal finance. It will also provide a more clear and transparent way to get information, without having to go through the town staff. The one-time conversion cost is \$56,000. We expect to have a “draft” ready for deployment by 12/31/21.

- **American Rescue Plan Act (ARPA) of 2021**

As part of the potential ARPA (American Rescue Plan Act of 2021) one of the funding categories is Water Infrastructure (along with sewer and broadband). In working with the DPW they have prepared a list of water line main replacements. This is not a prioritized list since the amount of line replacement would depend on funds allocated.

VII. ADMINISTRATION, BUDGET, AND POLICY

1. Discussion on Lancaster Economic Planning (Allison)

- a) Lancaster Master Plan Implementation
https://www.ci.lancaster.ma.us/sites/g/files/vyhlf4586/f/uploads/plan_implementation_element_vix.pdf
- b) Lancaster Economic Develop Plan (Allison)
https://www.ci.lancaster.ma.us/sites/g/files/vyhlf4586/f/uploads/economic_development_plan.pdf

Mr. Allison gave an overview on the Lancaster Master Plan Implementation and Lancaster Economic Develop Plan. *(Please see attached)* Mr. Allison noted that the town is at an economic crossroad and it is critical that North Lancaster and the Route 2 corridor is developed. He further noted that the Town may be losing \$50 Million a year due to the lack of economic development. He spoke about the plan for North Lancaster and the 40R on Capital Group property which covers deficiencies of the types of business and improvements needed by the town to create revenue. Mr. Allison stated that there needs to be a focus in figuring out North Lancaster and pointed to the importance of the Economic Development Committee. He further stated that he would want to change up the appointed boards and committees if people deviate from advancing economic development in the Lancaster. Ms. Turner stated that Conservation Commission were also involved in the land use and while the Economic Development Committee is currently focused on Capital Group, they should be looking at the whole town including South Lancaster.

2. Open Meeting Law support request (Allison)

Mr. Allison would like a subject matter expert on Open Meeting Law to work with the Select Board to ensure that they are in compliance. Ms. Turner noted that this is part of Mr.

Pacheco's role; she also notes that in the past she has called the Secretary of State's office or Town Counsel if she had questions. Mr. Pacheco cautioned the Board that they are responsible for their individual behaviors, although he certainly will advise as asked. Mr. Allison noted that he needs Mr. Pacheco to come forward if he sees any action that is non-compliant. It was noted that in addition to the seminar recently presented to Town boards and committees, the Attorney General's office offers seminars several times annually.

3. Discussion on Select Board meeting minute generation (Moody)

Mr. Moody stated that he thinks that Mrs. Rocco should be present at every meeting to take minutes; Ms. Turner concurred. Mr. Allison stated that he thinks that the expectation should be that minutes are taken; there may be problems with Zoom, and that he thinks that it is up to Mr. Pacheco to make sure that minutes are taken. Mr. Moody thinks that the Executive Assistant needs to take minutes at every meeting. Ms. Turner expressed concern because at a recent meeting Zoom did not record minutes. Mr. Allison agreed that the expectation should be that minutes are done and that it is up to Mr. Pacheco to make it happen. Mr. Pacheco explained that while minutes are legal documents, recordings are not, and he wanted to make sure that the perception was that any issue with recording was a rare occurrence.

4. Senior Work-off Application with back up. (Moody)

Mr. Moody questioned recent paperwork received from Mr. Pacheco; his belief was that the Select Board had recently approved the application for the Senior Work-off Program but not other paperwork. Ms. Turner stated that there were some errors, or compliance issues, with the new form, and that there should not be an "asset test." Mr. Allison recalls that the Board agreed to adopt whatever the Town of Shirley had. Mr. Pacheco explained that Lancaster's regulations do not match the Shirley form; while Lancaster is adhering to the newly adopted form, the regulations do not match. Ms. Turner would like to remove restrictive regulations. Mr. Pacheco explained that the regulations, such as income limits, could be regulated, but that the Select Board had not done so, and he had provided paperwork to explain this to the Board. Mr. Moody moved to remove Lancaster's regulation, adopting Shirley's form only. Ms. Turner seconded. Mr. Allison asked Mr. Pacheco to explain the impact of deleting the regulations. Ms. Turner would prefer that the term guidelines was used instead of regulations and believes that the current regulations/guidelines are onerous. Ms. Turner would like to amend the presented motion to keep the form, but for Mr. Moody to work with Nicole of the Council on Aging to determine if the regulations/guidelines should be abolished or amended. Mr. Allison seconded.

Select Board member Ms. Turner offered a motion to amend the motion to keep the form adopted from the Town of Shirley but for Mr. Moody to work with the Council on Aging to determine if the current regulations/guidelines should be abolished or amended; seconded by Mr. Allison. Jason A. Allison, Aye, Jay A. Moody, Aye, Alexandra W. Turner, Aye. [3-0-0]

Returning to the original (now amended) motion, Jason A. Allison, Aye, Jay A. Moody, Aye, Alexandra W. Turner, Aye. [3-0-0]

5. Change the date of Town Meeting. (Moody)

Mr. Moody stated that this had been covered earlier in the meeting. Ms. Turner asked if anything was time-critical for the Fall Town Meeting. Mr. Pacheco stated that if the easement for National Grid was not completed by Thanksgiving that it could carry over until next year, and that if the Police Chief moving from Civil Service was dealt with it would be a good thing. Mr. Allison stated that he does not want any Board to hold up the process but that the date does not have to be set in stone right now. It was agreed that Mr. Pacheco will provide some financial impact numbers for the next meeting. Mr. Allison stated that outreach will be important for this Special Town Meeting.

6. Select Board's role in the Coronavirus Aid, Relief and Economic Security (CARES) Act and the full accounting of all spending and reimbursements (Moody & Turner)

Ms. Turner stated that she thinks that this topic was covered earlier. She went on to state that this is an important topic; Mr. Moody concurred. Mr. Turner would like to form an ARPA Advisory Committee to monitor and approve spending.

7. Discussion on Vaccine Mandates (Turner)

Ms. Turner would like a Town mandate, ensuring that all Town employees have received the COVID vaccine. She went on to talk about the business impact to Lancaster if there is no impact, and that insurance costs may rise in towns without a mandate. Mr. Moody suggested weekly testing as an adjunct to vaccination. Mr. Allison would like to hear a motion rather than sharing his opinion before a motion is offered.

Ms. Turner asked Mr. Pacheco how many town employees are not vaccinated; Mr. Pacheco stated four. Ms. Turner moved to mandate COVID vaccines to all town employees, with the exception of employees with religious or health reasons; employees who do not wish to comply are subject to weekly testing on their own time and at their own expense.

Discussion: Mr. Allison stated that in his opinion the Board of Health needs to be involved in this decision. It was agreed that the Select Board needs to understand the ramification of a mandate and that the Board needs to act concurrently with the Board of Health.

Vote taken on previously presented motion; Jason A. Allison No; Jay Moody, Abstain; Alexandra W. Turner Aye. Voted failed for lack of majority. [1-1-1].

Mr. Allison asked Mr. Pacheco to explain the protocol for the Select Board to ask other boards to attend a Select Board meeting; Mr. Pacheco explained that the Select Board could invite independently elected Boards to meet jointly, but that other boards would attend as a professional courtesy rather than as a requirement.

Mr. Allison moved to allow Ms. Turner to formally invite the Board of Health to a joint upcoming meeting. Mr. Moody seconded. Vote taken, Jason A. Allison, Aye; Jay Moody, Aye, Alexandra W. Turner, Aye. Motion passed, [3-0-0].

VIII. APPOINTMENTS AND RESIGNATIONS

Appointments

Personnel Board – Staggered terms of three years

- Jean Bean
- Jay Riley
- Denise Hurley
- Stan Starr

Mr. Allison stated that he would entertain a motion to appoint the above listed individuals. Ms. Turner noted that at the Select Board meeting of August 2, Ms. Bean's application had been received, and that Mr. Moody had contacted individuals on the street listing who might be likely candidates; Ms. Turner's recollection is that the deadline for applications was second meeting in September. Mr. Moody stated that he has had several conversations with the HR (Human Resources) Director, and that the HR Director told him that applicants should have a background in HR. Mr. Allison stated that he had listened to the tape of the 8/2/21 meeting, and that his belief was that appointments would happen at tonight's meeting. Ms. Turner stated that she has notes from the 8/2/22 meeting, and that she disagrees. Ms. Turner states that she has spoken extensively with the HR Director. She states that the HR Director believes that there are flaws in the Bylaw that creates and defines the Personnel Board and that a Board should not be formed and convened prior to correction of the Bylaw at a Town Meeting or Special Town Meeting. Ms. Turner stated that this is similar information as to what she conveyed to the Recreation Committee at their meeting last night. Mr. Pacheco stated that based on his meetings with Ms. Charton, HR Director, that she needs to articulate the specific issues with the current Personnel Bylaw prior to action by the Select Board; Mr. Pacheco suggests that since he and the members of the Select Board seem to have different interpretations of conversations with the HR Director, the Board needs to meet as a whole with Ms. Charton to clarify outstanding issues. No action was taken on this topic.

Finalize Principal Assessor Appointment

At Mr. Allison's request, Mr. Pacheco reported that he has met with the Union and the HR Director, Sandi Charton. The HR Director prepared a memo to the Select Board, included in tonight's packet, allowing Ms. Williams to be appointed as Principal Assessor at Step 2, with a move to Step 3 effective July 1, 2022. The Board would make a good faith effort to adopt the State statute allowing for advancement upon certification (similar to statutes in place for the Treasurer/Collector and the Town Clerk, dependent on Town Meeting approval), for additional compensation of up to 10%, not to exceed \$1,000 annually. The agreement states that the Principal Assessor would be certified within eighteen (18) months to receive this additional pay. Mr. Pacheco, at Mr. Allison's request, reviewed the definition of certification. Mr. Allison asked if there were additional requirements for the Principal Assessor to complete continuing education requirements; no per Mr. Pacheco. Ms. Turner questioned the job description based on confusion at prior meetings; she also questioned the

consequences if the Principal Assessor fails to meet certification goals. Mr. Pacheco reiterated that Town Meeting action would be incumbent on attaining certification, and that certification does not change grade or step, but authorizes an additional \$1,000 annually. Mr. Pacheco will add this item to the list of potential articles for a Special Town Meeting.

Ms. Turner moved appoint Bobbi Jo Williams as Principal Assessor effective September 13, 2021. Seconded by Mr. Moody.

Discussion: Ms. Turner noted that she would like clarification as to what happens if Ms. Williams fails to become certified; Mr. Pacheco explained that she would not receive the additional compensation.

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

Mr. Allison thanked Ms. Williams and welcomed her to her new position on behalf of the Select Board.

Select Board Finance Liaison - to be determined

Mr. Pacheco noted the Finance Committee has this item on their next meeting agenda. Mr. Allison suggested that Mr. Moody might want to take on this position due to his role approving warrants, or that Ms. Turner might be interested due to her role working with CARES money, or that he might be interested due to his interest in long-term planning.

Mr. Allison moved to appoint Mr. Moody as the Select Board's liaison to the Finance Committee. Ms. Turner seconded the motion but wanted to note that there should be a scheduled agenda item whereupon this individual reported back to the Select Board on a regularly scheduled basis. Ms. Turner had additional questions as to how Open Meeting Law would impact this position. Mr. Pacheco explained that it is important to recognize that Select Board members cannot speak solely as individuals, but that they must recognize their status as Board members. Vote taken. Jason A. Allison, Aye, Jay A. Moody, abstain, Alexandra W. Turner, Aye. Motion passed [2-0-1].

Select Board Personnel Liaison – to be determined

Mr. Allison suggested that this item be tabled; the Select Board concurred. No action taken.

Massachusetts Bay Transportation Authority (MBTA) Advisory Board – to be determined

Mr. Pacheco reported that after reaching out to Boards and Committees; no response was received. Ms. Turner stated that she would be willing to take on this role because in her role as Council on Aging Director she currently works with the Montachusett Regional Committee.

Mr. Allison moved to appoint Alexandra Turner as Select Board Liaison to the MBTA Advisory Board; Mr. Moody seconded. Vote taken. Jason A. Allison, Aye, Jay A. Moody, Aye, Alexandra W. Turner, Aye. Motion passed [3-0-0].

Re-Appointments

Memorial Day Committee – Term of Office is One Year per Town Bylaw, term to expire 6/30/2022

- Barbara Foster
- Donna Sanginario
- Karen Shaw
- Ann Fuller
- Jennifer Lapen
- Alphonse Russo

Mr. Moody moved to appoint the above referenced persons to the Memorial Day Committee, term to expire 6/30/2022. Seconded. Ms. Turner noted that Mr. Russo no longer lives in Lancaster. It was verified that the Memorial Day Committee, by definition, has no residence requirement. It was determined that the other applicants should be appointed with Mr. Russo omitted in the short term. Mr. Moody re-submitted the motion without Mr. Russo's name. Ms. Turner seconded. Vote taken. Jason A. Allison, Aye, Jay A. Moody, Aye, Alexandra W. Turner, Aye. Motion passed [3-0-0].

Resignations (Vote may be taken)

Economic Development Committee – Mark Grasso, effective 9/8/2021.

Ms. Turner moved to accept Mr. Grasso's resignation; seconded by Mr. Moody. The Select Board thanked Mr. Grasso for his service. Vote taken. Jason A. Allison, Aye, Jay A. Moody, Aye, Alexandra W. Turner, Aye. Motion passed [3-0-0].

IX. LICENSES AND PERMITS

Special (One Day) Liquor License Applications:

Event- Bicycles Battling Cancer Cycling Fundraiser to be held on September 25, 2021 from 7am-4pm at 132 Fort Pond Inn Road, Lancaster. Organization – American Cancer Society, Inc.

Ms. Turner asked if this involved the Police Department or road closures or notification to the neighborhood. Mr. Pacheco explained that this falls under the purview of the Police Department. Chief Moody explained further and explained that there are no requirements for road closures. Ms. Turner asked if police details were required; Chief Moody answered that this is typically donated by the police department.

Motion made by Mr. Moody to accept above mentioned application; seconded. Vote taken. Jason A. Allison, Aye, Jay A. Moody, Aye, Alexandra W. Turner, Aye. Motion passed [3-0-0].

Event – 45th Annual Horseshed Fair to be held on October 2, 2021 at the First Church of Christ grounds, Main Street. Organization – First Church of Christ, Unitarian.

Ms. Turner had a variety of questions regarding the liquor application; it was clarified that this event is on church property, not on the Town Green.

Motion made by Mr. Moody to accept above mentioned application; seconded. Vote taken. Jason A. Allison, Aye, Jay A. Moody, Aye, Alexandra W. Turner, Aye. Motion passed [3-0-0].

Rental Applications - Use of Town Owned Building & Town Green

Event – Tree Lighting and Gazebo will be decorated to be held on December 5, 2021 from 6:30pm-8pm. Organization – Lancaster 4H

Motion made by Mr. Moody to accept above mentioned application; seconded. Vote taken. Jason A. Allison, Aye, Jay A. Moody, Aye, Alexandra W. Turner, Aye. Motion passed [3-0-0].

Event – Easter Egg Hunt on the Town Green to be held on April 10, 2022 from 7:30am-9:30pm. Organization – Lancaster 4H

Motion made by Mr. Moody to accept above mentioned application; seconded. Vote taken. Jason A. Allison, Aye, Jay A. Moody, Aye, Alexandra W. Turner, Aye. Motion passed [3-0-0].

Event – Friends of Thayer Memorial Library Annual Book Sale to be held on Wednesday, September 29, 2021 -Wednesday, October 13, 2021 at the Town Hall Auditorium. Organization – Friends of Thayer Memorial Library

Motion made by Mr. Moody to accept above mentioned application; seconded. Vote taken. Jason A. Allison, Aye, Jay A. Moody, Aye, Alexandra W. Turner, Aye. Motion passed [3-0-0].

Event – 10th Anniversary party for the Lancaster Community Center to be held on Saturday, September 18, 2021 (rain date September 19th) from 3-6pm on the Town Green. Organization – Lancaster Community Center

Motion made by Mr. Moody to accept above mentioned application; seconded by Mr. Allison. Vote taken. Jason A. Allison, Aye, Jay A. Moody, Aye, Alexandra W. Turner, Abstain. Motion passed [2-0-1].

Event – The Beauty Around Us to be held in the Town Hall Auditorium from November 9, 2021 – November 22, 2021. Organization – Lancaster Community Center and Council on Aging. Ms. Turner, speaking on behalf of the Lancaster Community Center, explained that this function is funded through a grant from the Lancaster Cultural Council.

Motion made by Mr. Moody to accept above mentioned application; seconded by Mr. Allison. Vote taken. Jason A. Allison, Aye, Jay A. Moody, Aye, Alexandra W. Turner, Abstain. Motion passed [2-0-1].

Application to Erect Temporary Banner Along or Across a Public Way

Friends of Thayer Memorial Library request to place two banners facing traffic each way on the Town Green for Friends Annual Book Sale. To be displayed from September 18, 2021 – October 12, 2021. Mr. Moody questioned the statement “along or across.” Susan Munyon, member of the

of the Friends of the Thayer Memorial Library explained that it is in the same place as it has been in past years. Mr. Moody objects to any signage on the Town Green. Ms. Turner suggests moving the location to in front of the "Town of Lancaster" sign or by the South Lancaster Green. In past years it has been hung next to the Town Green. There was some suggestion that one tree that currently held the banner is now gone. Ms. Turner suggested approving the application for other Town-owned property.

Motion made by Mr. Moody to accept above mentioned application for town-owned property other than the Town Green; seconded. Vote taken. Jason A. Allison, Aye, Jay A. Moody, Aye, Alexandra W. Turner, Aye. Motion passed [3-0-0].

X. OTHER/UNFINISHED BUSINESS

- **Annual Town Report**

Town Clerk to start compiling reports/work with departments. Mr. Pacheco anticipates completion end of calendar year.

- **Code of Conduct Policy**

Comments received from Public are on file with Select Board's office. Mr. Pacheco will forward said comments to the Select Board for their review at an upcoming meeting.

- **Evaluation of Town of Lancaster Website/Communication Committee**

No action taken; Mr. Pacheco notes that it is posted on the website. Mr. Allison asked Ms. Turner if this action item could be closed; Ms. Turner would like a call for members to be in newspapers; Mr. Allison asked that existing policy be followed.

- **North Lancaster Settlement**

In process of setting up closing date/transfer of title. Mr. Pacheco states that we have everything needed by the Town to complete this action; we need an Assignment and Assumption Agreement from Capital Group. He has reached out to Bill Dipietri who will get back to him on this. If this cannot be turned around quickly, Mr. Pacheco states he will work with Capital Group to have this resolved quickly. If it cannot be turned around soon, Mr. Pacheco will request an explanation as to why, and the Town will need to engage Counsel in a different manner.

- **DCAMM Land Sale Partnership**

Select Board member Alix Turner to discuss site walk scheduled with DCAMM/Meeting Scheduled for 9/29/21. Ms. Turner reports that the site walk has happened and that it was interesting and beneficial. She will work with Ms. Rocco to schedule a dedicated meeting for the evening of 9/29. Mr. Pacheco will arrange to have this meeting posted immediately.

- **Aggregation**

Waiting for Select Board to advise on percentage of additional renewables, if any. Solicit new pricing after decision made. Ms. Turner states that she thought that the Energy Commission was waiting for some things and the Nashoba Climate Coalition was also waiting for information. Mr. Pacheco is unaware of materials they need, but knows that

these groups would like another meeting in conjunction with Colonial. Mr. Pacheco cautioned the Select Board that all options are difficult now because of the time that has elapsed; Colonial tells Mr. Pacheco that the cost of energy is up over 10%. Mr. Pacheco will make sure that Colonial is at the next Energy Commission meeting, which should happen within the next week or so.

- **Gazebo Ramp**

Mr. Pacheco reports that *materials have been ordered*, and that the goal is to have this completed in time for Halloween on the Green. Ms. Turner asked if there is a permanent path to the gazebo; Mr. Pacheco explained that there is no permanent path but that there will be an ADA compliant removable mat.

- **Department Assistant for Community Development & Planning (CDP)**

Temp. help is being solicited/Select Board to take action on new position and determine hours.

Mr. Allison states he has spoken to the person in the office and that the current temp is working out well. No long term solution has been finalized; Mr. Pacheco has provided a memo to the Select Board. Ms. Turner states that Mr. Pacheco was to solicit temporary help and that the Finance Committee would need to be involved with the creation of a permanent position. Mr. Moody expresses concern that a Building Commissioner and a Planner need to be hired. Mr. Pacheco states that Senior Tax Work-off staff has been helpful, and that a permanent solution is needed, and that there is no one to staff the office in case of vacation or sick time. Ms. Turner would like to look at solutions in other towns and their models. Mr. Allison states that he would like to fill this role. Mr. Moody would like to wait until other positions are filled. Mr. Pacheco states that a regulatory position cannot be filled with temps. Ms. Turner states that needs more information on financial impacts; Mr. Pacheco replies that he has provided all this information some time ago, and that the position requested would support the Zoning Board of Appeals and the Board of Health, allowing the existing person in the office to focus on Planning. Discussion was held about comparing workflow versus comparing compensation. Mr. Allison requests that this is an agenda item for the next meeting and that Ms. Turner is provided with her requested information.

- **Town Counsel Request for Proposal (RFP)**

Advertised as of 9/1/2021.

This has been completed; responses are requested by November 8, 2021 at 4:00 pm.

- **Review Renewal of Special Permit to Remove Earth Products for LLEC**

Site walk and new well and confirm accurate zoning and a letter of credit in lieu of a bond.

A site inspection was held with the Board of Health on September 7, 2021. A draft permit is ready for the Board's approval.

Ms. Turner moved to approve a permit to remove earth products, according to the application for Jim Simpson, LLEC, from August 20, 2020 to August 20, 2022. Seconded.

Discussion:

Ms. Turner reports that she has spoken to the applicant about removing native soil in accordance with Town Bylaws. Mr. Pacheco notes that the Town will need a copy of the applicant's new bond on October 1, 2020. Mr. Allison amended the prior motion to stipulate that the bond requirement must be adhered to and that the native soil remains.

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

- **Status Barrett Planning Group**

Planning Board is requesting \$8000 be placed back in their revolving account.

