

TOWN OF LANCASTER

MASSACHUSETTS



ANNUAL REPORT

OF

OFFICERS & COMMITTEES

2004

Town of Lancaster

2004 Annual Report

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IN MEMORIAM

DANIEL P. DOWNING
JANUARY 3, 1936 – MARCH 22, 2004
MEMORIAL DAY COMMITTEE
TOWN FOREST COMMITTEE

PETER O'MALLEY
JUNE 29, 1925 – APRIL 15, 2004
LANCASTER BOARD OF PUBLIC WORKS
LANCASTER BOARD OF SELECTMEN
ROAD COMMISSIONER
TRAFFIC STUDY COMMISSION
SEWER EXPANSION AD HOC COMMITTEE

ROBERT J. FROMMER
JULY 10, 1942 – JULY 3, 2004
CONSERVATION COMMISSION CHAIRMAN
CONSERVATION COMMISSION MEMBER
THAYER FIELD COMMISSION
LANCASTER 350TH CELEBRATION COMMITTEE
NASHOBA REGIONAL SCHOOL COMMITTEE
LANCASTER TRAFFIC COMMISSION

BOARD OF SELECTMEN

2004 Annual Report

The Board of Selectmen is pleased to present its Annual Report for the calendar year 2004.

The Board re-organized for the 2003-2004 session following the Annual Town Election. Selectman Joanne C. Foster was elected Chairman, Alexandra W. Turner, Clerk, and David M. Dunn served as Third Member.

Acknowledgements

Throughout 2004, strong citizen participation, capable administration and professional managers, and a dedicated workforce, was evident and contributed to tackling numerous tasks and challenges facing the Town. The Board acknowledges and extends its appreciation to its department heads and employees for their invaluable assistance and endurance during an extremely difficult and trying year. To the hundreds of citizens who volunteer their talents on the following boards and commissions, the Board expresses its deepest appreciation:

Permanent Standing Committees

Animal Control Commission

Board of Appeals

Board of Assessors

Board of Registrars of Voters

Cable TV Advisory Committee

Commission on Disability

Conservation Commission

Cultural Council

Employee Insurance Advisory Committee

Historic District Study Committee

Historical Commission

Industrial Development Commission

Local Education Fund Committee

Memorial Day Committee

Personnel Board

Property Disposal Committee

Recreation Committee

Taxation Aid Committee

Town Forest Committee

Veterans' Memorial Committee

Ad-Hoc Committees

Earth Removal Bylaw Committee

Regional Education Review Committee

Town Green Buildings Advisory Committee

Town Land Utilization Advisory Committee

Firefighter Martin McNamara

As the Board reported in the 2003 Report, in the early morning of Saturday, November 29, 2003, Lancaster Call Firefighter Marty McNamara died in the line of duty while combating a structure fire at 76 Mill Street, Lancaster. Firefighter McNamara, a three-year member of the Lancaster Fire Department, responded to the call along with a contingent of his fellow firefighters

from Lancaster, Clinton and hosts of other communities. The tragedy elevated the community's awareness to the personal risks taken each day by firefighters, police officers, emergency medical technicians and other public safety officials.

Following Marty's passing at the close of 2003, the Board committed itself to

addressing the financial needs of Firefighter McNamara's wife and family, as well as those of others in the Fire Service. Lancaster had not experienced a line-of-duty death for nearly sixty years; therefore, with the death of Firefighter McNamara many uncertainties existed regarding public financial benefits available to spouses and dependents of Lancaster's call firefighting force. As a result, the Board of Selectmen set out to investigate surviving family benefits and to issue a report to the Town.

In cooperation with the Finance Committee, the Board of Selectmen initiated financial information collection from a variety of sources in order to establish what financial assistance programs are available to Firefighter McNamara's wife and children, as well as to other families in the event another tragedy were to occur in the future. With the cooperation and assistance of State Fire Marshal Steve Coan, the Massachusetts Call/Volunteer Firefighters Association, State Senator Robert A. Antonioni, State Representative Harold P. Naughton, Jr. and State Representative James B. Eldridge, as well as many other individuals and organizations, the Board compiled a comprehensive outline of the various Federal, State, and local financial assistance benefits available to the Family of Firefighter McNamara. From the information assembled, the Board of Selectmen and Finance Committee set out to evaluate the Family's available financial resources in order to ascertain what additional financial assistance, if any, may be needed.