Mr. Pacheco has provided the Select Board with a memo; correspondence is also attached. Mr. Pacheco states there is no reason to deny vendor payment unless the Planning Board can demonstrate that the vendor has failed to meet the terms of the contract. Mr. Pacheco recommends a reserve fund transfer; this would be up to the discretion of the Finance Committee. Ms. Turner states that Mr. Williston, Planning Board Chair, had asked that his letter be read into the record. Mr. Allison states that he is aware that there is a difference of opinion between the Select Board and the Planning Board, but that there is no action for the Select Board to take. Ms. Turner thinks that the subject deserves further discussion because it appears that the situation was handled inappropriately by the Select Board. Mr. Allison requests that the item be placed on a future agenda if Ms. Turner would like to continue the conversation.

- **Audit Services**

Powers & Sullivan is under contract for the FY22 Audit.

Ms. Turner would like to solicit bids for Audit Services and to create an agenda item establishing an Audit Committee.

- **0 Hardy Street**

No objections (few responses) from Boards and Committees. Value has been re-adjusted to \$1,100.00.

Property was listed as buildable but is a non-buildable land locked parcel. Mr. Pacheco has met with the Assessors and explained that he needs a "refreshed" value to move forward. The Assessors have re-valued the property at \$1,100.00. Some discussion has been held as to whether or not, dating to the 1920's, that this parcel may have been a right-of-way. Mr. Pacheco states that some additional deed work should be done to make sure the Town is getting full and fair value.

- **Special Town Meeting**

Tentative date Monday, October 4, 2021, pending feedback for other Boards and Committees.

Mr. Allison would like to close this action item because it will be managed differently.

XI. NEW BUSINESS

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

XII. COMMUNICATIONS

- COVID Coordinator Update – Tracy Gagnon
Vaccination rate is now up to 51%; still below the Commonwealth's average rate of 67.1%. There are currently 16 active COVID cases spread through 14 residences. Mr. Allison asked for clarification as to whether or not this number includes the prison.
- Notification and Reminder to Stakeholders on Military Munitions within former Fort Devens. Two additional unexploded munitions have been discovered while doing sitework for the Commonwealth Fusion facility; provided to the Town of Lancaster for informational purposes.
- Select Board's next regular meeting will be held via Zoom on Monday, September 20, 2021 at 6:00pm

XIII. ADJOURNMENT

Seeing no further business, on Motion and Seconded to adjourn at 10:00PM, it was unanimously voted.

Respectfully submitted

Jay M. Moody Clerk
Approved and accepted:

IX. IMPLEMENTATION

BACKGROUND

In the summer of 1941, just prior to the United States' involvement in World War II, "A Preliminary Country Life Report for the Town of Lancaster" was distributed¹, prepared by a town committee. It greatly resembles a master plan, although it is not so-titled. Just like this *Plan*, it featured a division of the Town into four kinds of policy areas, made future projections, framed goals for the Town and policies for the districts, and then recommended a series of just ten specific actions. The central thread through the document and the actions was preservation of the viability of the Town's agricultural industry in order to preserve the fundamental nature of the Town.

One of the 1941 report's recommendations was for the adoption of zoning. Nine years elapsed between the report's publication and the town's adoption of zoning in 1950. None of the nine remaining recommendations, which included such familiar ideas as creation of a recreation center for young people, appear to have been implemented. However, if that 1941 report importantly contributed to the climate of opinion that supported adoption of zoning in 1950, then perhaps the effort of the study was well justified.

Much has changed since 1941, including our understanding of how to improve the chances of achieving implementation of planning proposals. Plan documents don't implement themselves. Implementation of each specific action item requires an initiator, which can be an individual or an organization, in or outside of Town government, who brings it forward for action efforts. It also requires a proposal developer, again an individual or an organization, able to move the proposal forward from being only a briefly outlined direction into an actionable item, ready for a town meeting warrant or other decision-making point.

Implementation ideally doesn't await final completion of a comprehensive plan, even though the essence of such plans is to make connections across topical areas. Much can be gained from early action through how that can improve understanding and minimize the "propose/dispose" dichotomy which too often damages plan accomplishments

¹ Country Life Committee of Lancaster, "A Preliminary Country Life Report for the Town of Lancaster," August, 1941.

Reflecting that recognition, this Master Plan program has already included a number of steps towards implementation. First, several action items were taken to the first level of development as actionable items early in the program in order to meet requirements of a funding source, to gain understanding about the topics, and to address current concerns. As a result, first drafts of a number of items have been prepared. They include revised versions of Flexible Development and Major Residential Development provisions, new inclusionary zoning, earth products removal control, and town center zoning provisions. They also include a cluster of items related to support for agriculture: creation of an Agricultural Commission, a Right to Farm bylaw, zoning provisions for Agricultural Protection and Resource Protection.

Further, the program has budgeted time and funds for the initial development of a few further items towards being at an actionable level. The selection of those will be made reflecting the understanding hoped to be gained through the public hearing on this plan.

Choices also need to be made regarding how to structure the process for *Plan* implementation beyond the currently committed program. Some communities leave implementation initiatives to their planning boards. Some others create a special Plan Implementation Committee which acts as an initiator and developer for actions outlined in the plan.

Either a planning board or a special committee can and should also act as an advocate for policies and perspectives as well as initiating actions on specific proposals. Such should include long range and comprehensive viewpoints being taken on actions over time. The Board or committee should also act to gain incorporation of the learning from later actions into revisions to the Master Plan, making it truly the dynamic instrument which it should be.

It is often noted by planners that the half-life of a comprehensive plan is about five years. Comprehensive plan updates each five years are mandated by many states, including all New England states other than Massachusetts, and has been proposed by those seeking reform of Massachusetts planning law. Five-year updates of open space and recreation plans is required for state or federal grant eligibility for those topics. The American Planning Association's model for state planning legislation calls for a five-year major review of local comprehensive plans and their complete replacement after ten years. That further reinforces the concept of a master plan as a dynamic reference, not a static one.

To help in consideration of how to move forward with further implementation steps, the following table lists the action items currently contained in the *Master Plan*, noting the chapter of the *Plan* in which it is first suggested (some are repeatedly suggested, but not all repetitions are listed).

should be the lead in initiating and developing those actions. Actions upon which other actions depend or which are critical to a current issue are entered in boldface type. That doesn't mean that those are the most important actions, but rather just that delay for them could prove to be more costly than for others.

The table also indicates in the third column a tentative identification of the organization which

LANCASTER MASTER PLAN IMPLEMENTATION

(**Boldface type** denotes actions upon which others depend or are critical to a current issue).

ACTION	CHAPTER	LEAD
ORGANIZATION AND FINANCE		
Explore organizational change re sewerage.	Community Facilities	Selectmen
Create a Housing Partnership	Housing	Selectmen
Create an Economic Development Task Force	Economic Develop	Selectmen
Revise capital planning to explicitly reflect adopted plans.	Land use	Selectmen
Revisit participation in the Community Preservation Act	Housing	Selectmen
Create an Open Space and Recreation Coordinating Committee	OS, NR, Recreation	Selectmen
Assign above Committee to recommend use for available Town land.	OS, NR, Recreation	Selectmen
Adopt policy: no-degradation of pedestrian access to be allowed to result from road construction	Circulation	Selectmen
Expand recycling	Community Facilities	Selectmen
Explore joining a regional consortium for housing funding.	Housing	Planning Board
FACILITIES AND OTHER EXPENDITURES		
Pursue Mary Rowlandson school expansion	Community Facilities	School Dept
Reconstruct key intersections	Circulation	DPW
Railroad crossing gates	Circulation	DPW
Sidewalks on all major roads	Community Facilities	DPW
Tercentenary (or other) Building for a senior/community center	Community Facilities	Selectmen
Town Hall improvements	Community Facilities	Selectmen
Library improvements	Community Facilities	Selectmen
Other improvements.	Community Facilities	Selectmen
Explore creation of a Lancaster history museum	Historic, cultural	Historic Commission
Pursue various land acquisitions and restrictions	OS, NR, recreation	Conservation Comm
Improve trails and related facilities	OS, NR, recreation	Conservation Comm
Develop Nashua River canoe launch off Bolton Road	OS, NR, recreation	Conservation Comm
Pursue the NRWA plan's proposals	OS, NR, recreation	Conservation Comm
Develop new recreation fields	OS, NR, recreation	Recreation Comm
Approach MA Youth Soccer re occasional Town use	OS, NR, recreation	Recreation Comm
Improve Town beach facilities & functions	OS, NR, recreation	Recreation Comm
STUDIES AND PLANS		
Resolve wastewater management for North Lancaster	Land use	Selectmen
Study leveraging the Route 2/Rte 70 aggregation's magnet.	Economic Develop	Econ Dev Task Force
Integrate zoning & infrastructure planning along Route 2	Economic Develop	Planning Board

ACTION	CHAPTER	LEAD
Pursue Town Center, seek zoning, do other studies.	Land use	Planning Board
Prepare and follow a Planned Housing Production Plan.	Housing	Planning Board
Explore telecommunications as a tool for economic development.	Economic Develop	Planning Board
Explore new road alignments.	Circulation	Selectmen
Explore a gym and recreation center	OS, NR, recreation	Selectmen
Explore water supply and distribution improvements	Community Facilities	DPW
Pursue sewerage system Infiltration & Inflow	Community Facilities	DPW
Devise strategies for historic property preventive maintenance.	Historic, cultural	Historic Commission
Explore historic bridges as historic attractions	Historic, cultural	Historic Commission
LAND USE REGULATIONS		
Make trip generation a permit consideration under zoning.	Circulation	Planning Board
Parking buffer controls in zoning.	Circulation	Planning Board
Adopt Earth Products Overlay	Land use, Ec Dev	Planning Board
Get town meeting vote on Policy Areas	Land use	Planning Board
Modernize regulations for the Enterprise Areas	Land use, Ec Dev	Planning Board
Develop context-sensitive subdivision regulation standards	Circulation	Planning Board
Revise road classifications under zoning.	Circulation	Planning Board
Pursue bike accommodations.	Circulation	Planning Board
Oblige developments to provide pedestrian & bike accommodations.	Circulation	Planning Board
Explore "inclusionary" approaches	Housing, Land use	Planning Board
Explore expanding locations allowing multi-family housing.	Housing, Econ Dev, Land use	Planning Board
Update multifamily zoning rules.	Housing, Land use	Planning Board
Explore village overlay district.	Housing, Land use	Planning Board
Adopt Estate Preservation rules.	Housing	Planning Board
Authorize accessory dwelling units	Housing	Planning Board
Reconsider rate of development provisions.	Housing	Planning Board
Adopt continuing housing affordability rules.	Housing	Planning Board
Adopt means of assuring housing energy affordability.	Housing	Planning Board
Adopt agriculture-friendly zoning changes.	Land use, Econ Dev	Planning Board
Reconsider zoning rules and mapping for business town-wide.	Land use, Econ Dev	Planning Board
Revise Subdivision Regulations	Land use	Planning Board
Undertake "Dover Amendment" zoning enhancement re "exempt" institutional uses.	Land use	Planning Board
Revise site plan criteria, give business development "points" for creating open or recreation space.	OS, NR, recreation	Planning Board
GENERAL REGULATIONS		
Explore water demand management approaches	Community Facilities	DPW
Designate truck routes	Circulation	DPW
Recalibrate water fees so developers provide mitigation funds for water system improvements.	Community Facilities	DPW
Pursue a local historic district.	Historic, cultural	Study Committee
Adopt demolition-delay bylaw	Housing	Historic Commission
CONTINUING EFFORTS		
Safety-oriented enforcement, education, exhortation	Circulation	Selectmen
"Adopt-a-street" program	Circulation	Selectmen

ACTION	CHAPTER	LEAD
Enhance communication between town & citizens	Community Facilities	Selectmen
Create a "partnership" approach to development.	Land Use	Selectmen
Allow Conservation & Recreation Commissions priority for Town-owned lands before private use	OS, NR, Recreation	Selectmen
Work with MRPC re regional efforts at trip reduction.	Circulation	MRPC reps
Link business and the natural and cultural landscape.	Economic Develop	Econ Dev Task Force
Public education re preservation	Historic, cultural	Historic Commission
Seek grants or other funds to preserve cemeteries and bridges.	Historic, cultural	Historic Commission
Encourage participation in the APR program.	OS, NR, Recreation	Conservation Comm

January 26, 2007 PLAN IMPLEMENTATION ELEMENT.DOC

TOWN OF LANCASTER

ECONOMIC DEVELOPMENT PLAN



Prepared by: Montachusett Regional Planning Commission
(MRPC)
Funded by: Commonwealth of Massachusetts
District Local Technical Assistance Program

JANUARY 2015

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Section 1: Introduction

In March 2014, the Town of Lancaster submitted a request for District Local Technical Assistance (DLTA) service from the Montachusett Regional Planning Commission (MRPC). MRPC awarded DLTA to the Town of Lancaster on March 26th, 2014 to draft an Economic Development Plan with assistance from the Town of Lancaster Planning Director. The DLTA program provides technical assistance at no cost to the Town of Lancaster. The study was funded through the Massachusetts Department of Housing and Community Development (DHCD). The DLTA program was established by Chapter 205 of the Acts of 2006, which enables staff of Regional Planning Agencies (RPAs) such as MRPC to provide technical assistance to communities for projects meeting certain criteria determined by the Commonwealth of Massachusetts. MRPC is a unit of regional government created under the General Laws (MGL Chapter 40B, Sections 1-8). Regional planning commissions (agencies) provide planning advisory services and technical assistance to its 22 member communities.

This Economic Development Element consists of an inventory and analysis of economic data, and recommendations to identify policies and strategies for the expansion or stabilization of the local economic base and the promotion of employment opportunities. Moreover, MRPC GIS staff took a look at and mapped the environmental and development characteristics of all zoning districts within the community including undevelopable acres with absolute and partial development constraints, developed acres, and developable acres. Results can be found in Section 3 of this report. This is followed by proposals and recommendations for Lancaster to promote economic development while retaining community character.

Section 2: Assessment Of Lancaster's Current Economic Base

Lancaster's Labor Force

As can be seen in Table 1 below, the number of employed Lancaster residents peaked in the year 2011 (3,275 persons employed). Since 2011, employment decreased slightly to 3,199 persons employed in the year 2013. Conversely, Lancaster's local unemployment rate increased from a low of 4.3% in 2001 to a high of 9.1% by the year 2009; Lancaster's unemployment rate increased since the year 2001 and saw a big jump in unemployment between 2008 (5.6%) and 2009 (9.1%). Since 2009, the unemployment rate has declined slowly to 7.1% for the year 2013.

Of course Lancaster's unemployment rate is closely tied to that of the state and the nation as a whole, both of which saw similar increases in unemployment. However, it should be noted that Lancaster's unemployment rate has been consistently higher than that of the state, suggesting that Lancaster residents have been much more prone to layoffs than other communities when the state's economy declines. Recently there has been some improvement in the national and state unemployment rates and this is expected to continue, albeit slowly. While the economy continues to struggle, higher education and vocational training in Lancaster should be a priority.

Table 1
Lancaster's Labor Force, Employment Numbers and
Unemployment Rate over Time vs. the Unemployment Rate for the State

Year	Labor Force	Employed	Unemployed	Unemployment Rate	State Unemployment Rate
2013	3,443	3,199	244	7.1%	6.9%
2012	3,446	3,206	240	7.0%	6.7%
2011	3,533	3,275	258	7.3%	7.4%
2010	3,557	3,246	311	8.7%	8.5%
2009	3,114	2,830	284	9.1%	8.2%
2008	3,082	2,908	174	5.6%	5.3%
2007	3,166	3,008	158	5.0%	4.5%
2006	3,150	2,978	172	5.5%	4.8%
2005	3,053	2,887	166	5.4%	4.8%
2004	3,050	2,850	200	6.6%	5.2%
2003	3,017	2,808	209	6.9%	5.8%
2002	2,980	2,797	183	6.1%	5.3%
2001	2,913	2,787	126	4.3%	3.7%

Source: MA Department of Labor and Workforce Development

Measures of Wealth

There are measures of wealth that reflect the health of the local economy by describing the incomes of local residents: per capita, median household and median family incomes, as well as the percent of people for whom poverty status was determined. Per capita income is equal to the total incomes generated by a population divided by the number of persons in that area. Communities with higher

number of persons per household or smaller household incomes would likely have smaller per capita income figures. The per capita income for the State of Massachusetts was \$35,485, while that of Lancaster was just \$30,150, significantly below the State average. Lancaster's per capita income was also lower than that of Lunenburg, Clinton, Sterling, and Harvard but it was higher than Shirley.

Table 2
Measures of Wealth
Lancaster and Neighboring Communities

Community	Per Capita	Median Household	Median Family	Below Poverty
Lancaster	\$30,150	\$77,321	\$87,679	10.2%
Shirley	\$24,653	\$69,750	\$81,118	11.5%
Lunenburg	\$35,944	\$78,452	\$92,292	5.2%
Clinton	\$30,567	\$66,308	\$83,135	9.5%
Sterling	\$42,211	\$102,847	\$115,658	2.2%
Harvard	\$53,284	\$144,143	\$155,972	6.3%
Bolton	\$54,018	\$140,439	\$151,563	2.8%
State	\$35,485	\$66,658	\$84,380	11.0%

Source: American Community Survey 2008-2012 Estimates

Another measure of wealth in a community is its median income, which is based on the type of household. In Table 2, family incomes are differentiated from other household incomes. For example, a single student living alone is considered a household but not a family. According to the American Community Survey 2008-2012 Estimates, Lancaster's median household income (\$77,321) is higher than Shirley (\$69,750) and Clinton (\$66,308) and slightly lower than Lunenburg (\$78,452) but substantially lower than Sterling (\$102,847) and Harvard (\$144,143). However, it should be noted that the median household income and median family income for Lancaster (\$77,321 and \$87,679 respectively) is above the state rate for both categories (\$66,658 and \$84,380 respectively). In terms of poverty, there is less in Lancaster (10.2%) than Shirley (11.5%) and the state (11.0%) but more than in Clinton (9.5%) and substantially more than Harvard (6.3%), Lunenburg (5.2%) and Sterling (2.2%).

Any effort to increase economic activity in Lancaster should focus on increasing wages and creating new jobs for the Lancaster labor force. There are some ways in which economic development efforts can support these goals. They include attracting and retaining businesses with good-paying jobs; stabilizing residential property tax rates; encouraging local entrepreneurship, and providing social services, such as subsidized daycare and pre-schools to support single-parent families and households with two working parents.

Journey to Work

According to the American Community Survey 2012 estimates, 99.3% of Lancaster's workforce worked in Massachusetts, 65.7% worked in Worcester County, and about 3.6% worked in Lancaster (not including those who work at home). Using data from the 2000 Census and 2012 ACS Estimates, a comparison can also be made on the following page as to how Lancaster's workforce gets to work and how its commuting patterns have changed during the past twelve years.

	<u>2000</u>	<u>2012</u>
Drove Alone	79.1%	82.7%
Car-Pooled	7.1%	7.9%
Walk/Bike	7.3%	2.9%
Public Transit	0.3%	.9%
Worked at Home	5.4%	5.3%
Other Means	0.8	0.3%

Reviewing the figures above, it is interesting to note that the “driving to work alone” category actually increased in Lancaster over the past decade as did car-pooling, and Public Transit. “Walk/Biking to Work” showed a rather significant decline from 7.3% in the year 2000 to just 2.9% in 2012. The town should and is focusing attention on walkability issues and is currently taking a proactive step by initiating the development of a Village District Bylaw and a Complete Streets Study to be conducted by MRPC this year.

As indicated in the Table below, the mean travel time to work for Lancaster’s residents is 26.9 minutes, slightly lower than the Massachusetts average (27.7), but a little higher than the national average of 25.4 minutes.

Table 3
Travel to Work

Mean Travel Time to Work	
Community	Minutes
Lancaster	26.9
Massachusetts	27.7
U.S.	25.4

Source: US Census 2008-2012 Five Year Estimates

Of notable interest, the mean travel time to work by total means of transportation increased in every community in the Montachusett Region from 1990 to 2000 and Lancaster was no exception as travel time increased substantially from 20.3 minutes to 26.2 minutes. This could be attributed, at least in part, to the dramatic increase in real estate prices during this time span, widening the gap between income and purchase price. Historically, the average house price in Central Massachusetts where Lancaster is located has been lower than state averages so that housing stock remained relatively affordable. This, along with the town’s scenic beauty and attractive quality of life, brought homebuyers who were willing to travel greater distances to work.

The Number and Types of Jobs in Lancaster

The Massachusetts Division of Unemployment Assistance (DUA) is the State entity in charge of tracking the changes taking place in the various sectors of the State’s economy at both the state and local levels. The table below presents the changes that took place in Lancaster’s local economy from 2008 to 2012. The number of establishments increased during this five year period by 6 (or 3.3%) and employment

increased by 69 workers or 3.4% of the employment base in Lancaster. The largest loss in employment did not occur during the height of the economic recession between 2008 and 2011 but instead decreased by 101 jobs between 2011 and 2012 along with a loss of 12 establishments. Historically speaking, the cyclical nature of the regional economy has resulted in Lancaster gaining jobs during one decade, losing jobs the next, and so on although the recent economic downturn has been nationally recognized as the most severe in decades.

Total wages has been increasing steadily and some good news is that average weekly wage increased by 11.8% during the period even despite the loss of employment and establishments between 2011 and 2012. In contrast, the Consumer Price Index for the nation increased by about 6.5% during the period, indicating that wages in Lancaster increased somewhat faster than inflation. As a result, employed consumers might have a little more disposable income to spend locally and spread more dollars throughout the economy.

Table 4
Employment and Wages in Lancaster

	2008	2009	2010	2011	2012	Change	
Establishments	182	183	194	200	188	+ 6	3.3%
Total Wages (Millions \$)	\$72.7	\$74.7	\$80	\$81	\$84	+ \$11.3	15.5%
Average Employment	2,006	2,111	2,176	2,176	2,075	+69	3.4%
Average Weekly Wage	\$697	\$681	\$708	\$720	\$779	+ \$82	11.8%

Source: Massachusetts Division of Unemployment Assistance

Table 5 provides information on the type of jobs found in Lancaster. The largest number of jobs is found in Education and Health Services, with about 809 education and Health Services jobs, or about 39% of all jobs in Lancaster – however, it should be noted that since 2010 there has been a reduction of 306 jobs in this sector. Besides Education and Health Services, strengths of the local economy include Trade, Transportation and Utilities (373 jobs in 2012), Manufacturing (266 jobs) and Professional and Business Services (183 jobs). Results of the recession can be seen in the loss of jobs in Financial Activities, Leisure and Hospitality, and as previously noted, Education and Health Services.

Table 5
Lancaster Workforce by Sector

	2008	2009	2010	2011	2012	Change
Construction	104	80	98	100	78	-0.25%
Manufacturing	207	193	197	244	266	28.5%
Trade, Transportation and Utilities	118	248	299	316	373	216.1%
Financial Activities	27	32	26	19	15	-445%
Professional and Business Services	92	109	110	160	183	98.9%
Education and Health Services	1,078	1,102	1,115	998	809	-25%
Leisure and Hospitality	184	162	162	173	169	-8.2%
Other Services	94	117	98	97	101	7.5%
*Total All Industries	2,006	2,111	2,172	2,176	2,075	34.4%

Source: Massachusetts Division of Unemployment Assistance

**Not all industry category data is published by the MA DUA due to the confidentiality of those industries.*

Table 6 allows for a comparison of the number of jobs in neighboring towns. The Table also provides 2012 employment and wages to compare Lancaster with neighboring communities.

Table 6
Employment and Wages
Year 2012 Comparison

	Lancaster	Shirley	Lunenburg	Clinton	Sterling	Harvard	Bolton
Establishments	188	151	237	334	237	169	145
Total Wages (Millions \$)	\$84	\$150	\$88.8	\$202	\$102	\$53	\$71.4
Average Employment	2,075	2,559	2,167	4,398	2,422	906	1,312
Average Weekly Wage	\$779	\$1,130	\$788	\$884	\$811	\$1,129	\$1,047

Source: Massachusetts Division of Unemployment Assistance

Table 6 indicates that Lancaster has more establishments than Shirley and Harvard but less than Lunenburg, and Sterling – and, significantly less than Clinton which is not surprising. Over \$84 Million was earned in wages in Lancaster in 2012 – less than its neighbors with the exception of Harvard and Bolton. As a result Lancaster also has fewer employees than communities with higher total wages as well. Moreover, the average weekly wage is lower than communities with higher total wages. To improve its economy, the town should strategize and seek to diversify its economy by attracting higher paying jobs.

Education

As shown in Table 8 below, residents with a high school diploma, but no higher education, represent the largest segment of the Lancaster population (26.3%) in terms of educational attainment –this is more than Sterling (21.8%) and Harvard (16.5%) and the state (25.9%). The second largest group (19.1%) has some college education, followed by residents with a Bachelor's degree (17.7%) and a Graduate Degree (16.6%).

The state percentages reveal how the population in Lancaster compares to the overall state population in terms of educational attainment. As in Lancaster, the largest segment contains those with a high school diploma, but no higher education (25.9%). However, the second largest group is those with a bachelor's degree (22.2%) followed by those with a graduate degree (16.8%).

The state data contains slightly higher numbers in the groups of the upper echelon of the educational attainment spectrum than the Lancaster data since 39% of the state's population is reported to have a Bachelor's or Graduate Degree – a little more than the rate of Lancaster (34.3%). Although the difference between Lancaster and the state is not substantial, the difference could be due in part that more Lancaster residents might be attending a trade school (Montachusett Technical Vocational is located in nearby Fitchburg) or obtaining a two year degree at Mount Wachusett Community College.

Table 7
Educational Attainment
Population 25 Years and Over

Amount of School	Lancaster	Shirley	Lunenburg	Clinton	Sterling	Harvard	Bolton	State
No High School Diploma	10.1%	17%	7%	13.8%	4.3%	4.5%	2.2%	10.9%
High School Diploma	26.3%	33.6%	27.7%	29.3%	21.8%	16.5%	17.1%	25.9%
Some College, No Degree	19.1%	21.6%	19.2%	17.8%	14.3%	12.7%	10.8%	16.6%
Associate's Degree	10.3%	5%	11.6%	8.1%	7.2%	4.7%	5.6%	7.7%
Bachelor's Degree	17.7%	14.4%	22.9%	21.3%	30.1%	27.6%	33.1%	22.2%
Graduate or Prof. Degree	16.6%	8.5%	11.6%	10.8%	22.2%	32.9%	31.2%	16.8%

Source: American Community Survey 2008-2012 Estimates

There are numerous public school districts within the region educating young persons from pre-kindergarten through high school and private schools educating residents at approximately the same age levels. The area also has new charter schools. As previously indicated, Montachusett Technical Vocational High School is located in Fitchburg offering trade school curriculum at the high school level. Located in Gardner/Leominster/Devens, Mount Wachusett Community College (MWCC) offers two-year programs while Fitchburg State University offers four-year programs. In addition, there are many private sector educational operators offering training courses. The North Central Massachusetts Workforce Investment Board, Inc. promotes the economic and social welfare of the region through education, employment and training programs that increase employability of young people and adults.

Economic Sector Contribution to Local Tax Base

In fiscal year 2014 Lancaster levied a total of \$14,898,360 in taxes, based on a local tax rate of \$18.91 per \$1,000 of assessed valuation. Lancaster homeowners accounted for roughly 86.6% of the total tax base (\$12,904,495) while the business and industries accounted for 10.9% (\$1,628,886). The remainder (2.5%) was derived from taxes on personal property (\$364,979). The next two tables look at how Lancaster compares to its adjacent neighbors in terms of commercial and industrial tax base.

Table 8
Commercial Tax Base Comparison

Community	FY2014 Tax Rate	Commercial Taxes Levied	Assessed Valuation	% Total Tax Levy
Lancaster	18.91	1,003,345	53,058,979	6.7%
Shirley	16.75	303,300	18,107,458	3.3%
Lunenburg	17.99	1,146,276	63,717,379	5.7%
Clinton	30.19	2,115,300	70,066,258	10.8%
Sterling	16.93	652,063	38,515,235	4.2%
Harvard	17.09	579,165	33,889,096	3.2%
Bolton	21.20	859,996	40,565,856	4.6%

Source: Department of Revenue

The previous table indicates that Lancaster's commercial sector raises the second highest percentage of tax dollars when compared to neighboring communities, with Clinton, the more urbanized community in this area of the region, raising the highest percentage. Lancaster's Assessed Valuation and Commercial Taxes Levied are third highest behind Clinton and Lunenburg.

Table 9
Industrial Tax Base Comparison

Community	FY2014 Tax Rate	Industrial Taxes Levied	Assessed Valuation	%of Total Tax Levy
Lancaster	18.91	625,541	33,079,900	4.2%
Shirley	16.75	381,784	22,793,100	4.2%
Lunenburg	17.99	361,450	20,091,700	1.8%
Clinton	30.19	1,864,299	61,752,200	9.5%
Sterling	16.93	858,960	50,736,000	5.5%
Harvard	17.09	41,409	2,423,000	0.2%
Bolton	21.20	240,747	11,356,000	1.3%

Source: Department of Revenue

The table above indicates that Lancaster raises more tax dollars from its industrial sector than Shirley, Lunenburg, Bolton, and Harvard but fewer than Clinton and Sterling. Lancaster's combined commercial and industrial annual tax levy makes up about 10.9% of their overall tax base. While these comparisons seem somewhat favorable for Lancaster in terms of Commercial and maybe a little less so in terms of Industrial, it should be noted that the Town has more potential and needs to maintain and expand upon this and do better to avoid residential property taxes accounting for a higher percentage of the Town's total tax base into the future. In order to do so, the Town should devise a comprehensive economic development strategy.

Table 10
Lancaster's Tax Levy 2007-2014 (with rate)

Fiscal Year	Tax Rate	Residential	Commercial	Industrial	Personal Property	Total
2007	\$13.77	10,450,258	594,529	310,756	212,043	11,604,123
2008	\$13.64	10,853,739	694,430	359,894	216,610	12,124,673
2009	\$14.84	11,192,445	778,989	437,284	266,621	12,675,339
2010	\$16.07	11,710,695	776,863	477,393	309,292	13,274,243
2011	\$17.13	12,124,089	860,493	477,230	334,879	13,796,691
2012	\$17.94	12,335,833	909,492	572,491	329,846	14,147,662
2013	\$19.08	12,422,592	969,915	622,962	375,796	14,391,265
2014	\$18.91	12,904,495	1,003,345	625,541	364,979	14,898,360

Source: Department of Revenue

The previous table highlights the change in tax rate, and change in total levied taxes for Lancaster from 2007-2014. From 2007- 2014 the tax rate increased from \$13.77 to \$18.91 and the Town was able to generate increases in overall levied taxes due to increases in the residential/commercial/industrial sector as well as personal property. Currently, Lancaster's tax rate is \$18.91, higher than surrounding towns with the exception of Clinton.

On the following page is the FY 14 tax rate by class for each community within the Montachusett Region as well as the Average Single Family Tax Bill. Five Montachusett communities have a higher residential tax rate than Lancaster while 16 have a lower residential tax rate. In regards to the Average Single Family Tax Bill, just two (2) communities are higher (Groton and Harvard), while nineteen (19) communities have a lower Average Single Family Tax Bill.

Table 11
FY 14 Tax Rate by Class/
Average Single Family Tax Bill for
Montachusett Region Communities

Community	Tax Rate by Class			Average Single Family Tax Bill
	Res	Comm.	Ind.	
Ashburnham	19.83	19.83	19.83	3997
Ashby	19.10	19.10	19.10	3802
Athol	18.43	18.43	18.43	2373
Ayer	14.08	28.55	28.55	3749
Clinton	16.15	30.19	30.19	3500
Fitchburg	19.83	26.32	26.32	3078
Gardner	18.87	18.87	18.87	3056
Groton	17.83	17.83	17.83	6857
Harvard	17.09	17.09	17.09	9341
Hubbardston	14.52	14.52	14.52	3286
Lancaster	18.91	18.91	18.91	5310
Leominster	18.89	18.89	18.89	3961
Lunenburg	17.99	17.99	17.99	4414
Petersham	15.93	15.93	15.93	3741
Phillipston	16.29	16.29	16.29	3170
Royalston	12.29	12.29	12.29	2057
Shirley	16.75	16.75	16.75	4206
Sterling	16.93	16.93	16.93	4779
Templeton	16.24	16.24	16.24	2722
Townsend	19.57	19.57	19.57	4150
Westminster	18.98	18.98	18.98	4364
Winchendon	15.96	15.96	15.96	2592

Source: Department of Revenue

Chapter 43D Sites

On August 2, 2006, Massachusetts General Law Chapter 43D was signed into law. This program offers communities a tool to promote targeted economic and housing development by providing a transparent and efficient process for municipal permitting, guaranteeing local permitting decisions on priority development sites within 180 days, increasing visibility of the participating community, and targeting development site(s) known as Priority Development Sites (PDS). According to state regulations, a PDS must be:

- Commercially or industrially zoned (including mixed use);
- Eligible for construction of a structure of 50,000 sq. ft. or more;

The Expedited Permitting Program gives a town the ability to promote commercial development on pre-approved parcels by offering expedited local permitting on those parcels. Such development must be primarily commercial however mixed-use properties also qualify for priority designation so long as they conform to the statutory requirements for a priority development site. Other advantages of designating priority development sites in a community include eligibility for and priority consideration for MassWorks funding, priority consideration for other quasi-public financing, brownfields remediation assistance, enhanced online marketing and technical assistance from MassDevelopment and/or the Montachusett Regional Planning Commission.

Projects located on Priority Development Sites continue to have flexibility; the applicant may still apply for permits and approvals under Chapter 40B to the same extent as if the property was not designated as a Priority Development Site. However the provisions of Chapter 43D relating to permit processing and appeals shall not apply to projects seeking permits and approvals under Chapter 40B. A full listing of additional resources concerning Chapter 43D including fact sheets, frequently asked questions, and contact persons can be found at www.mass.gov/mpro.

In the year 2009 there was a majority vote at Lancaster Town Meeting to accept the provisions of Chapter 43D of the MA General Laws, as amended, pursuant to Section 11 of Chapter 205 of the Acts of 2006, and to approve the filing of an application with the Interagency Permitting Board for the designation of land. The Town of Lancaster then designated Lancaster Technology Park; Ascetic Hill Park; Chisholm Property; and Hill Property as Chapter 43D sites.

Section 3: Development Potential

Lancaster has a long list of financial matters (including facility and capital equipment needs) that will need to be addressed during the next decade. If Lancaster's commercial and industrial sectors do not grow and increase their contribution to the local tax base, then it will be up to the homeowners to cover a larger percentage of the Town's annual budget. Simply put, the right mix of commercial development combined with appropriate industrial development will help ease the tax burden on local homeowners while creating jobs and lowering the unemployment rate. Thus the question becomes, what opportunities for appropriate economic development exist for Lancaster? As part of this master plan element, MRPC took a look at the development potential of all districts including the districts where commercial/industrial development can take place in order to gain an assessment of how much they will be able to contribute to the Town's future economic base. Table 12 along with the attached development potential map (See Attachment 1) present this information.

Methodology: An environmental and development characteristics analysis involves two phases: mapping followed by quantification of development. In order to reach accurate results, it is crucial to have the necessary geographical data to perform the initial phase of the analysis. To conduct the analysis, current parcel data from the Town of Lancaster was provided as well as current Zoning coverage. Additionally environmental and land use data was provided by the state GIS (Geographic Information Systems) agency, MassGIS. For the purpose of this analysis the area of Lancaster encompassed by Devens was completely removed.

The first step was to identify lands that have already been developed. Based on MassGIS Land Use data, the categories that are included in "Developed Lands" are participation, spectator, and water recreation, residential, commercial, industrial, transportation, waste disposal, power lines, cemeteries, and urban public/institutional.

With the remaining land, the next step was to compile environmental data, which is a key component to the development potential analysis. Certain environmental elements are considered inappropriate for development and can be either defined as "Absolute Constraints" or "Partial Constraints" for the purposes of the development potential analysis. Absolute constraints are defined as water (as coded by Land Use data), 100 Foot DEP (Department of Environmental Protection) RPA (River Protection Act) Buffers, Slopes >26%, and Permanently Protected Open Space. Partial Constraints are defined as FEMA 100 and 500 year Flood Zones, DEP Wetlands and other limited-protection Open Space. Absolute constraints are completely unsuitable for development, while partial constraints could be developed if pursued in an appropriate manner.

The final category that is determined is "Future Developable Lands". In order to determine what has potential for development, GIS tools are utilized and involve combining all of the currently developed lands and constraints.. This result is a new coverage indicating lands that are developable without any existing development or constraints.

The development potential map depicts all of these data categories (Absolute Constraints, Partial Constraints, Developed Lands, and Future Developable Lands) and provides information for local officials to identify the location and current zoning of future developable lands. GIS tools offer additional useful information by calculating the acreage for each category (Absolute Constraints, Partial Constraints, Developed Lands, and Future Developable Lands) by zoning district. The data provided by the GIS phase of the build-out analysis is then given to the planner who further investigates the future developable lands within the given zoning districts and provides recommendations for development opportunities.

The Table below displays information on existing conditions in Lancaster quantifying acres of land by zoning district for the three categories of Undevelopable, Developed, and Developable Land. It is to be used with the Development Potential Map in **Attachment 1**.

Table 12
Lancaster Development Characteristics by Zoning District

Zoning District	Undevelopable Acres (Absolute Constraints)	Partial Constraints	Developed Acres	Developable Acres not including Acres listed under partial Constraints	Developable Acres including Acres listed under Partial Constraints
Enterprise District	171.09	183.91	42.13	596.29	780.20
EZ-A Retail Sub-District	37.95	62.74	59.88	382.61	445.35
General Industry	13.25	15.15	43.23	33.86	49.00
Light Industry	16.46	25.16	18.09	16.01	41.17
Light Industry 2	13.13	10.27	9.05	40.65	50.93
Neighborhood Business	0.07	7.84	15.42	0.94	8.78
Residential	2,508.66	2,241.61	2,033.07	4,062.22	6,303.83
Residential- Multi Family Permitted	23.93	0.45	83.64	33.46	33.91
Area Not Zoned	2.72	10.96	104.12	88.03	98.99
TOTAL OF ALL ZONING DISTRICTS	2,784.55	2,547.12	2,304.53	5,166.05	7,713.17

Source: MRPC Environmental and Development Characteristics Analysis for the Town of Lancaster, December 2014.

As shown in Table 12, in its entirety about 7,713.17 acres of land in Lancaster is available (not including absolute constraints) for residential, commercial and industrial development. About 2,784.55 acres in Lancaster is made up of absolute constraints and is undevelopable and about 2,304.53 acres is already

developed. The **vast majority of developable land is within the residential district** – not including land listed under absolute and partial constraints, the Residential District has 6,303.83 acres of developable land. Although it should be noted that land locked areas, subdivision control, etc. would reduce the amount of developable land), Section 3 of this plan indicates that there is substantial potential for development. However, in contrast, the Residential – Multi Family Permitted District has just 33.47 acres of developable land.

About 171.09 acres of the Enterprise District is undevelopable, 42.13 acres has been developed, and 780.20 acres is developable with partial constraints (596.29 Acres with no partial constraints). The EZ-A Retail Sub-District follows the Residential and Enterprise Districts with a total of 382.61 acres of developable land with no partial constraints, and General Industry, Light Industry, and Light Industry 2 Districts have about 33.86, 16.01 and 40.65 acres respectively of developable land not including land with partial constraints. So, besides having ample developable land for residential development, the amount of developable land when looking at the non-residential use districts in their entirety is about 1,070.37 acres (not including land with partial constraints), which is much more than that occupied by existing development (187.81 acres) and undevelopable acres (51.96 acres).

If used efficiently, there does seem to be some developable land zoned for commercial/industrial to promote opportunities and enhance economic development. However, commercial and industrial build-out isn't possible without public water/sewer service. Currently, the Town of Lancaster is seeking alternative water sources to supply North Lancaster, which is currently served 100% by private wells. The Town has worked with the Shirley Water District to bring water in and the town will also be speaking with the Lunenburg Water District for the same purpose. Meanwhile, local officials are also working with the town's municipal Water Department to understand the feasibility of supplying North Lancaster with water from a new Lancaster public water supply located off of Route 110 on the Bolton/Lancaster line. The land for this site is owned by the State, which makes the situation a bit more complicated, but not impossible.

As for sewer, the Lancaster Sewer District has no plans to expand into North Lancaster. Because Lancaster sewer waste is received and treated by the Clinton Sewer, there is no possibility of any major expansion in Lancaster. There is a sewer line on Duval Road that comes from Leominster, but further expansions into Lancaster have been denied by the City. However, the town should continue to explore possibilities/opportunities to promote infrastructure in areas that are suitable to support economic development. Moreover, the town should work to ensure that appropriate design guidelines are in place to retain community character along with adequate performance standards to protect the environment.

Section 4: Proposals and Recommendations

The following is a description of recommendations, based upon the inventory and analysis of this report, to enhance economic development in the Town of Lancaster. These will help local officials gain an understanding of the range of possibilities available to the Town to promote economic development while maintaining the character of the community. Generally, these recommendations could be characterized as a mix of both short and long range strategies that could be implemented following community outreach and support.

1. **Establish a Local Economic Development Committee:** The Town did have an Economic Development Committee but it disbanded some time ago. The town should work to re-establish a local Economic Development Committee to coordinate all the various elements of an economic development strategy for Lancaster. Some neighboring communities in the Montachusett Region (Town of Shirley and Westminster) have successfully done so and have very active committees. And, just recently, the nearby Town of Templeton has formed such a committee.

The Town could include local officials, business owners, and a real estate professional as part of the committee's makeup. The committee could start by reviewing this document and its recommendations, the Town's zoning scheme, tax policies, road improvement plans and water/sewer expansion plans as they relate to the Town's ability to retain existing businesses and attract new businesses. Such a committee could also monitor vacant buildings for potential economic development possibilities – the closing of Atlantic Union College has had a major impact on the community including walkability, local employment, and housing and reuse could have a substantial impact on economics in Lancaster. The committee would need to work with the various municipal boards and departments including but not limited to the Board of Health, Finance Committee, the Sewer, Water, Fire and Police departments, emergency services and the School Board.

2. **The Town could prepare a Market Study to identify Potential Business:** Some research required for a market study has already been completed as part of this project utilizing ESRI Business Analyst – See Attachment 2. MRPC has already obtained a market profile for the Town of Lancaster. An economic market study draws on information from a variety of sources, mainly the US Economic Census, to determine the amount of purchasing demand in the study area for various types of retail businesses. It compares this to sales standards for typical business to determine whether the demand is being met locally, or if there is unmet demand. This unmet demand, or "leakage," indicates the potential for additional retail establishments in the trade area. A current market study would provide a tool for the town to target its business development efforts.
3. **Continue Efforts to Review Adequacy of Current Zoning and Identify New Areas for Economic Development Opportunities:** The Town should continue a review of current zoning bylaws and determine their adequacy for accommodating desired land use and development within the

community. This includes the exploration of zoning for a Village District Bylaw which is currently underway. Also, as indicated in Section 3 of this report, if used efficiently, there does seem to be some developable land zoned for commercial/industrial to promote opportunities and enhance economic development. However, it should be noted that the vast majority of developable land is within the residential district. Lancaster has done much in terms of rezoning to promote economic development (i.e. creating the Enterprise Zone and IPOD Overlay for mixed use development, rezoning Four Corners NB) and should continue to look at areas of improvement.

The identification of any new and appropriate areas may be best accomplished through a charrette. A charrette is basically a design focused public meeting where boards, committee's, departments and the public get together to brainstorm ideas. Those in attendance are divided into small groups to develop ideas and proposal. The groups will then present their schemes to the larger group for discussion. Ultimately the goal is to have at a minimum two possible alternatives for Lancaster's planners to explore more in depth prior to making any final proposal or recommendation. By holding a charrette all the stakeholders will have the opportunity to voice their opinions and concerns, public officials will have the opportunity to respond and the possibilities of reaching a consensus are increased.

The Town could also keep in mind that it can adopt additional Chapter 43D Priority Development Sites. This program offers communities a tool to promote targeted economic and housing development by providing a transparent and efficient process for municipal permitting, guaranteeing local permitting decisions on priority development sites within 180 days, increasing visibility of the participating community, and targeting development site(s) know as Priority Development Sites (PDS). A PDS also has priority when it comes to receiving state grants and other resources.

4. **Continue to Work to Redevelop any "Brownfields"** to eventually allow remediation to take place, redevelopment to occur and generate new tax revenue. The Town has recently been highly successful in this effort when the former landfill off of Route 70 was converted to the Lancaster Landfill Solar Farm with more than 2,200 solar panels with the power produced used to offset power used in municipal facilities. An Economic Development Committee as described above could also be instrumental in seeking and facilitating additional opportunities. Reuse efforts are generally difficult and time-consuming with obstacles to overcome. An Economic Development Committee would also act as a liaison with state economic development officials and be alert for new programs and opportunities that may support the Town's efforts.