The Board convened a special meeting of local, State and other officials on Monday, November 8, 2004 at the Rowlandson Elementary School, to discuss the results and effect of the failed override to provide a pension and health insurance benefits to the

family of the late fallen Firefighter Marty McNamara, as well as to raise public awareness of the inequity of survivors benefits for the families of call and volunteer firefighters statewide. From that session, the Board voted to establish a Task Force to address three critical issues, including determining how to enroll Claire McNamara and her children on the Town's health insurance program, securing financial assistance from the State to assist the Town of Lancaster in providing an annual death benefit allowance to the family of fallen Firefighter Martin McNamara, and to draft and promote legislation that would authorize municipalities to provide an annual death benefit allowance to all -call firefighters and part-time public safety officers and recommend a funding mechanism to pay for these benefits.

Membership on the Task Force included Senator Robert A. Antonioni, Representative Harold P. Naughton, Jr., Representative James B. Eldridge, Larry Holmberg, President of the Mass. Call/Volunteer Firefighters Association, Joseph V. Maruca, Legislative Director of the Mass. Call/Volunteer Firefighters Association, Fire Chief Edward Stark of the Fire Chiefs' Association of Massachusetts, Joanne C. Foster, Chairwoman of the Lancaster Board of Selectmen, Nancy Stell-Kiely, Chairwoman of the Lancaster Finance Committee, The Reverend Lawrence C. Provenzano, Chief Chaplain of the Massachusetts Corps of Fire Chaplains, Inc., Bill Bernhard of Worcester Firefighters Local 1009, James Boudreau, Norwell Town Administrator, representing the Massachusetts Municipal Association, and former Lancaster Selectman James M. Buck, Jr., Martin H. McNamara IV, and Firefighter Dale DiMeco, all representing the Family of Firefighter Marty McNamara. The Task Force was also provided

invaluable technical assistance from Brad Preston, Regional Director of VFIS of Southern New England, and Mr. Edward J. Holohan, President & Actuary of Penflex, Inc.

Due to limitations under the current laws, the Town of Lancaster had to seek special legislation to ask voters to provide health insurance and a survivor's pension benefit to the McNamara family. The two benefits were bundled into one ballot question, which included a Proposition 2½ override to fund the survivor's pension. On November 2nd, the ballot question failed and as a result, the health insurance and pension were denied. Soon after the November 2 election, the Board of Selectmen organized a task force comprised of our local legislative delegation; representatives of Massachusetts Call/Volunteer Firefighters Association, Fire Chiefs' Association of Massachusetts, Massachusetts Corps of Fire Chaplains, Inc., the Professional Firefighters of Massachusetts, and the Massachusetts Municipal Association. This group's charge is to develop a permanent, comprehensive and affordable solution for securing death and disability benefits for all of our public safety personnel. Their work should be completed in the next couple of months and a report outlining their recommendations will be released shortly thereafter.

The single question ballot will ask Lancaster voters to accept a special act that would make Claire B. McNamara, so long as she remains unmarried, and her dependents, eligible for health insurance through the Town, on the same basis as retirees, provided that she bears responsibility for a retiree's percentage share of the premium for such insurance (currently at 50%). The estimated first full-year cost to the Town of Lancaster is \$6,000, paid annually through the Town's operating budget. Although the

Town's contribution will rise each year in concert with the underlying medical premium increases, payment of the town's share **will not** require a Proposition 2½ property tax override.

While the Town is under no legal obligation to provide health insurance benefits to a call firefighter's survivors, the Lancaster Board of Selectmen believes that the Town has an obligation to the McNamara family. In recognition of Marty's sacrifice, we believe it is fitting and proper that the Town should assist in defraying the cost of healthcare to his survivors, just as the Town has done for many years for its retired employees and the surviving spouses and dependents of its regular employees.

In speaking with many Lancaster residents after the failed override ballot question, the Board of Selectmen believes that if the health insurance benefit had been separated from the death benefit, it would have passed. It is for this reason that we asked the Governor and the State Legislature to allow us to offer this question separately to the voters of Lancaster. We are grateful for the support and the swift and decisive response we received from the Governor and his staff and the General Court, in particular our local legislative delegation, Senator Bob Antonioni and Representatives James Eldridge and Harold Naughton.