The Town should also continue to send a representative to attend meetings of the Montachusett Brownfields Group (MBG) – The Lancaster Planning Director has and continues to attend meetings when meetings are held. The MGB is made up of local officials, private sector representatives, MassDevelopment, economic development and environmental proponents, and representatives of the federal Environmental Protection Agency (EPA) who generally meet a few times per year to discuss brownfields related issues. MGB meetings are staffed by MRPC and meetings are held at MRPC offices in Fitchburg. Because of the wealth of knowledge of meeting attendees, some communities have utilized these meetings as a vehicle to work with others and resolve brownfields questions and sometimes even acquire grant funds - MRPC is sometimes successful in acquiring grant funds from EPA to fund environmental site assessments (ESA) – Lancaster is eligible to apply to

MRPC to fund ESA's – several MRPC communities have taken advantage of this program over the years including the Town of Lancaster which lead to the redevelopment of the landfill.

5. **Enhance Communication with Businesses:** The town should develop a survey that can be used to solicit information from existing businesses. Such a survey - whether a mailed document, web-based form, phone call, or a simple and informal personal visit to a business site - can be used to determine future business needs in the community and help local officials to plan ahead for necessary changes or improvements. The Town should also continue to work with the Chamber of Commerce to establish a small business association which could also serve as a forum where businesses can communicate with the town. Moreover, the town should have a Business Development web site. The Town should put additional local and regional economic information on the webpage including data included within this report such as the top employers; contact information; economic, housing, demographic, labor, education; transportation; any market information; and current/ future projects. This is the easiest and least costly way to make information available to those who need it. The town should also have its open space and recreation plan on the business development web site which is positive; firms place a premium on quality of life issues.

It should also be noted that MassDevelopment can provide assistance to potential businesses and manufacturers that wish to locate in Lancaster. MassDevelopment provides low-cost financing to businesses for real estate and equipment. Its programs and tools are especially advantageous for manufacturers including industrial bonds, the emerging technology fund, and the export program. MassDevelopment can also provide real estate pre-development services and various levels. More details are found at <http://www.massdevelopment.com/>.

6. **Aggressively seek Funding for Road/Infrastructure Improvements:** Town officials should seek federal and state funds for Road/Infrastructure Improvements including the regular participation in the transportation planning process at MRPC (the Board of Selectmen's appointment regularly attends the Joint Transportation Committee) and ensure that key road projects are listed on the Transportation Improvement Plan (TIP) and continue to press for regular funding of local projects.

According to Section 3 of this report, there does seem to be some developable land zoned for commercial/industrial to promote opportunities and enhance economic development. However, it is unlikely that this potential for commercial and industrial is anywhere near possible without appropriate infrastructure so the town needs to promote infrastructure in these areas that are suitable to support economic development. In particular, the town should strive to bring water and sewer into North Lancaster where it could assist in the development of commercial/industrial zoned land thus providing jobs, services, and lessening the residential tax burden.

7. **Regionalization of Services and Consolidation:** Lancaster should explore any regionalization opportunities with neighboring towns that have the potential to reduce operating costs. One resource that could further any effort made by the town is MRPC's District Local Technical Assistance (DLTA) Program. The DLTA program, funded by the Commonwealth of Massachusetts, enables MRPC staff to provide technical assistance at no cost to its 22 communities to encourage municipalities to work together to achieve and/or enhance cost-effective service delivery. Over the past eight years, MRPC received funding from the Commonwealth in fall/early winter. Shortly

thereafter, MRPC forwarded a Request for Service Delivery to member communities. This year, examples of eligible projects categorized as municipal partnerships included but were not limited to:

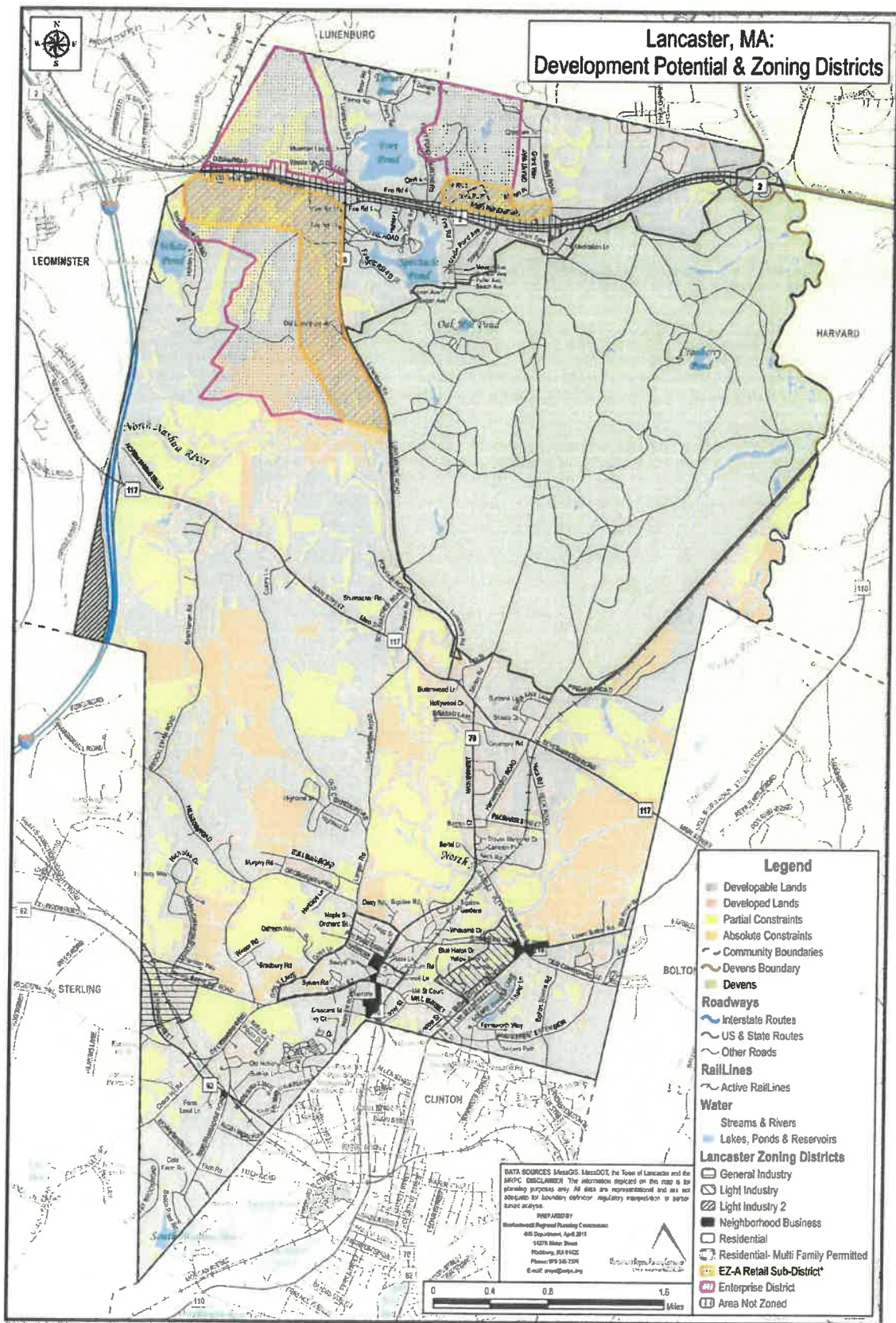
- Shared services (e.g., regional lockup, regional 911 centers, other public safety and emergency response responsibilities, information technology/data management, school district/regional school district analysis, shared professional and administrative services, agreements to operate shared waste disposal/recycling facilities/programs);
- Collective purchasing (if such purchasing cannot be otherwise accomplished using statewide contracts or can be achieved regionally for less than the state contract price, or items proposed for purchase are specific to municipal and/or school district agreements).

It should be noted that funding from the Commonwealth of Massachusetts is not guaranteed each year, and applications must be discussed in a public meeting and signed by the Chair of the Board of Selectmen.

8. **Research and Consider Ways to Guide Development to Enhance Community Character and Promote Smart Growth and Connectivity within the Community:** With land available to promote economic development in designated zoning districts, the Town could research and consider the concept of design guidelines for development in areas with significant characteristics worthy of preservation. Design guidelines can provide a flexible tool for influencing the visual quality of new development. 'Guidelines' are not mandatory, but they provide a vehicle to open dialogue with developers, engineers, and architects about features the community finds desirable. This helps to reinforce community character by identifying development standards that are consistent with the built environment. Design guidelines may be applied to town centers, highway corridors, industrial parks, etc. Guidelines may be prepared by an architect, urban designer or planner, and often contains photographs or renderings that illustrate the preferred design treatments.

Simultaneously, the Town should conduct a study on the downtown area to promote traffic/safety enhancements/crosswalks, sidewalks, appropriate pavement markings and signage, etc. and the identification of links to the towns overall trail/bike network. The Town is taking a proactive step by initiating the development of a Village District Bylaw and a Complete Streets Study to be conducted by MRPC this year.

Attachment 1: Development Potential Map



Attachment 2: Preliminary Market Analysis – ESRI BAO Analysis

ESRI BAO Analysis

Preliminary Market Analysis

To assess market potential as an aspect of economic development for the Town of Lancaster, an analysis was conducted using the Esri Business Analysis Online (Esri-BAO) analytic tool. This tool was developed to provide a "snapshot" of the local economy and the retail market supply and demand within a given study area. Among the information it provides is an analysis of disposable income, existing businesses by Standard Industrial Code (SIC) and North American Industry Classification System (NAICS), consumer spending to show market demand or retail potential, and an examination of business revenues or retail sales to show market supply. This section presents the results of the Business Analyst Online assessment.

An initial analysis, using Esri-BAO tools, was conducted to develop a disposable income profile for the Town of Lancaster and a summary of businesses. The disposable income profile indicated that, in 2014, the 2,547 households in Lancaster had a median disposable income of \$69,428 and an average disposable income of \$81,089. Results of this analysis are shown below:

	Census 2010	2014	2019	2014-2019 Change	2014-2019 Annual Rate
Population	8,055	8,452	8,784	332	0.77%
Median Age	38.5	38.9	39.3	0.4	0.20%
Households	2,409	2,547	2,686	139	1.07%
Average Household Size	2.66	2.64	2.62	-0.02	-0.15%
2014 Households by Disposable Income					
Total				Number	Percent
<\$15,000				2,547	100.0%
\$15,000-\$24,999				261	10.2%
\$25,000-\$34,999				194	7.6%
\$35,000-\$49,999				179	7.0%
\$50,000-\$74,999				279	11.0%
\$75,000-\$99,999				433	17.0%
\$100,000-\$149,999				384	15.1%
\$150,000-\$199,999				620	24.3%
\$200,000+				110	4.3%
Median Disposable Income				87	3.4%
Average Disposable Income				\$69,428	
				\$81,089	

The business summary indicated that in 2014, the Town had a total of 482 businesses, which employed 2,701 employees. Based on classification by Standard Industrial Code (SIC), 67.6% of these employees were employed in Services industries. Of these, the majority were employed by Education Institutions & Libraries. Based on the North American Industry Classification System (NAICS), 31.2% of Lancaster's employees were employed by Educational Services, with the next highest shares being employed by Health Care & Social Assistance and Other Services (except Public Administration). Results of the business summary are shown in the following pages.



Business Summary

Lancaster town 2
Lancaster town, MA (2502734165)
Geography: County Subdivision

Prepared by MRPC

Data for all businesses in area

	Lancaster town, ...
Total Businesses:	482
Total Employees:	2,701
Total Residential Population:	8,452
Employee/Residential Population Ratio:	0.32:1

	Employees			
	Number	Percent	Number	Percent
by SIC Codes				
Agriculture & Mining	28	5.8%	91	3.4%
Construction	60	12.4%	31	4.9%
Manufacturing	9	3.9%	239	8.8%
Transportation	8	17%	27	10%
Communication	3	0.6%	6	0.2%
Utility	1	0.2%	3	0.1%
Wholesale Trade	12	2.5%	52	1.9%
Retail Trade Summary				
Home Improvement	43	8.9%	52	5.6%
General Merchandise Stores	3	0.6%	3	0.1%
Food Stores	1	0.2%	4	0.1%
Auto Dealers, Gas Stations, Auto Aftermarket	4	0.8%	28	10%
Apparel & Accessory Stores	8	17%	74	2.7%
Furniture & Home Furnishings	4	0.8%	7	0.3%
Eating & Drinking Places	4	0.8%	9	0.3%
Miscellaneous Retail	5	10%	4	0.1%
Finance, Insurance, Real Estate Summary	14	2.9%	23	0.9%
Banks, Savings & Lending Institutions	30	6.2%	104	3.9%
Securities Brokers	4	0.8%	17	0.6%
Insurance Carriers & Agents	4	0.8%	7	0.3%
Real Estate, Holding, Other Investment Offices	2	0.4%	8	0.3%
Services Summary	20	4.1%	72	2.7%
Hotels & Lodging	28	45.2%	1827	67.6%
Automotive Services	2	0.4%	3	0.1%
Motion Pictures & Amusements	14	2.9%	60	2.2%
Health Services	6	3.3%	144	5.3%
Legal Services	17	3.5%	198	7.3%
Education Institutions & Libraries	6	12%	15	0.6%
Other Services	6	3.3%	841	31.1%
Government	147	30.5%	566	21.0%
Unclassified Establishments	5	10%	69	2.6%
Totals	55	114%	0	0.0%
	482	100.0%	2,701	100.0%

Source: Copyright 2014 Dun & Bradstreet, Inc. All rights reserved. Esri Total Residential Population forecasts for 2014.



Business Summary

Lancaster town 2
Lancaster town, MA (2502734165)
Geography: County Subdivision

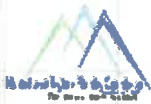
Prepared by MRPC

by NAICS Codes	Businesses Number	Percent	Employees Number	Percent
Agriculture, Forestry, Fishing & Hunting	0	3.3%	37	14%
Mining	0	0.0%	0	0.0%
Utilities	1	0.2%	3	0.1%
Construction	64	13.3%	140	5.2%
Manufacturing	15	3.7%	237	8.8%
Wholesale Trade	12	2.5%	52	1.9%
Retail Trade	38	7.9%	148	5.5%
Motor Vehicle & Parts Dealers	8	1.7%	74	2.7%
Furniture & Home Furnishings Stores	4	0.8%	9	0.3%
Electronics & Appliance Stores	0	0.0%	0	0.0%
Bldg Material & Garden Equipment & Supplies Dealers	3	0.6%	3	0.1%
Food & Beverage Stores	4	0.8%	28	1.0%
Health & Personal Care Stores	1	0.2%	4	0.1%
Gasoline Stations	0	0.0%	0	0.0%
Clothing & Clothing Accessories Stores	4	0.8%	7	0.3%
Sport Goods, Hobby, Book, & Music Stores	4	0.8%	7	0.3%
General Merchandise Stores	1	0.2%	4	0.1%
Miscellaneous Store Retailers	8	1.7%	11	0.4%
Nonstore Retailers	1	0.2%	1	0.0%
Transportation & Warehousing	8	1.7%	27	1.0%
Information	8	1.7%	22	0.8%
Finance & Insurance	13	2.7%	37	1.4%
Central Bank/Credit Intermediation & Related Activities	4	0.8%	17	0.6%
Securities, Commodity Contracts & Other Financial	6	1.2%	10	0.4%
Insurance Carriers & Related Activities; Funds, Trusts & Other	3	0.6%	10	0.4%
Real Estate, Rental & Leasing	12	2.5%	59	2.2%
Professional, Scientific & Tech Services	54	11.2%	136	5.0%
Legal Services	6	1.2%	16	0.6%
Management of Companies & Enterprises	2	0.4%	4	0.1%
Administrative & Support & Waste Management & Remediation	88	18.1%	130	4.8%
Educational Services	21	4.4%	844	31.2%
Health Care & Social Assistance	22	4.6%	309	11.4%
Arts, Entertainment & Recreation	12	2.5%	135	5.0%
Accommodation & Food Services	7	1.5%	7	0.3%
Accommodation	2	0.4%	3	0.1%
Food Services & Drinking Places	5	1.0%	4	0.1%
Other Services (except Public Administration)	46	9.5%	305	11.3%
Automotive Repair & Maintenance	13	2.7%	58	2.1%
Public Administration	5	1.0%	69	2.6%
Unclassified Establishments	55	11.4%	0	0.0%
Total	482	100.0%	2,701	100.0%

Source: Copyright 2014 Dun & Bradstreet, Inc. All rights reserved. Est Total Residential Population forecasts for 2014.

Esri-BAO was also used to develop a Retail MarketPlace Profile for Lancaster. The database used for this analysis includes the latest market statistics for Retail Trade and Food Services and Drinking Places (the retail market), utilizing data from the 2007 Census of Retail Trade and Consumer Expenditure Surveys (2011 and 2012) from the Bureau of Labor Statistics. Retail sales data also incorporates 2014 business data from Dun & Bradstreet. Consumer spending data is drawn from the Bureau of Labor Statistics' annual Consumer Expenditure Surveys and the Census of Retail Trade which is then adjusted by Esri based on demographic profiles specific to the given study area. This provides for improved differentiation of spending, particularly in smaller markets where distinctions can be difficult to measure and for big-ticket items where consumer preferences are more pronounced.

The database reflects geographic inventories and boundary definitions such as block groups, tracts, and counties based on 2010 Census geography, enabling the analysis to be applied at a finer level than the overall community. In this case, the analysis was conducted for the entire Town of Lancaster. Dollar estimates of supply and demand are presented in the North American Industry Classification System (NAICS) which defines 27 industry groups in the Retail Trade sector as well as four industry groups within the Food Services and Drinking Places subsector. Complete results of the Retail MarketPlace Profile analysis are shown in the following pages.



Retail MarketPlace Profile

Lancaster town 2
Lancaster town, MA (2502734165)
Geography: County Subdivision

Prepared by MRPC

Summary Demographics

2014 Population	8,452
2014 Households	2,547
2014 Median Disposable Income	\$69,428
2014 Per Capita Income	\$33,904

Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$12,551,738	\$59,80,948	\$53,360,770	311	34
Total Retail Trade	44-45	\$10,790,512	\$58,919,407	\$41,871,105	26.2	32
Total Food & Drink	722	\$1,761,206	\$27,1541	\$11,489,665	95.5	2

Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$20,415,976	\$48,433,693	-\$28,017,717	-40.7	4
Automobile Dealers	4411	\$17,947,509	\$47,848,069	-\$29,900,560	-45.4	3
Other Motor Vehicle Dealers	4412	\$1,039,293	\$585,624	\$553,669	32.1	1
Auto Parts, Accessories & Tire Stores	4413	\$1329,174	\$0	\$1329,174	100.0	0
Furniture & Home Furnishings Stores	442	\$2,652,630	\$125,1340	\$140,1290	35.9	4
Furniture Stores	4421	\$1269,574	\$582,125	\$687,449	37.1	2
Home Furnishings Stores	4422	\$1383,056	\$669,215	\$713,841	34.8	2
Electronics & Appliance Stores	443	\$3,546,352	\$0	\$3,546,352	100.0	0
Bldg Materials, Garden Equip. & Supply Stores	444	\$3,521,983	\$2,283,051	\$1,238,932	21.3	3
Bldg Material & Supplies Dealers	4441	\$3,011,078	\$219,464	\$2,791,614	86.4	2
Lawn & Garden Equip & Supply Stores	4442	\$510,905	\$2,063,587	-\$1,552,682	-60.3	1
Food & Beverage Stores	445	\$20,232,348	\$2,619,187	\$17,613,161	77.1	3
Grocery Stores	4451	\$17,196,560	\$1864,313	\$15,332,247	80.4	1
Specialty Food Stores	4452	\$822,628	\$754,874	\$67,754	4.3	2
Bear, Wine & Liquor Stores	4453	\$2,213,160	\$0	\$2,213,160	100.0	0
Health & Personal Care Stores	446,4461	\$10,022,261	\$505,039	\$9,517,222	90.4	1
Gasoline Stations	447,4471	\$8,708,967	\$1,988,946	\$6,720,021	62.8	1
Clothing & Clothing Accessories Stores	448	\$7,666,051	\$546,069	\$7,119,982	88.7	4
Clothing Stores	4481	\$5,657,867	\$546,069	\$5,111,798	82.4	4
Shoe Stores	4482	\$965,824	\$0	\$965,824	100.0	0
Jewelry, Luggage & Leather Goods Stores	4483	\$1042,360	\$0	\$1042,360	100.0	0
Sporting Goods, Hobby, Book & Music Stores	451	\$2,841,064	\$282,309	\$2,558,755	81.9	3
Sporting Goods/Hobby/Musical Instr Stores	4511	\$2,318,795	\$282,309	\$2,036,486	78.3	3
Book, Periodical & Music Stores	4512	\$522,269	\$0	\$522,269	100.0	0
General Merchandise Stores	452	\$10,810,132	\$352,175	\$10,457,957	93.7	1
Department Stores Excluding Leased Depts.	4521	\$5,875,273	\$0	\$5,875,273	100.0	0
Other General Merchandise Stores	4529	\$4,934,859	\$352,175	\$4,582,684	86.7	1
Miscellaneous Store Retailers	453	\$2,612,923	\$542,235	\$2,070,688	65.6	7
Florists	4531	\$178,966	\$105,326	\$73,640	25.9	2
Office Supplies, Stationery & Gift Stores	4532	\$965,766	\$0	\$965,766	100.0	0
Used Merchandise Stores	4533	\$463,619	\$266,619	\$197,001	27.0	2
Other Miscellaneous Store Retailers	4539	\$1004,572	\$170,291	\$834,281	71.0	3
Nonstore Retailers	454	\$7,759,825	\$115,363	\$7,644,462	97.1	1
Electronic Shopping & Mail-Order Houses	4541	\$5,750,135	\$0	\$5,750,135	100.0	0
Vending Machine Operators	4542	\$150,150	\$0	\$150,150	100.0	0
Direct Selling Establishments	4543	\$1859,540	\$115,363	\$1,744,177	88.3	1
Food Services & Drinking Places	722	\$1,761,206	\$27,1541	\$1,489,665	95.5	2
Full-Service Restaurants	7221	\$6,078,652	\$83,808	\$5,994,844	97.3	1
Limited-Service Eating Places	7222	\$4,727,653	\$187,733	\$4,539,920	92.4	1
Special Food Services	7223	\$599,488	\$0	\$599,488	100.0	0
Drinking Places - Alcoholic Beverages	7224	\$355,413	\$0	\$355,413	100.0	0

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please view the methodology statement at <http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>.

Source: Esri and Dun & Bradstreet. Copyright 2014 Dun & Bradstreet, Inc. All rights reserved.

January 14, 2015

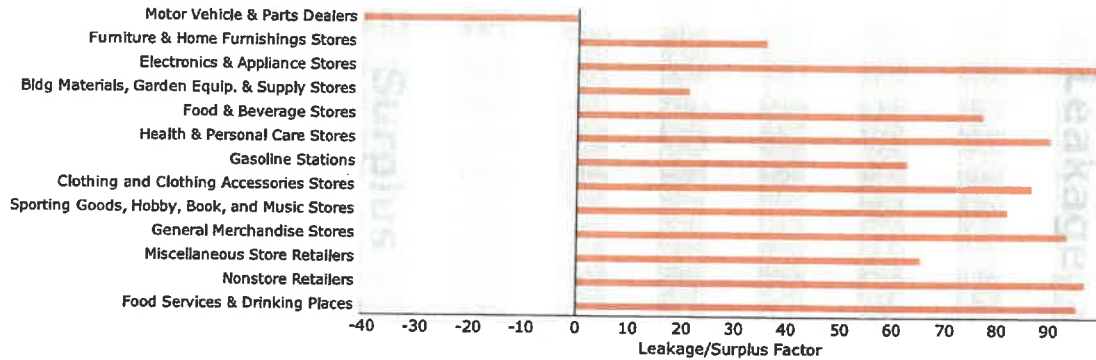


Retail MarketPlace Profile

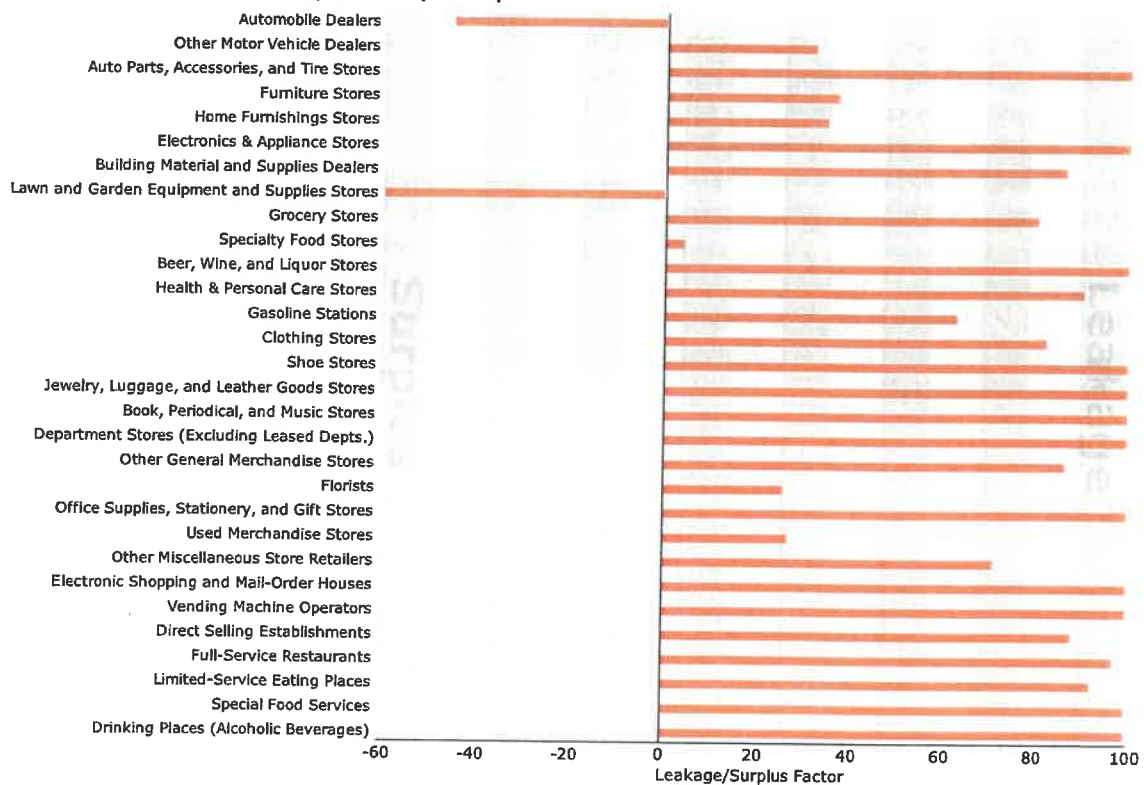
Lancaster town 2
Lancaster town, MA (2502734165)
Geography: County Subdivision

Prepared by MRPC

Leakage/Surplus Factor by Industry Subsector



Leakage/Surplus Factor by Industry Group



By comparing supply and demand, the analysis is also able to estimate a Leakage/Surplus Factor which provides a measure of the balance between the volume of supply (retail sales) generated by retail industry and demand (spending by households or retail potential) within the same industry. "Leakage" in an area represents a condition where a market's supply is less than its demand. In this case, retailers outside the area are fulfilling demand for retail products from area consumers and demand is "leaking" out of the trade area. Surplus represents a condition where the area's supply exceeds the area's demand. In this case, retailers are attracting shoppers that reside outside of the trade area, so there is a surplus in market supply. This information can be used in a variety of ways, but one aspect of its use is as a *potential* indication of retail opportunity in instances where the leakage factor is high. Caution must be used in interpreting results however, taking into account the size of the market area, the type of commodities involved, the extent of the overall regional market and the location and relative strength of competitive retail markets.

As indicated above, the BAO tables present the results of the retail market analysis the entire Town of Lancaster. This includes a summary of current businesses by SIC and NAICS classification, disposable income of population within the community, and the Retail MarketPlace Profile. The first set of rows in the MarketPlace Profile indicates total demand and supply by major industry categories (retail, food & drink, and retail and food & drink combined). Looking at all industries combined, there is a total demand of \$104.4 million for retail and food & drink by the Lancaster market but only \$50.2 million in goods supplied by the 32 retail businesses represented in the market. This means that there is "leakage" of approximately \$54.3 million spent by Lancaster consumers for goods purchased outside of the Town. Looking at specific industries, only the category of Automobile Dealers is shown as providing a surplus within the community. In terms of total magnitude, Grocery Stores, General Merchandise Stores, and Food Service & Drinking Places are the categories showing the greatest leakage in dollar value, although Auto Parts Stores, Beer, Wine & Liquor Stores, Shoe Stores, Jewelry, Luggage & Leather Stores, Book, Periodical & Music Stores, Electronic Shopping & Mail-Order Houses, and Vending Machine Operators have a 100 percent "leakage" factor, meaning these businesses are completely absent in Lancaster. Whether these industry categories represent opportunities for development and investment within the Study Area would require further investigation, taking into account the type and magnitude of industry under consideration and the location of competitive businesses within proximity to the Town of Lancaster.

V. BOARDS, COMMITTEES & DEPARTMENT REPORTS



TOWN OF LANCASTER – BOARD OF HEALTH

Monday, September 20, 2021

6:00 PM via Zoom

Meeting Agenda

Joint Meeting with the Lancaster Select Board

Join Zoom Meeting

<https://us02web.zoom.us/j/86120780392>

Meeting ID: 861 2078 0392

Sole Topic: Vaccination of Town Employees

Members Attending:

Jeff Paster

John Farnsworth

One tap mobile

+16465588656,,86120780392# US (New York)

+13017158592,,86120780392# US (Washington DC)

Dial by your location

+1 646 558 8656 US (New York)

+1 301 715 8592 US (Washington DC)

+1 312 626 6799 US (Chicago)

+1 669 900 9128 US (San Jose)

+1 253 215 8782 US (Tacoma)

+1 346 248 7799 US (Houston)

Meeting ID: 861 2078 0392

Find your local number: <https://us02web.zoom.us/j/86120780392>

The Board is working to better improve systems that allow for public involvement and appreciates your patience during this difficult transition period.

Link below for Town of Lancaster Remote Participation Guidelines

https://www.ci.lancaster.ma.us/sites/g/files/vyhlf4586/f/uploads/remote_participation_guidelines_2020_master.pdf <https://us02web.zoom.us/j/84794058276>

Town Administrator Report

TOWN ADMINISTRATOR's REPORT

9/20/2021

ARPA Funding

I would like to confirm the current ARPA allocation for the Town. The municipal share is \$797,334. The county allotment is \$1,567,423 (this portion goes to the Town since Worcester County government has been abolished). The total ARPA Allocation for Lancaster is \$2,364,757. I have attached a brief handout on the municipal guidance for spending the funds. I have also reached out to the local chamber(s) of commerce for ideas on small business assistance.

Commission on Disability Town Wide Survey

The Lancaster Commission on Disability will be developing a survey to hopefully create plan to address various deficiencies as it relates to accessibility. The survey is a private survey, and we are currently coordinating the possibility of mailing the survey to all households. The cost of the 3-page document will be approximately \$3,000 should we choose to go that route.

Hazard Mitigation Plan Update

The Public Hearing on the Hazard Mitigation Plan update was held via zoom on Wednesday September 15. A copy of the PowerPoint presentation is attached. We will be incorporating several changes based on the last plan as well as including a section on pandemic responses. We still expect to complete the plan by the end of December/Early January.

HR Director Appointment

I have provided the Board a memo on the future of the HR Director position and how best to move forward with Sandi's appointment period ending.

STM Articles Follow up

I have provided the Board a memo on the proposed STM articles and the timing impacts. The cost of the Town meeting, assuming it is outside would be \$2,000-to \$2,500 should we need to make any special accommodations.



Coronavirus State and Local Fiscal Recovery Funds

The American Rescue Plan will deliver \$350 billion for state, local, territorial, and Tribal governments to respond to the COVID-19 emergency and bring back jobs.

The Coronavirus State & Local Fiscal Recovery Funds provide a substantial infusion of resources to help turn the tide on the pandemic, address its economic fallout, and lay the foundation for a strong and equitable recovery.

Funding Objectives

- **Support urgent COVID-19 response efforts** to continue to decrease spread of the virus and bring the pandemic under control
- **Replace lost public sector revenue** to strengthen support for vital public services and help retain jobs
- **Support immediate economic stabilization** for households and businesses
- **Address systemic public health and economic challenges** that have contributed to the inequal impact of the pandemic

Eligible Jurisdictions & Allocations

Direct Recipients

- States and District of Columbia (\$195.3 billion)
- Counties (\$65.1 billion)
- Metropolitan cities (\$45.6 billion)
- Tribal governments (\$20.0 billion)
- Territories (\$4.5 billion)

Indirect Recipients

- Non-entitlement units (\$19.5 billion)



Support Public Health Response

Fund COVID-19 mitigation efforts, medical expenses, behavioral healthcare, and certain public health and safety staff



Address Negative Economic Impacts

Respond to economic harms to workers, families, small businesses, impacted industries, and the public sector



Replace Public Sector Revenue Loss

Use funds to provide government services to the extent of the reduction in revenue experienced due to the pandemic



Premium Pay for Essential Workers

Offer additional support to those who have and will bear the greatest health risks because of their service in critical infrastructure sectors



Water and Sewer Infrastructure

Make necessary investments to improve access to clean drinking water and invest in wastewater and stormwater infrastructure



Broadband Infrastructure

Make necessary investments to provide unserved or underserved locations with new or expanded broadband access



For More Information: Please visit www.treasury.gov/SLFRP

For Media Inquiries: Please contact the U.S. Treasury Press Office at (202) 622-2960

For General Inquiries: Please email SLFRP@treasury.gov for additional information



Example Uses of Funds



Support Public Health Response

- **Services to contain and mitigate the spread of COVID-19**, including vaccination, medical expenses, testing, contact tracing, quarantine costs, capacity enhancements, and many related activities
- **Behavioral healthcare services**, including mental health or substance misuse treatment, crisis intervention, and related services
- **Payroll and covered benefits** for public health, healthcare, human services, and public safety staff to the extent that they work on the COVID-19 response



Replace Public Sector Revenue Loss

- **Ensure continuity of vital government services** by filling budget shortfalls
- **Revenue loss is calculated** relative to a counterfactual trend, beginning with the last full fiscal year pre-pandemic and adjusted annually for growth
- **Recipients may re-calculate revenue loss** at multiple points during the program, supporting those entities that experience revenue loss with a lag



Water & Sewer Infrastructure

- **Includes improvements to infrastructure**, such as building or upgrading facilities and transmission, distribution, and storage systems
- **Eligible uses aligned to Environmental Protection Agency project categories** for the Clean Water State Revolving Fund and Drinking Water State Revolving Fund



Equity-Focused Services

- **Additional flexibility for the hardest-hit communities and families** to address health disparities, invest in housing, address educational disparities, and promote healthy childhood environments
- **Broadly applicable** to Qualified Census Tracts, other disproportionately impacted areas, and when provided by Tribal governments



Address Negative Economic Impacts

- **Deliver assistance to workers and families**, including support for unemployed workers, aid to households, and survivor's benefits for families of COVID-19 victims
- **Support small businesses** with loans, grants, in-kind assistance, and counseling programs
- **Speed the recovery of impacted industries**, including the tourism, travel, and hospitality sectors
- **Rebuild public sector capacity** by rehiring staff, replenishing state unemployment insurance funds, and implementing economic relief programs



Premium Pay for Essential Workers

- **Provide premium pay to essential workers**, both directly and through grants to third-party employers
- **Prioritize low- and moderate-income workers**, who face the greatest mismatch between employment-related health risks and compensation
- **Key sectors include** healthcare, grocery and food services, education, childcare, sanitation, and transit
- **Must be fully additive** to a worker's wages



Broadband Infrastructure

- **Focus on households and businesses** without access to broadband and those with connections that do not provide minimally acceptable speeds
- **Fund projects that deliver reliable service** with minimum 100 Mbps download / 100 Mbps upload speeds unless impracticable
- **Complement broadband investments** made through the Capital Projects Fund



Ineligible Uses

- **Changes that reduce net tax revenue** must not be offset with American Rescue Plan funds
- **Extraordinary payments into a pension fund** are a prohibited use of this funding
- **Other restrictions apply** to eligible uses

The examples listed in this document are non-exhaustive, do not describe all terms and conditions associated with the use of this funding, and do not describe all the restrictions on use that may apply. The U.S. Department of the Treasury provides this document, the State and Local contact channels, and other resources for informational purposes. Although efforts have been made to ensure the accuracy of the information provided, the information is subject to change or correction. Any Coronavirus State and Local Fiscal Recovery Funds received will be subject to the terms and conditions of the agreement entered into by Treasury and the respective jurisdiction, which shall incorporate the provisions of the Interim Final Rule and/or Final Rule that implements this program.

Town of Lancaster - Commission on Disability (LCOD)
Community Survey

Please return this Survey to: LCOD c/f Lancaster Town Clerk, 701 Main Street, suite 2, Lancaster, MA 01523

You can email this survey to krocco@lancasterma.net

The LCOD is soliciting your input/ assistance to hopefully create a more inclusive, enhanced quality of life for Lancaster's disabled residents. The information you provide will be strictly held as confidential and only discussed in aggregate when reviewing overall results with town officials. Personal identities of survey participants will not be shared or divulged with anyone, including town officials.

1. How would you rate the following? Please circle one (Excellent, Good, Fair, or Poor)					
	Excellent	Good	Fair	Poor	Comments:
a. Sidewalks are safe for pedestrians, other mobility devices					
b. Separate pathways for bicyclists and pedestrians	Excellent	Good	Fair	Poor	Comments:
c. Safe and accessible recreation areas for everyone to enjoy	Excellent	Good	Fair	Poor	Comments:
d. Public buildings/spaces and businesses, including restrooms, are accessible to people of different physical abilities	Excellent	Good	Fair	Poor	Comments:
e. Adequate benches for resting in public areas such as parks, along sidewalks, and around public buildings	Excellent	Good	Fair	Poor	Comments:
Other/ Please Comment/ Make Recommendations:					

2. How do you rate our community on the following? Please circle one (Excellent, Good, Fair, or Poor)

	Excellent	Good	Fair	Poor	Comments:
a. Community information is in one central easy-to-access source					
b. Community information is clearly displayed and in large print	Excellent	Good	Fair	Poor	Comments:
c. Community information is available in different languages	Excellent	Good	Fair	Poor	Comments:
Other/ Please Comment/ Make Recommendations:					

3. Would you turn to the following for resources if you, a family member or friend needed information about caregiving, home delivered meals, medical transport, home repair, or social services? Please circle one: Yes, No or Not sure

	Yes	No	Not Sure	Comments:
a. Local government resources such as the Board of Health	Yes	No	Not Sure	Comments:
b. Internet (list below - i.e., town website, Facebook page etc.)	Yes	No	Not Sure	Comments:
c. Family or friends	Yes	No	Not Sure	Comments:
d. Faith-based organizations such as churches or synagogues	Yes	No	Not Sure	Comments:
e. Lancaster Community Center	Yes	No	Not Sure	Comments:
f. Lancaster Commission on Disability	Yes	No	Not Sure	Comments:
g. Other resources (please state in comments)	Yes	No	Not Sure	Comments:
Other/ Please Comment/ Make Recommendations:				

Demographics:

1. Please circle your gender:		
Female	Male	Other
		Prefer not to Answer

2. Please state the number of persons in your household in each age group:				
< 18	18-30	31-50	50-65	>65

3. Do you, your spouse, partner, or other household member have some form of disability?	
Yes	No
Optional/ Voluntary: If yes, please stipulate or describe the disability:	

The Lancaster Commission on Disability **THANKS YOU** for participating in this survey. Your input will be useful in assisting the town to ensure that our community is inclusive and values people of all abilities.

If you would like more information about the LCOD or would consider becoming a volunteer, please put an "X" in this box and complete the information at the bottom of this form.

If you would prefer to discuss your survey responses with a member of the LCOD, please put an "X" in this box and complete the information at the bottom of this form.

Name _____

Phone/Cell _____ Email _____

LANCASTER HAZARD MITIGATION PLAN 2021

PUBLIC MEETING - SEPTEMBER 15, 2021

Project Working Group

- Town of Lancaster
 - Town Administrator
 - Fire Chief / EMD
 - Chief of Police
 - Public Works Superintendent
 - Board of Health Chair
- Montachusett Regional Planning Commission (MRPC)
 - Blair Haney, Senior Planner
 - Karen Chapman, Director of Planning

INTRODUCTIONS

PROCESS & PURPOSE

Purpose

- Current HMP expired in May 2021
- Receive certification from MEMA and FEMA
- Valid for 5 years
- Apply for and receive grants from FEMA for implementation projects

Process

- Form a Working Group;
- Host a public meeting;
- Gather data and analyze;
- Make recommendations to WG;
- Submit a draft report to the public for review;
- Host a second public meeting to discuss;
- Incorporate public comment and finalize the report

MAJOR COMPONENTS OF AN HMP

Natural Hazards Matrix

Critical Facilities

Flood Zones

Local Hazards

Natural Hazards Matrix

Lancaster Natural Hazard Matrix

Natural Hazard	Estimated Occurrence	Location	Impacts	Hazard Index
Natural Hazard Separated by Flood, Atmospheric Related and Winter Related, Other Natural Hazards, and Geologic Hazards	3 = High/Low 2 = Moderate 1 = Low	3 = Regional/State 2 = Multi-Community/Regional 1 = Local/Town	4 = Catastrophic 3 = Critical 2 = Moderate 1 = Negligible	Rating Determined by Combining the Location, Impacts, and Frequency of a Natural Hazard
Flood-Related Hazards				
• Heavy Rain	3	3	3	3
• Storm Surge	2	2	2.5	6.5
• Dam Failure	2	2	3.5	7.5
• Ice Dams	2	1	2	5
• Beavers	3	1	2	6
Atmospheric Related and Winter Related Hazards				
• High Winds	2	2	3	7
• Ice Storms	2	3	3.5	8.5
• Tornadoes	2	3	3.5	8.5
• Hailstorms	2	3	2.5	8.5
• Severe Thunderstorms	2	2	2.5	6.5
• Heavy Snow	2	3	3	8
• Ice Storm	2	3	1	8
• Blizzard	2	3	3	8
Other Natural Hazards				
• Major Urban Fires	2	1	4	7
• Wildland Fire	2	2	3	7
• Drought	2	3	3	8
• Extreme Temperature	2	3	2	7
Geologic Hazards				
• Earthquakes	2	2	4	8
• Landslides	1	1	1	3
• Tsunami	NA	NA	NA	NA

Key:
 High/Low: 10 to 100 percent probability of occurrence within the next year or a recurrence interval of less than 1 year.
 Moderate: 10 to 50 percent probability of occurrence within the next year or a recurrence interval of 1 to 10 years.
 Low: Less than 10 percent probability of occurrence within the next year or a recurrence interval of greater than 11 years.
 Catastrophic: Immediate onset or extended duration of event resulting in catastrophic damage and unacceptable conditions.
 Critical: Fast onset or long duration of event resulting in devastation, damage and loss of services for weeks or months.
 Limited: Moderate onset or moderate duration of event, resulting in some damage.
 Negligible: Slow onset or short duration of event resulting in little to no damage.

Critical Facilities

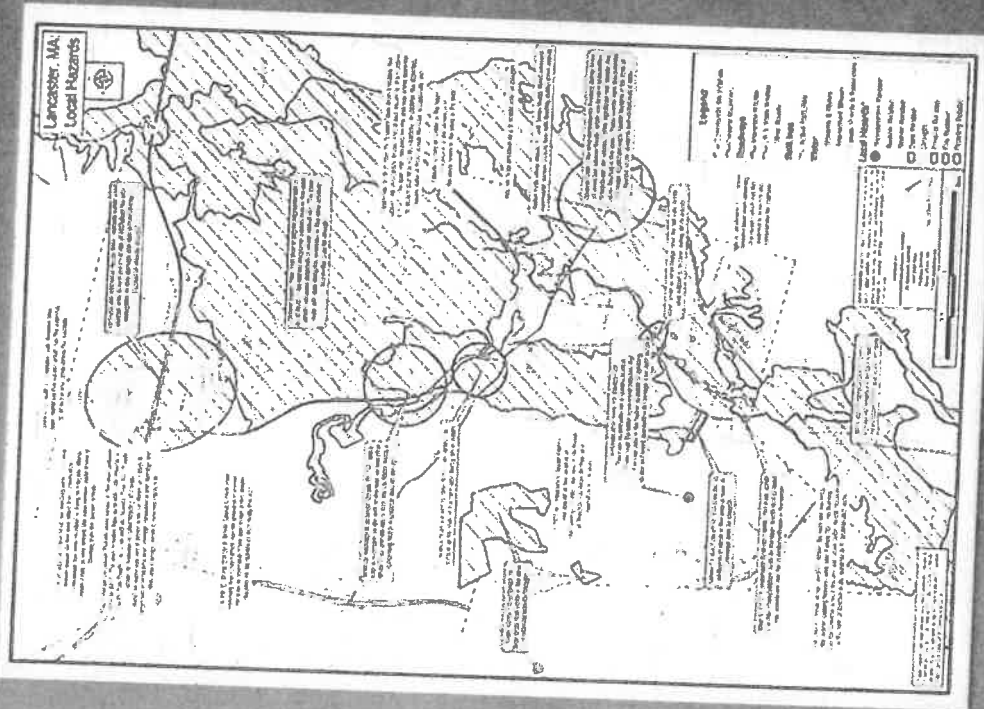
Table 53: Lancaster Critical Facilities

Feature Type	Name	Address
City/Town Halls	Lancaster Town Hall	695 Main Street
College	Atlantic Union College	338 Main Street
Public Water Supply*	Baybros Eye Care, Inc.	479 Old Union Turnpike
	800 Well #1	
	U.S. Army Devens (South Post)	
	Out Water LLC	Old Union Turnpike
	800 Well #2	
	Norm Wagner Toyota	700 Old Union Turnpike
	800 Well #1	
	800 Well #2	
	YMCA Camp Love	Fort Pond Inn Road
	Lancaster Golf And Learning Center	438 Old Union Turnpike
	Horn Packaging	580 Fort Pond Road
	Kimball Farm At Oakridge	1543 Lunenburg Road
DPW Facilities	Lancaster Highway Department	432 Center Bridge Road
Early Education	Nashoba Montessori School, Inc.	94 Main Street
Childcare Facilities	Foss, Mary	2567 Main Street
	Kittredge, Nettie M.	558 S Meadow Road
	Brooks, Amy	658 S Meadow Road
	Costa, Marilyn	88 Carter Street
	Leblanc, Michelle	113 Carter Street
	Perkins Child Development Center	25 Creamery Rd
	MacCubbin, Martha	114 Moffett Street
	Joyce, Michelle T.	2455 Main Street
Elderly Housing	Discovery Program-Day Care Browning School	180 George Hill Road
	Bigelow Gardens	449 Main Street

Flood Zones



Local Hazards



QUESTIONS TO PUBLIC

Question 1

- What natural hazard events (flooding, icing, extreme temperatures) stand out in your mind during the last 5 years?