We recognize that the ongoing and very public struggle to determine benefits for the McNamara family has been difficult. It is in these struggles, however, that we have found strength and formed bonds as a community and where together we will continue to shape the solutions to the problems facing our community.

There is still much to be done to ensure that no survivors of public safety officers killed in the line of duty will need to struggle to

find alternative income sources. In early 2005 the Joint Task Force will announce proposed legislation that would mandate survivor's death benefits for all part-time public safety officers not currently covered under State law. The Task Force will

Fiscal Year 2005 Budget

From the first day of January, the Board dedicated itself to ensuring that the Town budget for the ensuing fiscal year addressed at least the basic operational needs of each Town department and also provide our schools with an adequate share of the total

Nashoba Regional School District Budget

The Board of Selectmen and Finance Committee worked closely with the Lancaster members of the Nashoba Regional School District School Committee to develop a District Operating Budget for Fiscal Year 2005 Budget that would partner the burden of local aid cuts with municipal departments. The Board and Finance Committee worked vigorously to put forth a practical budget to the voters--one that would enable the Town to continue

Town Meetings

March 22, 2004 Special Town Meeting

On March 22nd, the Board convened a Special Town Meeting to address a number of critical, as well as routine, issues. Among these were petition for legislation authorizing the Town to pay the funeral and burial expenses of Firefighter Marty McNamara and to authorize the Town to pay a survivor benefit and extend health insurance coverage to his wife Claire and her children. In addition, the voters

propose an affordable and equitable funding mechanism to ensure participation from all communities across the Commonwealth, both large and small. Passage of this legislation will require the active and vocal support of all of us in Lancaster.

budget. The Board worked closely and diligently with the five members of the Finance Committee and provided valuable insight with which they used to achieve a balanced budget.

operating within the limits of available resources. The Boards sought the Committee's support to work together to craft mutually reliant spending plans that would maintain essential services to the Town. The Board wishes to acknowledge the hard work and dedication of the Lancaster School Committee delegation, Donald Adams, Monica CampoBasso, and Mary Beth Yentz.

accepted the provisions of G.L. c.41, §100G¼, directing the Town to pay up to \$5,000 of funeral and burial expenses for firefighters and police officers killed in the performance of their duties, as well as designating call firefighters or other volunteer emergency service members as "employees" for purposes of eligibility for Town employee group insurance benefits.

May 3, 2004 Annual Town Meeting

The Board called the Annual Town Meeting for Monday, May 3rd to consider routine Town business including adopting the Town's FY2005 General Operating and Water Enterprise budgets, granting municipal employees a cost-of-living wage adjustment, committing \$15,000 for the Senior Citizen Tax Work-off Abatement

Program, as well as many others. The Town Meeting also saw the voters adopt a Capital Improvement Program and Bylaw, a Bylaw creating the Department of Community Development & Planning, and a petition to the General Court for legislation authorizing employment contracts for department heads.

November 8, 2004 Special Town Meeting

The Board called the Special Town Meeting to act on six "housekeeping" articles, including an amendment to the Capital Improvement Program for Central Fire Station repairs, funding the Collective Bargaining Agreement between the Town and Dispatchers Union, adjustments to the

FY2005 Budget, paying unpaid bills from prior fiscal years, funds for engineering costs to remediate gasoline and diesel fuel releases at the DPW Highway Garage, and funding for the recruitment of a new Town Administrator.

Staffing

The Year 2004 saw many changes in senior management and key staff positions.

In January, long-time Town Clerk Roberta Winsor retired. Roberta dedicated nearly thirteen years of her professional career as Town Clerk, being first elected in 1991 and appointed by the Board in 2001.

On January 30th, D. Susan Thompson of Lancaster was named by the Board to become the new Town Clerk. Ms. Thompson brought many years of private sector administration, planning, and financial experience to the position.

In May, Marjorie Corbley-Whittier retired as Treasurer-Collector, having served the Town for sixteen years beginning in 1988. The Board joined her colleagues in honoring her at a Retirement Party, recognizing her distinguished service and tireless dedication to the Town.