Question 2

- What critical facilities or infrastructure (roads, bridges, culverts) experienced impacts due to natural hazards in the last 5 years?

QUESTIONS TO PUBLIC

Question 3

- What changes have you witnessed over the last 5-10 years to hazard events and weather patterns due to climate change?

Question 4

- What neighborhoods or groups of people are most at risk due to changing climate and increasing hazards?

QUESTIONS TO PUBLIC

Question 5

- What new large buildings or developments occurred in last 5 years?

Question 6

- What, if any, changes in local priorities happened during the previous 5 years?

QUESTIONS TO PUBLIC

Question 7

- How did the Pandemic negatively impact Town services, and how did this affect you?

Question 8

- What recommendations would you make if another Pandemic impacts us in the future?

QUESTIONS TO PUBLIC

Question 9

- How did the Pandemic negatively impact other services in your life that are NOT typically the Town's responsibility?

Question 10

- What recommendations would you make to the Town to better coordinate the services?

NEXT STEPS

Project Timeline

- Data gathering (September 2021)
- Drafting the report (September 2021 – October 2021)
- Updating the maps (October 2021)
- Updating and revising the recommended projects and actions (October 2021)
- Presentation of draft report to the public for feedback (November 2021)
- Submit final report to MEMA and FEMA (December 2021)

QUESTIONS & COMMENTS

Thank You!



Town of Lancaster

Office of the Selectboard

701 Main Street, Suite 1

Lancaster, MA 01523

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

*Orlando Pacheco, Town Administrator
Kathleen A. Rocco, Executive Assistant*

MEMO

To: Selectboard

From: Orlando Pacheco, Town Administrator

Date: August 27, 2021

Re: Human Resources Director Appointment

The Town's Interim Human Resources Director was given a 6-month, full-time appointment. In that time we have addressed a number of issues, and unexpectedly had a number of recruiting assignments which she has contributed to. The position is very much needed and provides some necessary support and coordination for the Town Administrator, Selectboard, and staff both union and non-union.

I would like to request the Board maintain the HR position as full-time until October 15, 2021, and moving forward reduce the hourly commitment to between 16-20 hours/week. This would allow the continued human resource support needed and maintain some consistency for both board members and staff.

Given the number of issues in the ever-changing municipal environment, the need to modify or replace our Personnel Bylaw requires having a dedicated professional with experience in public personnel management. There will also be a consistent presence to support future recruiting efforts, assist and expand upon training efforts, provide legal guidance, and provide a secure place to deal with sensitive personnel matters outside of the Town Administrator.

The position will be of great benefit in assisting the Board and Town Administrator in carrying out those recommendations and edits outlined in the Collins Center HR Study as well as making sure we are legally compliant in managing today's workforce.



Town of Lancaster
Office of the Board of Selectmen
701 Main Street, Suite 1
Lancaster, MA 01523

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

Orlando Pacheco, Town Administrator
Kathleen A. Rocco, Executive Assistant

MEMO

To: Selectboard

From: Orlando Pacheco, Town Administrator

Date: September 15, 2021

Re: Special Town Meeting Warrant Articles

As a follow up to the Board's September 8th meeting, I wanted to follow up on the timeline associated with implementation of the potential warrant articles

1) National Grid Easement

The Town of Lancaster must provide National Grid an easement to install wires for the purposes of constructing 3 electric vehicle charging stations. The easement will lay out the sequence for the construction. In order to have the charging stations installed by the end of the calendar year a Town meeting must happen in October. However, the installation itself is not time sensitive to municipal operations and the Town can work with National Grid and MADEP on the final deadlines.

2) Police Chief Civil Service Removal

This article is not time sensitive in terms of its impacts to municipal operations. We are also working with the legislative delegation to eliminate the need for a Town Meeting article since this was previously approved.

3) Discontinuance of Old Lunenburg Road

This article is not time sensitive to municipal operations and has received the approval of the Planning Board.

4) North Lancaster Zoning Articles

The Town has been developing 2 potential articles related to North Lancaster. Both the 40R and ICOD zoning articles would require a public hearing from the Planning Board. The Planning Board must hold a public hearing within 65 days under MGL Chapter 40A Section 5. Once the articles are ready for submission the Board or petitioners should submit to the Planning Board. The STM Meeting date should be back tracked from this series of events.

5) Capital Plan Articles

A) Cemetery Tree Cutting-This is not time sensitive

B) Water Meter Replacement-Moderate time sensitivity since the Town will need to do some due diligence of the selection and implementation process

C) MRE/LBM-Boiler Replacement-High time sensitivity. With Winter approaching the goal would be to have this in place by Thanksgiving. I have reached on to the Supt. of School to work on a "bridge" solution until we have a Town Meeting. There are supply chain issues in terms of ordering and having equipment available that we need to consider in accomplishing this under an ideal timeline.

6) Acceptance of MGL Chapter 59 Section 21A

(Additional Compensation for a Certified Assessor)

This article is not time sensitive but should be included in the next warrant. The current Assessor should receive certification within the next 6-12 months. There is no expectation of additional compensation prior to July 1, 2022.

If the Town were to schedule a Town meeting outdoors, the cost would be estimated at \$2000-\$2500. This would cover the cost of the lighting, equipment, bathroom rentals, staff (registrars) and a minimum charge to have counsel present.

ADMINISTRATION, BUDGET AND POLICY

#1

#2

VIII. APPOINTMENTS AND RESIGNATIONS

RECEIVED

JUL 29 2021

Board of Selectmen

July 29, 2021

Jay Moody, Chair Lancaster Selectboard

Hello Jay,

I am interested in volunteering to work for town activities in support of town activities, and I would like to be contributing by serving on the newly organized personnel board. I was the Northborough/Southborough Director of Student Support services. During my thirty-year career I interviewed and hired hundreds of candidates for a variety of district positions. I am familiar with interview procedures and collaborative decision making. I am retired and have time to give something back to the town of Lancaster. Please know that my interest is to serve the town-no grudges, no ulterior motives.

Please be aware that I have a bachelor's degree in education and a master's degree in counseling psychology and extensive training in Leadership and Administration.

Thank you for considering my request to serve our town on this committee.

Sincerely,


Jean Bean

Lancaster Selectboard
Prescott Building
Lancaster, MA 01523

RECEIVED
AUG 12 2021
Board of Selectmen

August 12, 2021

Dear Selectboard Members:

This letter is to serve notice of my desire to serve on the Town's Personnel Board. For the past 15 years, I have served the Town as an elected member of the Finance Committee, the last 9 as FINCOM Chair. Over the years in that role, I have gained a significant knowledge of the Town's personnel structure and the roles of the various boards, committees, and staff. I would welcome the opportunity to continue to contribute to the town through this new Personnel Board.

Since the Town has undergone a personnel study conducted by the Collins Center at UMASS-Boston and now has the expertise of an in-house Human Resources Director to help facilitate matters without adding additional pressure on the existing staff. This provides a good time to enhance the Town's overall personnel management oversight.

I look forward to contributing to Lancaster in a different role.

Sincerely,



James E Riley, Jr "Jay"

242 Mill Street

Lancaster, MA 01523

Orlando Pacheco

From: Contact form at Lancaster MA <cmsmailer@civicplus.com>
Sent: Friday, August 13, 2021 12:03 PM
To: Orlando Pacheco
Subject: [Lancaster MA] Town Personnel Board (Sent by denise hurley, deehurley@hotmail.com)

Hello opacheco,

denise hurley (deehurley@hotmail.com) has sent you a message via your contact form (<https://www.ci.lancaster.ma.us/user/22/contact>) at Lancaster MA.

If you don't want to receive such e-mails, you can change your settings at <https://www.ci.lancaster.ma.us/user/22/edit>.

Message:

Hi Orlando,

I would like to join the Town Personnel Board. I was on the board about 20 years ago when Steven Quill was chair.

Take care,

Denise

RECEIVED

AUG 13 AM

Board of Selectmen

Orlando Pacheco

From: Stan <avidstarr@aol.com>
Sent: Monday, August 16, 2021 11:29 AM
To: Jason A. Allison
Cc: Orlando Pacheco
Subject: Personnel Board

**Jason Allison, Chair
Selectboard
Town of Lancaster MA**

Dear Jason,

It has come to my attention that the Selectboard has requested citizen interest regarding reinstating the Personnel Board within our Town.

I hereby offer my request to be considered for this Board.

My earlier work history includes my employment time at the UMass Medical Center, Worcester MA, where my responsibilities included departmental administration, including personnel matters.

Following the UMass involvement, my next employment was as the Hospital Administrator at Tufts University School of Veterinary Medicine, Grafton MA, where I was involved in the hiring and administration for a number of University hospital support personnel.

I hold a Bachelor's and Master's degree from Worcester State College (now Worcester State university) and have been self employed financial consultant/advisor for the past thirty years.

As the Board members are aware, after moving to Town twenty years ago, I served the Town of Lancaster on the Cultural Council, as a Director for the Lancaster Community Center, Town Finance Committee, Town Moderator and most recently my seven years as a Selectman.

I offer an experienced, common sense, independent voice relative to my past volunteer activities and would continue that approach if appointed to the Personnel Board.

Thank you for your consideration.

Yours truly,

**Stan Starr
978-365-2494**

RECEIVED

AUG 16 2021

Board of Selectmen

Kathi Rocco

From: Charlie & Ann Fleury <fleury3@comcast.net>
Sent: Thursday, September 9, 2021 3:47 PM
To: jason.a.allison@gmail.com; Alexandra Turner; jaymdy@comcast.net
Cc: Kathi Rocco; Orlando Pacheco
Subject: Lancaster Personnel Board Appointment Request

Dear Select Board,

Please consider appointing me as a member of the Lancaster Personnel Board. I believe I can bring a unique perspective to this board based on my past professional experience and my current life experience. One of my professional roles was as an assistant to the site/plant manager at Intel Semiconductor (aka Fab 17) in Hudson, MA. At that time there was over 3,000 employees on site. In this role I wore many hats so to speak. Working in tandem with Human Resources and Training was a regular part of my day. More currently our family has experienced some life changing events. I have had to hire help to keep my household running smoothly. I also manage care for my home bound elderly folks. I have lived in Lancaster for 21 years and would be honored to serve the town in this capacity.

Thanks for your consideration.

Regards,

Ann Fleury

144 Settlers Path

Kathi Rocco

From: Jason A. Allison
Sent: Thursday, September 9, 2021 7:05 PM
To: Charlie & Ann Fleury
Cc: Kathi Rocco; Orlando Pacheco
Subject: Re: Lancaster Personnel Board Appointment Request

Ann,

Thank you for the application. Orlando and Kathi will ensure this application is processed.

Talk soon,
Jason

On Sep 9, 2021, at 3:47 PM, Charlie & Ann Fleury <fleury3@comcast.net> wrote:

Dear Select Board,

Please consider appointing me as a member of the Lancaster Personnel Board. I believe I can bring a unique perspective to this board based on my past professional experience and my current life experience. One of my professional roles was as an assistant to the site/plant manager at Intel Semiconductor (aka Fab 17) in Hudson, MA. At that time there was over 3,000 employees on site. In this role I wore many hats so to speak. Working in tandem with Human Resources and Training was a regular part of my day. More currently our family has experienced some life changing events. I have had to hire help to keep my household running smoothly. I also manage care for my home bound elderly folks. I have lived in Lancaster for 21 years and would be honored to serve the town in this capacity.

Thanks for your consideration.

Regards,

Ann Fleury

144 Settlers Path

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.

Kathi Rocco

From: Contact form at Lancaster MA <cmsmailer@civicplus.com>
Sent: Monday, September 6, 2021 7:51 PM
To: Kathi Rocco
Subject: [Lancaster MA] Economic Development Committee (Sent by Lenay Yorko, lyorko@msn.com)

Hello krocco,

Lenay Yorko (lyorko@msn.com) has sent you a message via your contact form (<https://www.ci.lancaster.ma.us/user/23/contact>) at Lancaster MA.

If you don't want to receive such e-mails, you can change your settings at <https://www.ci.lancaster.ma.us/user/23/edit>.

Message:

Good Evening Kathleen,
My name is Lenay Yorko and I live at 398 Hilltop Rd. Lancaster, MA. I recently spoke to Victoria Marquis Petracca regarding my concerns about Lancaster. My husband and I built our home in 2016 and love the area, but after attending the Town Meeting for the first time in February of 2020 we had a better understanding as to why our property taxes are so high and that and that property taxes alone by homeowners is not going to sustain the viability of this town. I am a retired nurse, and though I have no experience with Economic Development, I do have the experience of assessing a situation. This town is lovely but it could be better and the people of Lancaster need to do something now. Instead of sitting on the sidelines, which is the comfortable thing to do, I feel compelled to go out of my comfort zone and apply for this committee.
Thank you for your consideration.

Kind regards,
Lenay Yorko
398 Hilltop Rd.
Lancaster, MA 01523
260-385-7988

Kathi Rocco

From: Jason A. Allison
Sent: Monday, September 6, 2021 8:09 PM
To: lyorko@msn.com
Cc: Orlando Pacheco; Kathi Rocco
Subject: Re: [Lancaster MA] Economic Development Committee (Sent by Lenay Yorko, lyorko@msn.com)

Lenay,

Thank you so much for the application. I have cc'd our Town Administrator and Executive Assistant to ensure this moves forward quickly.

Thank you,
Jason

On Sep 6, 2021, at 7:47 PM, Contact form at Lancaster MA <cmsmailer@civicplus.com> wrote:

Hello jallison,

Lenay Yorko (lyorko@msn.com) has sent you a message via your contact form (<https://www.ci.lancaster.ma.us/user/1093/contact>) at Lancaster MA.

If you don't want to receive such e-mails, you can change your settings at <https://www.ci.lancaster.ma.us/user/1093/edit>.

Message:

Good Evening Jason,

My name is Lenay Yorko and I live at 398 Hilltop Rd. Lancaster, MA. I recently spoke to Victoria Marquis Petracca regarding my concerns about Lancaster. My husband and I built our home in 2016 and love the area, but after attending the Town Meeting for the first time in February of 2020 we had a better understanding as to why our property taxes are so high and that and that property taxes alone by homeowners is not going to sustain the viability of this town. I am a retired nurse, and though I have no experience with Economic Development, I do have the experience of assessing a situation. This town is lovely but it could be better and the people of Lancaster need to do something now. Instead of sitting on the sidelines, which is the comfortable thing to do, I feel compelled to go out of my comfort zone and apply for this committee.

Thank you for your consideration.

Kind regards,
Lenay Yorko
398 Hilltop Rd.
Lancaster, MA 01523
260-385-7988

Orlando Pacheco

From: Debra Dennis
Sent: Wednesday, September 8, 2021 2:26 PM
To: Orlando Pacheco; Dennis Monteiro
Subject: FW: Alt wire insp

Please see resignation letter below for the Assistant Electrical Inspector.

Debra Dennis, Administrative Assistant
Community Development and Planning
701 Main Street, Suite 4
Lancaster, MA 01523
O 978-365-3326 Ext. 1310
F 978-368-4009

ddennis@lanasterma.net

From: David Hinckley <david@dmhelectric.com>
Sent: Wednesday, September 8, 2021 12:59 PM
To: Debra Dennis <DDennis@lanasterma.net>
Cc: David Hinckley <david@dmhelectric.com>
Subject: Alt wire insp

Good afternoon Debra, I am following up on our earlier conversation, I am going to need to resign from my assistant wire inspector position. I would like to be done by the end of October if possible.

Please let me know if you need anything else from me.

Thank you

David Hinckley
508-328-1008

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.

IX. LICENSES AND PERMITS

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The Bolton Fair, Inc.

August 31, 2021

2nd Annual Holiday Drive-Thru at the Lancaster Fairgrounds

In conjunction with Fiesta Shows, The Lancaster Fairgrounds will host the 2nd annual Lancaster Holiday Light Show. This drive-thru Holiday Light Show will feature over 1-million holiday lights and decorations thru a 1-mile path on the fairgrounds. Guests will enjoy the experience from the comfort of their own vehicle, while a designated FM radio station transmits holiday music throughout the pathway.

Operating Dates: November 24th – January 2nd

Operating Hours: Sunday – Thursday 5pm-10pm

Friday – Sunday, Holidays 5pm-11pm

To improve traffic flow, two new systems will be in place this year. All of this information will be on the website.

1. We will be entering thru Gate 1 and exiting thru Gate 2. This allows for a two lane entrance at Gate 1, with twice as many cars able to enter the queue at any given time.
2. On -line ticket sales will be purchased in time slots, which allow the number of cars entering the fairgrounds to be controlled. There will be a fixed number of tickets sold for any given time slot during the evening. There may be a limited number of tickets available at the door if not sold out.

Being mindful of the continuing fight against the transmission of Covid, the following will also be in place.

1. All employees will have their temperatures checked daily. All employees will be required to wear masks while working. A full Covid-19 Safety plan will be followed to reduce contact/interaction between guests and staff.

2. A Drive-Thru food booth will serve Hot Chocolate, Bottled Water, Fried Dough, and Cotton Candy.

It is our goal to provide a safe and entertaining evening again this year.

Please let us know if you have any questions.

Best Regards,

Rose Darden Bolton Fair Inc. cell 508-294-8516

EJ Dean Fiesta Shows cell 603-474-5424



TOWN OF LANCASTER, MASSACHUSETTS
BOARD OF SELECTMEN
Town Hall, 695 Main Street, Suite 1
Lancaster, MA 01523
Tel: 978-365-3326 (ext 1201) Fax: 978-368-8486
Email: krocco@lanasterma.net



**APPLICATION FOR LICENSE
THEATRICAL EXHIBITIONS, PUBLIC SHOWS, PUBLIC AMUSEMENTS
AND EXHIBITIONS OF EVERY DESCRIPTION HELD ON WEEKDAYS**

New Application X Renewal

Name of Concern: Dean and Flynn, Inc. (d/b/a/ Fiesta Shows)

Street Address of Concern: 32 Stard Road., Seabrook NH 03874

Mailing Address (if different): P.O. Box 460, Seabrook NH 03874

Contact Person & Title (Owner, Director, Manager, Other): Eugene Dean, Owner

Telephone: 603-474-5424 Facsimile: E-Mail: ejdean@msn.com

Describe in detail the proposed dancing, game, sport, fair, exposition, play, or entertainment of public diversion:

Fiesta Shows in partnership with The Bolton Fair Inc. would like to host the 2nd annual Lancaster Holiday Light Show

Drive-thru at The Lancaster Fairgrounds. See attached sheet for additional information and hours/ dates.

Hours of Proposed Entertainment: Starting Time: P.M. Ending Time: P.M.

The applicant certifies that all state tax returns have been filed and all state and local taxes have been paid as required by law and further agrees to comply with the terms of the License and applicable law, and all rules and regulations promulgated thereto. The Applicant further certifies that the information contained in this application is true and accurate and also authorizes the Licensing Authority or its agents to conduct whatever investigation is necessary to verify the information contained in this application.

Eugene Dean
Signature of Applicant
SSN# or Tax ID Required: 02-0405446

9/2/2021
Date

License Fee must be submitted with this form. Make check payable to *Town of Lancaster*. Mail Application Form, Workers' Compensation Affidavit, and check to: *Board of Selectmen, Suite 1, 695 Main Street, Lancaster, MA 01523*.

* *Dancing applies to watching dance (e.g. Ballet).*

** *Public Diversion includes, but is not limited to, flea markets, coin-operated amusements, ice and roller-skating, carousels, inclined railways, Ferris wheels, and exhibitions of firefighting.*

A License issued under this Application applies to weekday operation ONLY. If entertainment is to be operated on Sundays, you also must file with the Board of Selectmen an APPLICATION FOR LICENSE FOR DANCING, SPORTS, GAMES, FAIRS, EXPOSITIONS, PLAYS OR ENTERTAINMENT OF PUBLIC DIVERSION ON SUNDAY, as well as an Application for a State License to the Commissioner of Public Safety, Attn: Special Licensing Division, One Ashburton Place, Boston, MA 02108-1618.

NOTICE: The filing of this application confers no rights on the part of the Applicant to undertake any activities until the license has been granted. The issuance of a license under this section or sections is subject to the Applicant's compliance with all other applicable Federal, State or local statutes, ordinances, bylaws, rules or regulations. The Licensing Authority reserves the right to request any additional information it reasonably deems appropriate for the purpose of determining the terms and conditions of the License and its decision to issue a License. The provisions of G.L. c.152 may require the filing of a Workers' Compensation Insurance Affidavit with this application. Failure to file the Affidavit, along with any other required information and/or documentation, shall be sufficient cause for the denial of the License application.



The Commonwealth of Massachusetts
Department of Industrial Accidents
1 Congress Street, Suite 100
Boston, MA 02114-2017
www.mass.gov/dia

Workers' Compensation Insurance Affidavit: General Businesses.
TO BE FILED WITH THE PERMITTING AUTHORITY.

Applicant Information

Please Print Legibly

Business/Organization Name: Dean & Flynn, Inc. DBA Fiesta Shows

Address: 32 Stard Rd.

City/State/Zip: Seabrook, NH 03874

Phone #: 603-474-5424

Are you an employer? Check the appropriate box:

1. ☒ I am an employer with 15 employees (full and/or part-time).*
2. ☐ I am a sole proprietor or partnership and have no employees working for me in any capacity. [No workers' comp. insurance required]
3. ☐ We are a corporation and its officers have exercised their right of exemption per c. 152, §1(4), and we have no employees. [No workers' comp. insurance required]**
4. ☐ We are a non-profit organization, staffed by volunteers, with no employees. [No workers' comp. insurance req.]

Business Type (required):

5. ☐ Retail
6. ☐ Restaurant/Bar/Eating Establishment
7. ☐ Office and/or Sales (incl. real estate, auto, etc.)
8. ☐ Non-profit
9. ☒ Entertainment
10. ☐ Manufacturing
11. ☐ Health Care
12. ☐ Other

*Any applicant that checks box #1 must also fill out the section below showing their workers' compensation policy information.

**If the corporate officers have exempted themselves, but the corporation has other employees, a workers' compensation policy is required and such an organization should check box #1.

I am an employer that is providing workers' compensation insurance for my employees. Below is the policy information.

Insurance Company Name: T.H.E. Insurance Company

Insurer's Address: 140 Fountain Pkwy, N, Ste. 570

City/State/Zip: St. Petersburg, FL 33716

Policy # or Self-ins. Lic. # WCP0005522001

Expiration Date: 3/15/2022

Attach a copy of the workers' compensation policy declaration page (showing the policy number and expiration date).

Failure to secure coverage as required under Section 25A of MGL c. 152 can lead to the imposition of criminal penalties of a fine up to \$1,500.00 and/or one-year imprisonment, as well as civil penalties in the form of a STOP WORK ORDER and a fine of up to \$250.00 a day against the violator. Be advised that a copy of this statement may be forwarded to the Office of Investigations of the DIA for insurance coverage verification.

I do hereby certify, under the pains and penalties of perjury that the information provided above is true and correct.

Signature:

Date:

9/2/2021

Phone #: 603-474-5424

Official use only. Do not write in this area, to be completed by city or town official.

City or Town: _____ **Permit/License #** _____

Issuing Authority (circle one):

1. Board of Health 2. Building Department 3. City/Town Clerk 4. Licensing Board 5. Selectmen's Office
6. Other _____

Contact Person: _____

Phone #: _____



TOWN OF LANCASTER, MASSACHUSETTS

BOARD OF SELECTMEN

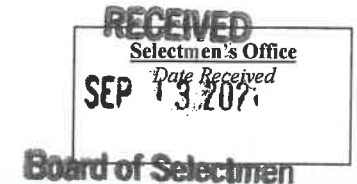
Town Hall, 701 Main Street, Suite 1

Lancaster, MA 01523

Tel: 978-365-3326 Fax: 978-368-8486

Email: krocco@lancasterma.net

Annual License Fee - \$400.00
Annual License Fee - \$100.00 w/M-Sat
License
Single Event - \$25.00



**APPLICATION FOR TOWN LICENSE
DANCING*, SPORTS, GAMES, FAIRS, EXPOSITIONS, PLAYS OR
ENTERTAINMENT OF PUBLIC DIVERSION** ON SUNDAY**

New Application X Renewal

Name of Concern: Dean and Flynn, Inc. (d/b/a Fiesta Shows)

Street Address of Concern: 32 Stard Road Seabrook, NH 03874

Mailing Address (if different): P.O. Box 460 Seabrook, NH 03874

Contact Person & Title (Owner, Director, Manager, Other): Eugene Dean, Owner

Telephone: 603-474-5424 Facsimile: 603-474-5495 E-Mail: ejdean@msn.com

Describe in detail the proposed dancing, game, sport, fair, exposition, play, or entertainment of public diversion: _____

Fiesta Shows in partnership with The Bolton Fair Inc. would like to host the 2nd annual Lancaster Holiday Light Show

Drive-thru at The Lancaster Fairgrounds. See attached sheet for additional information and hours/ dates.

Hours of Proposed Entertainment: Starting Time: 5pm P.M. Ending Time: 10:00 P.M.

NOTICE: No License issued pursuant to G.L. c.136, §4 shall be granted to permit activities before 1:00 p.m. without a License issued by the Commissioner of Public Safety, Attn: Special Licensing Division, One Ashburton Place, Boston, MA 02108-1618.

The applicant certifies that all state tax returns have been filed and all state and local taxes have been paid as required by law and further agrees to comply with the terms of the License and applicable law, and all rules and regulations promulgated thereto. The Applicant further certifies that the information contained in this application is true and accurate and also authorizes the Licensing Authority or its agents to conduct whatever investigation is necessary to verify the information contained in this application.

Signature of Applicant Eugene Dean

Tax ID Required 02-0405446

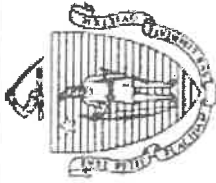
Date 9/2/2021

License Fee must be submitted with this form. Make check payable to Town of Lancaster. Mail Application Form, Workers' Compensation Affidavit, and check to: Board of Selectmen, 701 Main Street, Suite 1, Lancaster, MA 01523.

* Dancing applies to watching dance (e.g. Ballet).

** Public Diversion includes, but is not limited to, flea markets, coin-operated amusements, ice and roller-skating, carousels, inclined railways, Ferris wheels, and exhibitions of firefighting.

NOTICE: The filing of this application confers no rights on the part of the Applicant to undertake any activities until the license has been granted. The issuance of a license under this section or sections is subject to the Applicant's compliance with all other applicable Federal, State or local statutes, ordinances, bylaws, rules or regulations. The Licensing Authority reserves the right to request any additional information it reasonably deems appropriate for the purpose of determining the terms and conditions of the License and its decision to issue a License. The provisions of G.L. c.152 may require the filing of a Workers' Compensation Insurance Affidavit with this application. Failure to file the Affidavit, along with any other required information and/or documentation, shall be sufficient cause for the denial of the License application.



THE COMMONWEALTH OF MASSACHUSETTS

State Fee, \$ _____
Municipal Fee, \$ _____

OF

LICENSE

For

PUBLIC ENTERTAINMENT ON SUNDAY

The Name of the Establishment is Lancaster Fairgrounds in or on the property at No. _____
318 Seven Bridge Road Lancaster MA 01523 (address)

The Licensee or Authorized representative, Dean and Flynn, Inc. d/b/a Fiesta Shows in _____

accordance with chapter 136 of the General Laws, as amended, hereby request a license for the following program or entertainment:

DATE	TIME	Proposed dancing or game, sport, fair, exposition, play, entertainment or public diversion
11/24-1/2	5pm-11pm	Holiday Light Show Drive Thru (11/28, 12/5, 12/12, 12/19, 12/26, 1/2)

Hon. _____

Mayor/ Chairman of Board of Selectmen, _____

(City or Town)

Fees per occurrence (Individual Sunday(s)): Regular Hours (Sunday 1:00pm - Midnight): \$2.00 Special Hours (Sunday 12:00 am- Midnight): \$5.00. Annual Fee (For Operating on every Sunday in calendar year): Regular Hours (Sunday 1:00pm - Midnight): \$50.00 Special Hours (Sunday 12:00 am- Midnight): \$100.00

This license is granted and accepted, upon the understanding that the licensee shall comply with the laws of the Commonwealth applicable to licensed entertainments, and also to the following terms and conditions: The licensee shall at all times allow any person designated in writing by the Mayor, Board of Selectmen, or Commissioner of Public Safety, to enter and inspect his place of amusement and view the exhibitions and performances therein; shall permit regular police officers, detailed by the Commissioner of Public Safety or Chief of the local Police Department to enter and be about this place of amusement during performances therein; may employ to preserve order in his place of amusement only regular or special police officers designated therefore by the Chief of Police, and shall pay to said Chief of Police for the services of the regular police officers such amount as shall be fixed by him; shall permit at all times to enter and be about his place of amusement such members of the Fire Department as shall be detailed by the Chief of the Fire Department to guard against fire; shall keep in good condition, go as to be easily accessible, such standpipes, hose, axes, chemical extinguishers and other apparatus as the fire department may require; shall allow such members of the fire department in case of any fire in such place, to exercise exclusive control and direction of his employees and of the means and apparatus provided for extinguishing fire therein; shall permit no obstruction of any nature in any aisle, passageway or stairway of the licensed premises, nor allow any person therein to remain in any aisle passageway or stairway during an entertainment; and shall conform to any other rules and regulations at any time made by the Mayor or Board of Selectmen. This license shall be kept on the premise where the entertainment is to be held, and shall be surrendered to any regular police officer or authorized representative of the Department of Public Safety. This license is issued under the provisions of Chapter 136 of the General Laws, as amended, and is subject to revocation at any time by the Mayor, Board of Selectmen, or Commissioner of Public Safety.

Do not write in this box

This application and program must be signed by the licensee or authorized representative of entertainment to be held. No Change to be made in the program without permission of the authorities granting and approving the license.

THIS LICENSE MUST BE POSTED IN A CONSPICUOUS PLACE ON THE PREMISES

C

C

C

X. OTHER/UNFINISHED BUSINESS

Code of Conduct Policy



FOR TOWN ELECTED AND APPOINTED OFFICIALS

I. PURPOSE

The Town recognizes that all individuals elected and/or appointed by the Town must maintain and enforce respectful discourse with their fellow elected and/or appointed members, with those who work for the Town, those who volunteer their time and services on behalf of the Town and members of the public by striving at every meeting, forum or other official interaction to treat every person fairly and with respect regardless of any differences of opinion.

This policy provides a centralized standard of conduct for all elected and appointed officials in the Town.

II. APPLICABILITY

This policy and all its sections shall apply to all elected and appointed officials acting on behalf of the Town and covers all of their actions and communications whether spoken or written including but not limited to all electronic communications including social media.

III. CODE OF CONDUCT

All Town elected and appointed officials are expected to act honestly, conscientiously, reasonably and in good faith at all times having regard to their responsibilities, the interests of the Town and the welfare of its residents.

The Town elected and appointed officials must refrain from communicating or acting in a disrespectful, abusive and/or threatening manner towards members of the community, other elected or appointed officials, the Town Manager/Administrator or Town Staff.

Moreover, all elected and appointed officials must fully comply with the Town's Anti-Harassment and Anti-Discrimination Policy.

This information is general in nature and does not, and is not intended to, constitute legal advice. You are advised not to take, or to refrain from taking, any action based on this information without consulting your legal counsel about the specific issue(s).

 /miiasocial

MIIA
Risk Management
Work Safe. Be Safe.



Code of Conduct Policy



Further, all elected and appointed officials of the Town must assume the following responsibilities:

A. Conduct Generally and in Relation to the Community

- Be well informed concerning the local and state duties of a board/committee member.
- Never purport to represent the opinion of your board/committee except when specifically authorized by a recorded vote to do so.
- Accept your position as a means of unselfish public service, not to benefit personally, professionally or financially from your board/committee position.
- Recognize that the chief function of local government at all times is to serve the best interests of all of the people.
- Demonstrate respect for the public that you serve.
- Safeguard confidential information.
- Conduct yourself so as to maintain public confidence in our local government.
- Conduct official business in such a manner that you cannot be improperly influenced in the performance of your official duties.
- Unless specifically exempted, conduct the business of the public in a manner that promotes open and transparent government.
- Comply as fully as possible with all Town policies, including, without limitation, the following:
 - Anti-harassment and Anti-discrimination Policy
 - Anti-fraud Policy
- Comply as fully as possible with all applicable laws, including, without limitation, the following:
 - The Open Meeting Law
 - Procurement Laws
 - The Ethics/Conflict of Interest Statute (G.L. c.268A).

This information is general in nature and does not, and is not intended to, constitute legal advice. You are advised not to take, or to refrain from taking, any action based on this information without consulting your legal counsel about the specific issue(s).

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Code of Conduct Policy



B. Conduct in Relation to other elected and appointed officials

- Treat all members of the board/committee to which you belong with respect despite differences of opinion; keeping in mind that professional respect does not preclude honest differences of opinion, but requires respect within those differences.
- Participate and interact in official meetings with dignity and decorum fitting those who hold a position of public trust.
- Recognize your responsibility to attend all meetings to assure a quorum and promptly notify the chairman should you for any reason be unable or unwilling to continue to serve. Formal notice to resign from a board/committee requires written notification to the Town Clerk.
- Recognize that action at official legal meetings is binding and that you alone cannot bind the board/committee outside of such meetings.
- Refrain from making statements or promises as to how you will vote on quasi-judicial matters that will come before the board/committee until you have had an opportunity to hear the pros and cons of the issue during a public meeting.
- Uphold the intent of executive session and respect the privileged communication that exists in executive session.
- Make decisions only after all facts on a question have been presented and discussed.

C. Conduct in Relation to the Town Administrator/Manager

- Recognize and support the administrative chain of command and refuse to act on complaints as an individual outside the administration.
- Give the Town Administrator/Manager full responsibility for discharging his or her disposition and/or solutions.

This information is general in nature and does not, and is not intended to, constitute legal advice. You are advised not to take, or to refrain from taking, any action based on this information without consulting your legal counsel about the specific issue(s).

 /miasocial

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Code of Conduct Policy



- Refrain from giving orders or directions to the Town Administrator/Manager for action as an individual board/committee member.
- Refrain from providing information to the Town Administrator/Manager that you would not be willing to share with other board/committee members.

D. Conduct in Relation to Town Staff

- Treat all staff as professionals and respect the abilities, experience, and dignity of each individual.
- Refrain from giving instructions to or requesting assistance from Town staff but rather channel all such activities through the Town Administrator/Manager.
- Never publicly criticize an individual employee or a department. Concerns about staff performance should only be made to the Town Administrator/Manager through private communication.
- Officials who interact with Town staff must do so in a respectful manner and understand employees should not be expected to take direction from any individual official on any matter.

IV. DISTRIBUTION AND EDUCATION

- The Town Clerk shall provide a copy of this policy, the Town's Anti-Harassment and Anti-Discrimination policy and the Anti-fraud policy to all elected and appointed officials upon its issuance and upon the subsequent appointment or re-appointment of any individual.
- Each individual shall sign a statement that they have read this policy and will comply with all requirements set forth in this policy. In the event that any member declines to sign the form, that fact shall be noted by the Town Clerk on the form.

This information is general in nature and does not, and is not intended to, constitute legal advice. You are advised not to take, or to refrain from taking, any action based on this information without consulting your legal counsel about the specific issue(s).



Code of Conduct Policy



V. ENFORCEMENT

A. Generally

In addition to any other remedies or enforcement options available under the law, each board/committee may vote to censure any elected member and the appointing authority may decline to reappoint an individual who violates any provision of this Code of Conduct.

If any elected or appointed official is accused of violating the Town's Anti-Harassment and Anti-Discrimination Policy, the Town Administrator/Manager shall refer the matter for investigation to the contact named in the Anti-harassment and Anti-Discrimination policy or a disinterested outside firm or individual qualified to investigate the alleged conduct. The Town Administrator/Manager shall not be obliged to obtain any additional authority; this Code shall be sufficient authority. The firm or individual to whom the matter is referred shall promptly investigate the matter and report back findings of fact and recommendations to the Town Administrator/Manager. The Town Administrator/Manager shall share the reported findings and recommendations with the elected official's board/committee. The board/committee shall then take such action as is authorized by law and as it deems fit in response to the matter.

If an elected or appointed official is accused of violating any other provision of this Code of Conduct, the board/committee that the official represents or if applicable the appointing authority may take such action as is authorized by law and as it deems fit or it may vote upon request of the Town Administrator/Manager or on its own to refer the matter to a disinterested outside firm or individual qualified to investigate the alleged conduct. This firm or individual shall promptly investigate the matter and report back findings of fact and recommendations to the Town Administrator/Manager. The Town Administrator/Manager shall share the reported findings and recommendations with the board/committee. The board/committee shall then take such action as is authorized by law and as it deems fit in response to the matter. These remedies shall be in addition to, and not in substitution for, any other remedies that may be available by law.

This information is general in nature and does not, and is not intended to, constitute legal advice. You are advised not to take, or to refrain from taking, any action based on this information without consulting your legal counsel about the specific issue(s).

 /miiasocial

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Kathi Rocco

From: Garrett Tucker <gctucker@gmail.com>
Sent: Monday, August 2, 2021 11:48 AM
To: Kathi Rocco
Subject: Fwd: Lancaster Board of Selectmen is seeking public comments related to the "draft" Code of Conduct.

Good morning,

The only thing that I feel is missing from the draft is the inclusion of the town manager in this (unless the town manager is subject to the town's anti-harrassment, anti-discrimination, and anti-fraud policies). if the town manager is subject to these already, then you can disregard this...

thanks,
Garrett Tucker
630 mill st ext

----- Forwarded message -----

From: Lancaster MA <cmsmailer@civicplus.com>
Date: Mon, Aug 2, 2021 at 11:03 AM
Subject: Lancaster Board of Selectmen is seeking public comments related to the "draft" Code of Conduct.
To: <gctucker@gmail.com>

Lancaster Board of Selectmen is seeking public comments related to the "draft" Code of Conduct.

The Lancaster Board of Selectmen is seeking public comments related to the "draft" Code of Conduct. Comments should be submitted in writing to krocco@lancasterma.net. Comments should be received by August 12, 2021.

[Read more](#)

This is an automatic message from Lancaster MA. Please do not reply to this message.
[You can unsubscribe here.](#)

Kathi Rocco

From: Deborah Bier <drdeborahbier@gmail.com>
Sent: Monday, August 2, 2021 5:33 PM
To: Kathi Rocco
Subject: Code of conduct feedback

Hello: I like the code with the strong exception of the 3rd bullet.

I have concerns that this provision is far too sweeping as to be infringing on residents' right of free speech. Even the suggestion that people are not allowed to be negative suppresses a first Amendment right. It doesn't need to be a rule or law to infringe on free speech; this would be sufficient IMO.

There are times when issues will not be revealed unless people in a position of knowledge are public. All residents should be encouraged to engage in the public sphere. It's also a disincentive to become a volunteer.

THANK YOU,
Deborah Bier
111 Center Bridge Rd

Kathi Rocco

From: George Frantz <frantzclan@comcast.net>
Sent: Monday, August 2, 2021 10:05 PM
To: Kathi Rocco
Subject: Comments on Draft Policy

Ms. Rocco (*Kathy*)... thank you for the opportunity to offer comments on the draft "Code of Conduct" policy.

The policy as drafted appears to cover most concerns that might arise regarding elected or appointed officers of the town. Is there a specific reason why employees of the town are not covered by this policy? Perhaps there is a separate policy that applies to Town employees. If that is the case, I would need to see that policy to determine if the two policies are consistent and congruent.

There are sections (III, C and D) that attempt to regulate the behavior of elected or appointed officials towards town employees. The staff have, or should have, similar guidance and regulation in their dealings with both the public and elected and appointed officials. In my opinion, it is obvious that all residents, elected and appointed officials and town staff should be governed and protected by such a policy.

In these times of frequent verbal assaults, such a policy is a necessity.

Thank you for considering these comments.

George Frantz
13 Highfield Drive
Lancaster MA 01523

Kathi Rocco

From: Kathi Rocco
Sent: Tuesday, August 3, 2021 3:42 PM
To: Ann Fuller
Cc: scharton@lanasterma.net; Orlando Pacheco
Subject: RE: Questions on Code of Conduct

Hi Ann

Here's a brief history:

The Code of Conduct draft comes from the Massachusetts Municipal Association (MMA) and Massachusetts Select Board Association and the Massachusetts Interlocal Insurance Association (MIIA).

There was a webinar conducted in May, 2021 regarding this topic. The featured speakers were Attorney Regina Ryan and Sandwich Town Manager Bud Dunham.

"The code of conduct should give direction on board interaction with other board and committee members, the community, town staff and the town administrator."

The Select Board asked this the draft Code of Conduct be placed on the Select Board's web page and to solicit comments from residents.

Best,

Kathleen Rocco
Executive Assistant / Records Access Officer Lancaster Select Board
701 Main Street, Suite 1
Lancaster, MA 01523
T: 978-365-3326 x 1201
www.ci.lancaster.ma.us

-----Original Message-----

From: Ann Fuller <annpfuller@comcast.net>
Sent: Tuesday, August 3, 2021 3:02 PM
To: Kathi Rocco <KRocco@lanasterma.net>
Subject: Questions on Code of Conduct

Hi Kathi,

What is the source of code_of_conduct_draft.pdf? Why are comments being requested? What is the process for approving changes to this document? I think there should be some Version History included at the beginning of the document and the file name needs version control.

Thank you.
Best regards,
Ann

Kathi Rocco

From: Esther Czekalski <eczekalski@comcast.net>
Sent: Tuesday, August 3, 2021 1:29 PM
To: Kathi Rocco
Subject: questions, comments on the Code of conduct

Question, do employees have their own code of conduct? How does it compare to this. If they do not, it seems like they should be included.

Comments: Recognize, as in "Recognize that the chief function" is not really measurable as it's not an action. Can this be rephrased to something that can be seen and measured. Like, make evident while participating in local government that it's role is at all times is to serve the best interests of the people of Lancaster.

It says now, all the people. Wouldn't that include developers that want to exploit our small town government?

Thank you for the opportunity to comment.

Esther Czekalski

Kathi Rocco

From: Roy Mirabito <rsmirabito@verizon.net>
Sent: Thursday, August 5, 2021 10:19 PM
To: Kathi Rocco
Cc: jason.a.allison@gmail.com; jaymdy@comcast.net; Alexandra Turner
Subject: Comments on Draft Code of Conduct

Hello Kathy,

I fully agree with the Draft Code of Conduct Policy for town elected and appointed officials and would like to be assured that an equivalent policy exists for Town employees. The one point I do not support is having any one individual associated with the Town deciding if a complaint should be forwarded to an independent third party for review. I fear the potential exists for weaponization of this policy and I would suggest a personnel professional be the initial contact person for all positions be they elected, appointed, or employees of our Town.

Respectfully submitted,

Roy Mirabito
944 George Hill Road

Kathi Rocco

From: Kathy Hughes <kathymbhughes@gmail.com>
Sent: Tuesday, August 10, 2021 10:01 PM
To: Kathi Rocco
Subject: Town of Lancaster Code of Conduct comments

Ms. Rocco,

I understand that the Select Board is seeking public comments on the "draft" Code of Conduct for town officials and staff. I would be grateful if you would submit my comment to the Select Board.

Under **A. Conduct Generally and in Relation to the Community**

- Be well informed concerning the local and state duties of a board/committee member.
- Never purport to represent the opinion of your board/committee except when specifically authorized by a recorded vote to do so.
- Accept your position as a means of unselfish public service, not to benefit you, your family or extended family members, personally, professionally or financially from your board/committee position without full public disclosure. (To avoid any appearance of conflict of interests.)

I would also encourage our elected officials to publicly disclose for public scrutiny any interests that an appointed official has in current and prospective developments in the town.

Thank you for consideration of my comments and I would appreciate a confirmation email that these have been passed onto the Select Board.

Kind regards,

Kathy Hughes

80 Fire Rd 11

Lancaster, MA

Kathi Rocco

From: Frank Streeter <fstreeter@mac.com>
Sent: Tuesday, August 10, 2021 5:18 PM
To: Kathi Rocco
Subject: Code of Conduct comments

Hi Kathi,

Here are my public comments on the proposed Code of Conduct. thanks, Frank

First off this Code does not attempt to address the biggest source of disrespect for the Town, which is officials being unprepared for meetings or the duties of their position. This is something I have seen a lot and it is at the heart of public service so I'm not sure why it's not mentioned at the start of this document.

Specific comments on the language:

- 1: delete "and enforce" as individuals have no enforcement power
"respectful" is a judgement call and has no legal definition. The goal is good, but the choice of words may not be.
need a comma between "Town[,] and members of the public", and you might want to capitalize "public"
delete "centralized" not needed
- 2: there are a variety of court cases that have held that statements made outside of work are covered by freedom of speech protections and the power of employers to limit speech that takes place out of the workplace can be limited. Needs to be clear that this is a workplace policy only, especially re. social media. Elected and appointed officials may have even more freedom than employees.
- 3: some of these are already legal requirements via the MA ethics code, ie "honesty"
"respectful" is a judgement call and has no legal definition. The goal is good, but the choice of words may not be.
are the Anti-Harassment and Anti-Discrimination policies the only policies people need to follow? if not why mention them at all, especially as most of the actions therein are already governed by MGL?

Section numbers now go from 1 to 3, then A to C, then 4 and 5A. ought to fix this in some way. Maybe 4A, 4B, etc?

- A: the upper part of this section is good, but some of them are already the law, like improper influence
delete everything from the first "Comply"
also it's not comply "as fully as possible", either comply or don't, it's usually a bright line. Again, don't list only a few Town policies, especially those that are based on MGL. It's duplicative to say not to do things that are already illegal, and if you don't list some then are they to be tolerated? It's the law for elected officials (and I believe appointed) to take a variety of trainings on these topics, so people are required to know those things to serve.
(again elected officials have to take these trainings, and I assume appointed do as well. If not required for all appointive positions this part of the code could be a good place to require it.)
- B: again "respect" is a slippery slope as it's not legally defined, and often people with strongly held opinions feel disrespected if their point of view isn't adopted. This could lead to a number of unrealistic complaints that will take a lot of time and effort to resolve. Bright lines are much clearer. Ditto "dignity and decorum", great goals but how is this defined so it's enforceable? Is it going to be like the Supreme Court on pornography ("I know it when I see it") or are there going to be specific standards?

again, much of this conduct is already legally required as per Mass Ethics.

C: this needs to be much clearer. I don't believe "chain of command" is defined anywhere, and what does "refuse to act on complaints" actually mean? As a Library Trustee I am respectful of our Director and staff's time, so if I encounter a complaint I can resolve I do so. There are some things that fit that circumstance and others that need to go directly to the Director or TA, but that is in no way defined. Also this is different by Board as regulatory boards, like the PB, ZBA, and ConComm, by virtue of their duties need to govern themselves differently under the law.

D: what precisely does "take direction" mean? I'm not going to the TA anytime the Town website needs docs added - that's utterly inefficient. I call IT directly, but according to this policy that would be prohibited. Bullet points #2 and #4 should be changed/redefined to reflect this sort of thing.

4: are these the only policies people need to follow? that's what's implied here
is there any real impact to not signing this policy? I certainly wouldn't sign it as presently written.

5: only "A" is listed. Were there other sections that were deleted?

Are there any provisions in MGL for a vote to censure? If not it may not be legal, and it's certainly legally meaningless.

as the appointing authority for Town boards, the SB can act totally at it's own discretion. This could lead to an argument that a person had not violated this Code and then should be reappointed on that basis.

the provisions of the Town's Anti-Harassment and Anti-Discrimination policies are the place for the 2nd paragraph as those are stand-alone policies and probably legally binding as they stand.

if a violation of this proposed code is a matter of law then any remedies are spelled out in the relevant statute and adding them here is not only unnecessary but may conflict in some instances if not correctly worded.

Finally, I believe much of this proposed code is not MGL and so its enforceability is questionable. It won't affect the majority of Town employees as they are union and most of not all if these provisions must be bargained, not imposed. It's also not clear to me that an appointed official can be removed before the end of their term other than for cause as specified in MGL. Additionally many Town boards are elected and so not subject to any control by the SB at all beyond the budget process, so how would this Code apply to them? The SB certainly couldn't enforce it, and I don't believe there are any provisions for an elected Board to refuse to seat someone elected to the position

This is a nice idea, but definitely not ready for prime time. Also I hope the SB had this reviewed by Town Counsel before distributing it as they can overrule my amateur status on some of these points. LMK if I can be of further assistance.
thanks, Frank

~~~~~  
Frank S. Streeter  
P.O. Box 35  
Lancaster, MA 01523

617-497-5605 (cell)  
~~~~~

Please consider the environment and the amount of clutter on your desk before printing this email.

Feedback on Draft "Code of Conduct"

Russ Williston, 4 Highfield Drive, 8/12/2021

1. **Cite an enabling authority, rein in the applicability:** Littleton's "Code of Conduct" cites what authorized their Board of Selectmen to create their policy, acknowledges that it does not apply to Boards and Committees not appointed by their Selectmen, and asks those other board to adopt a unified policy. That would be an appropriate addition to the Lancaster Select Boards policy.

1. ENABLING AUTHORITY – MGL Chapter 268A, Section 23 (e)

A municipality may have a Code of Conduct, provided it is consistent with State law and that the Board of Selectmen, as the chief appointing officials for the Town, vote to adopt such policy.

MGL Chapter 268A, §23 (e): Nothing in this section shall preclude any ... head of such agency from establishing and enforcing additional standards of conduct.

2. PURPOSE STATEMENT

The intent of this policy is to establish a clear statement and guidelines to serve as the standard for achieving and maintaining a high level of public confidence, trust and professional respect with regard to how the Town and its officials conduct business. This policy will define and create a centralized policy with regard to conduct and ethical standards.

The Board of Selectmen recognizes the importance of professional standards at all levels of the government including those who volunteer their time and services on behalf of the Town. The Board encourages other boards and committees of the Town who are not appointed by the Selectmen to adopt this standard by reference thereby creating a **Unified Code of Conduct and Ethics for Town Officials** as a standard for expectations of public officials.

2. **Conduct in Relation to Staff, Town Administrator:** This section asserts that all requests/complaints should be channeled through the town administrator. This is unworkable and undesirable unless some standard for response and escalation path is created.
3. **Enforcement:** The "Enforcement" section delegates a number of powers to the "Town Administrator/Manager." This section should make provisions
 - a. That anyone accused of a violation is notified within a specific time period.
 - b. That all documentation and correspondence is made available to that accused person and to the public
 - c. The "Town Administrator/Manager" reports any actions taken under this enforcement policy at the next "Select Board" meeting.

As it's written the "Enforcement" policy creates a process that could be completely opaque and ripe for abuse.

Kathi Rocco

From: Esther Czekalski <eczekalski@comcast.net>
Sent: Thursday, August 12, 2021 12:58 PM
To: Kathi Rocco
Subject: FW: questions, comments on the Code of conduct

Here is a more complete response to the request for comment for the Draft Code of Conflict. I'm forwarding it with my original question/response to keep them together.

I do not (yet) see how this benefits the Town of Lancaster beyond the laws and policies already in place. And, I have concerns that it would add ambiguous, quasi-legal expectations and create sources of interpersonal conflict that are not related to the work of the Boards or Town staff. Some of my specific concerns are outlined below. If it were to be advisory in nature, e.g., "What all Board Members should know", some ambiguity might be all right. But it should state that purpose, clearly, and it does not. My comments are made with the assumption that the Code is meant to be legally binding in some way.

1. Purpose and scope

- a. There are stringent State laws already. They are referenced in the document. I reviewed the State Conflict of Interest law. It's more even handed, including everyone who represents the town, and it's more clearly written, focusing on specific types of actions, with examples. I would expect similar clarity and breath with the other laws that I did not review.
- b. In the bylaws for the BOS, there are ethics policies that overlap. And generally, more clearly stated.
- c. I asked about an employees' Code in my first e-mail and haven't received an answer. It doesn't make sense to bind Board Members to a Code of Conduct which does not include others who conduct business on behalf of the town. To hold Board Members to a different standard. See 2g.
- d. What other policies does Lancaster have that affect the performance of its Boards and Committees? Would this complement or duplicate or conflict?

2. Enforcement

- a. Ultimately, the voters are the judges of elected officials' conduct. And, of course the courts, if laws apply. Lancaster should never add layers of complexity and ambiguity that might interfere with these and this document, as written, raises that risk. For example, "Accept your position as a means of unselfish public service, not to benefit personally, professionally or financially from your board/committee position." Beyond Conflict of Interest violations, which already have clear definitions and remedies, how is this measurable, actionable? Who can judge another's "acceptance?" Inviting others to do so for enforcement purposes could create a nightmare of ambiguous conflict. (Everyone benefits personally from doing public service, btw. Even if just feeling good about making a contribution to benefit others.)
- b. What happens if an elected official, which implies a Lancaster voters' mandate, refuses to sign?
- c. The laws, e.g., Conflict of Interest, referenced in this draft Code, have more specific and severe remedies than those described in the Enforcement section of this draft Code.
- d. The enforcement section mentions censure and not being reappointed as enforcement mechanisms, along with investigations. These already seem to exist. At least I have seen them used. (Along with the voters' mechanisms of recall and elections.) So again, what does this add but ambiguity and cause for interpersonal conflict?
- e. For purposes of enforcement, as written, this places an inappropriate conversation with the Town Administrator -- "Refrain from giving orders or directions to the Town Administrator/Manager..." -- at the same level as more serious crimes, e.g., taking a bribe. That's wrong.

- f. And certainly, this is not necessary. The Town Administrator and even staff should already be able to handle difficult conversations with elected officials and get help or support from their supervisor if needed. And if the problem would be persistent or in violation of a law, they should already know how to handle that, too.
- g. Lancaster should never pass a policy that would allow a Staff member to interfere with the duties of an elected official. This could obstruct the will of the voters.

3. Language

- a. This draft is full of Codes that are not based on actual conduct. "Recognize", "Conduct yourself", "Uphold the intent" -- what is the desired action? Fuzzy language is likely to encourage the kind of interpersonal dissent that could further tax the time and energy of employees and volunteers alike, keeping them from efficient performance of their central duties. (You don't respect, I DO respect, etc.)
- b. I don't even know what this means: "Conduct official business in such a manner that you cannot be improperly influenced in the performance of your official duties." E.g., is listening to people with opposing opinions allowing yourself to be improperly influenced?
- c. "• Comply as fully as possible with all Town policies, including, without limitation, the following: • Anti-harassment and Anti-discrimination Policy • Anti-fraud Policy" Does Lancaster have these policies and why would we have policies that didn't require compliance? I.e., isn't having them enough to require compliance. Alternately, are policies not mentioned here not required to be followed?

In summary, the important parts of this draft Code are already in Laws and policies that the town and voters should enforce. Grey areas, like what the Board members think, feel, or where they find their motivation cannot be legislated. As written, it attempts to do so and this is likely to further tax town resources, trying to enforce the unknowable. It could have a devastating morale effect on a town government that already has trouble attracting staff.

As a non-binding, advisory document for new Board Members, it may have merit. But the language still needs work.

I have worked in a Compliance Department and written policies for a Company with 70K US employees. If I can be of any assistance on policy writing issues, please let me know. And thank you for the chance to comment. I hope this helps.

Esther Czekalski

From: Esther Czekalski <eczekalski@comcast.net>
Sent: Tuesday, August 3, 2021 1:29 PM
To: 'krocco@lancasterma.net' <krocco@lancasterma.net>
Subject: questions, comments on the Code of conduct

Question, do employees have their own code of conduct? How does it compare to this. If they do not, it seems like they should be included.

Comments: Recognize, as in "Recognize that the chief function" is not really measurable as it's not an action. Can this be rephrased to something that can be seen and measured. Like, make evident while participating in local government that it's role is at all times is to serve the best interests of the people of Lancaster.

It says now, all the people. Wouldn't that include developers that want to exploit our small town government?

Thank you for the opportunity to comment.

Esther Czekalski

Kathi Rocco

From: Ann Fuller <annpfuller@comcast.net>
Sent: Thursday, August 12, 2021 1:07 PM
To: Kathi Rocco
Subject: Question on Draft 'Code of Conduct

Here are my comments on the Draft 'Code of Conduct:

Administrative comments

Until the document is approved, 'Draft' should be on every page

The document should have Version History to include Version 1.0 (Original, who created the document and date). Version 1.0 and the date. Subsequently the Versions, changes and dates for the any revisions.

Document should have page numbers

Once finalized, the location of the document should be on the bottom of every page of the document for ease in finding the document on the town website.

Questions

II Applicability

How do you monitor or know someones actions on social media?

III CODE OF CONDUCT

What is the difference between 'All Town elected and appointed officials' and 'The Town elected and appointed officials'?

A. Conduct Generally and in Relation to the Community

There are two sentences that say 'Comply as fully as possible. Why would you not just Comply?

Kathi Rocco

From: John-F <jf111b@aol.com>
Sent: Thursday, August 12, 2021 2:57 PM
To: Kathi Rocco
Cc: kholden.lancaster.boh@gmail.com; jefflbohpastor@gmail.com
Subject: the BOH has reviewed the Code of Conduct and Anti-Discrimination Draft forwarded for our review

Good afternoon Kathy the BOH has reviewed the Code of Conduct and Anti-Discrimination Draft forwarded for our review. These are policies and position that have been core to Lancastrian values since "incorporation".

I speak for myself, Kathy and Jeff in saying that we've all had a life-long commitment to the ideals expressed and are in favor of their adoption as policy and practice for the Town of Lancaster.

Respectfully, John Farnsworth for the Lancaster Board of Health

Kathi Rocco

From: Deb D'Eramo <deb705a@gmail.com>
Sent: Thursday, August 12, 2021 3:54 PM
To: Kathi Rocco; Jason Allison
Subject: Code of conduct feedback
Attachments: Code of Conduct feedback.docx

Hi,

Attached are comments on the code of conduct. I think a bit more time and publicity might help to get more feedback.

Thanks,

Deb D'Eramo

Code of Conduct feedback

1. It would be helpful to see the version control of the document. By that I mean, where it came from and what was in it. Who/when changes were made.
2. I think calling out that board members need to recuse themselves from voting on items that they have a personal stake in should be called out. This pertains to elected officials or appointed officials that may have received a political donation or done business with the applicant/person requesting the vote. Perhaps GL 268A covers this – who should violations be reported to?
3. Section III D Town Staff: not asking for assistance from a town employee without going through the TA? Does that mean if a record of some sort is needed from the assessor or town clerk that it needs to be requested through the TA? This needs more clarification.
4. There should be mention of expectations to attend all or a majority of meetings (a certain percentage?) otherwise they should resign. This should also be stated for anyone that moves out of town. This may have been the policy all along but I know of at least 2 situations that continued to have folks on the committee while they were not attending or moved out of town.
5. Is there a separate code of conduct for the TA? It's not clear on what the path is to address complaints/concerns with the Town Administrator. Can that be included?
6. Where is the Code of Conduct for Town Staff? Who is included in Town Staff? Is it all employees or all employees except directors? Which positions are directors? Is there a list of positions for each department? Is the town org chart on the website up-to-date?
7. Can the town organization chart be updated to note union positions? I heard something about limitations for code of conduct due to union contracts. What positions are under union contract? I would assume there's a code of conduct for all Town Staff.

Kathi Rocco

From: Maribeth Eugene <mb_eugene@comcast.net>
Sent: Thursday, August 12, 2021 4:02 PM
To: Kathi Rocco
Subject: Code of Conduct

I'm in favor of adopting this code of conduct. It clarifies expected behavior and avenues of redress. Although enforcement is always a problem and violations often go unreported, at least the code sets an expectation and standards for the applicable personnel to follow, which is critical since they're in a public services role.

Maribeth Eugene

STATUS REPORT Q2 2021

Prepared September 2021

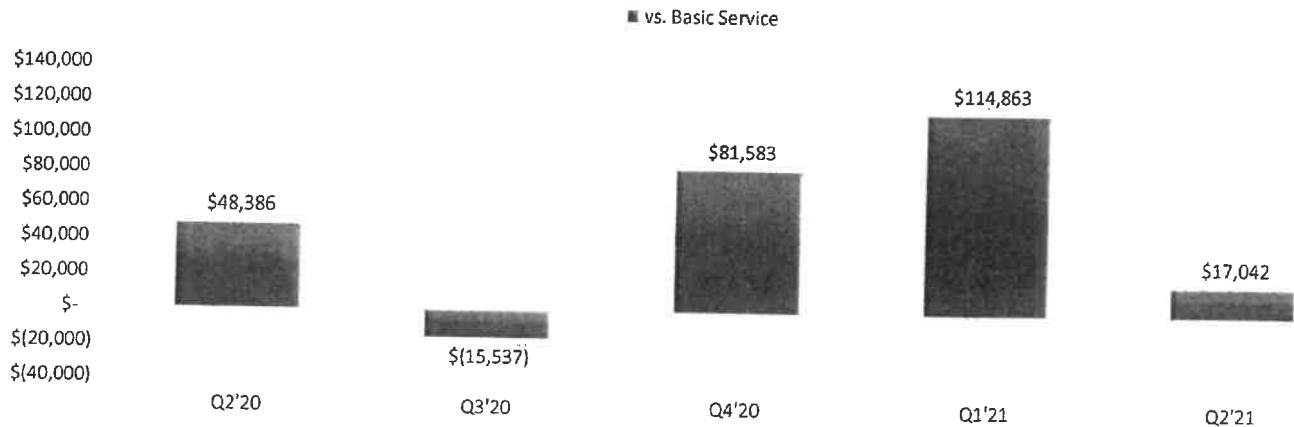
This report has been prepared by Colonial Power Group with information/data being provided by the Competitive Supplier and National Grid. The purpose of the report is to provide information about the Town of Lancaster's Community Choice Power Supply Program, which currently provides competitive power supply to approximately 2,200 customers in the Town. The data provided by the Competitive Supplier is not available until three months after the month it is used. For example, power is *Used* in January, *Invoiced* in February, *Paid* in March and *Reported* in April.

PROGRAM RATES			
Term	November 2018 – December 2018	December 2018 – June 2019	June 2019 – December 2021
Competitive Supplier	Hampshire Power	NextEra	Dynegy
All Rate Classes	\$0.12860 / kWh Meets MA Req	\$0.13129 / kWh Meets MA Req	\$0.09978 / kWh Meets MA Req

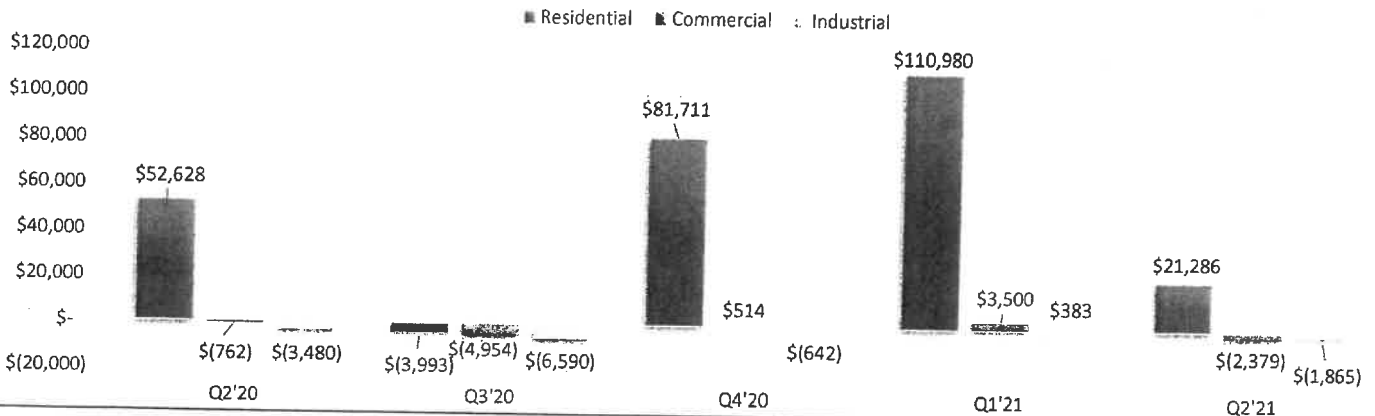
COMPARISON TO NATIONAL GRID RATES

The Town of Lancaster has chosen a standard product. The Town's aggregation savings are directly tied to the margin of savings between the Program's rates and National Grid's corresponding Basic Service rates as well as the level of consumption by participating consumers. Basic Service rates change twice a year or more, depending on utility and rate class. As a result, the aggregation rate may not always be lower than the Basic Service rate. The goal of the aggregation is to deliver savings over the life of the Program against the Basic Service rate. However, such savings and future savings cannot be guaranteed.

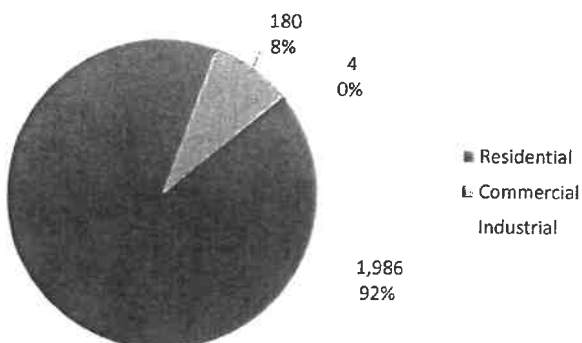
TOTAL AGGREGATION SAVINGS/(LOSS)



AGGREGATION SAVINGS/(LOSS) BY RATE CLASS



AVERAGE METERS/MONTH: 2,169



AVERAGE USAGE/MONTH: 1,476,732