On June 1st, the Board welcomed Ann Lashelle Smith of Oxford as the new Treasurer-Collector. Ms. Smith's professional experience included financial positions with the City of Boston, the State of Minnesota, and many years of financial consulting.

In June, the Board accepted the resignation of Bernard Sweeney as Veterans' Agent. Bernie served the Town for one year, having also provided services to veterans in the Town of Shirley. Clinton Veterans' Agent Gerald Coppenrath offered his services to the Town of Lancaster for the remainder of the year while the Board researched options for a regional cooperative for veterans' services.

On July 1st, Bruce Hamblin of Medway became the Town's second Planning Director, part-time, after serving in a volunteer capacity for the previous year. Mr. Hamblin also continued with the Town

of Swansea as their Planning Director, part-time.

Also in July, Richard J. Pauley of Lunenburg, a retired Senior Project Engineer with The Haartz Corporation in Acton, assumed the role of Building Commissioner and Zoning Enforcement Officer, following the resignation of James Shuris. A month later, Roderick M. Thurston of Shirley was named Local Inspector, part-time, to assist the Building Commissioner in building and zoning enforcement duties.

Also in August, the Board of Selectmen named John T. Fleck of Leominster to the

Collective Bargaining

The Board executed collective bargaining agreements with three employee unions, representing permanent Police Officers, full-

Licensing and Permitting

The Selectmen opened hearings on a number of Earth Products Removal Permits, as well as reviewing and granting licenses for Auctions, Motor Vehicle Dealers, Common Victuallers, Lunch Cart Operators, Dormitories, Temporary Mobile Homes, and

position of Fire Chief, taking over for Deputy Chief Sandor Ford, who served as Acting Chief since January. Chief Fleck, a Compliance Officer with the State Fire Marshal's Office, became the Town's first full-time Fire Chief.

In December, Richard Silvio of Clinton was appointed Facility Maintenance Specialist to assume custodial and maintenance responsibilities at the Police Station, Central and South Fire Stations, as well as assisting Nancy Record at the Town Hall and Thayer Memorial Library.

time Dispatchers, and full-time Public Works laborers.

many other special activities permits. In addition, the Board conducted several hearings on applications from Massachusetts Electric and New England Telephone for utility pole locations throughout the Town.

LICENSES ISSUED BY THE BOARD OF SELECTMEN CALENDAR YEAR 2004

| License Type | Issued To | Business Address |
|--|--|--------------------------------------|
| Auctioneer - Annual | Insurance Auto Auctions Corp. | 1424 Lunenburg Rd., Lancaster, MA |
| Auction Special Permit for Sunday, 10/17/04 & 10/24/04 @ Lancaster Flea Market 1340 Lunenburg Rd., Lancaster, MA | Bruce Warila, NLJW LLC | 53 Bradbury Rd., Lancaster, MA |
| Automatic Amusement Device (Monday – Saturday) | N.E. Fun Centers, Inc. d/b/a Roll-on-America | 90 Duval Rd., Lancaster, MA |

| | | |
|---------------------------------------|--|---------------------------------------|
| Automatic Amusement Device Sundays | N.E. Fun Centers, Inc. d/b/a Roll-on-America | 90 Duval Rd., Lancaster, MA |
| Roller Skating Rink (Monday-Saturday) | N.E. Fun Centers, Inc. d/b/a Roll-on-America | 90 Duval Rd., Lancaster, MA |
| Roller Skating Rink Sundays | N.E. Fun Centers, Inc. d/b/a Roll-on-America | 90 Duval Rd., Lancaster, MA |
| Automobile Dealer – Class 1 | Campers Inn of Ayer, Inc. D/b/a Adventure World RV | Old Union Turnpike, Lancaster, MA |
| Automobile Dealer – Class 2 | Crawford Group Inc. d/b/a Crawford Truck Sales | 2176 Main St., Lancaster |
| Automobile Dealer – Class 2 | Diamond Hill Sales | 59 Main St., Lancaster |
| Automobile Dealer – Class 2 | F.J.S. Auto, Inc. | 248 Main St., Lancaster |
| Automobile Dealer – Class 2 | Jose M. Fuentes d/b/a R.B.I. Motors | 842 Sterling Rd., Lancaster, MA |
| Automobile Dealer – Class 2 | Anthony James Garreffi d/b/a Garreffi Automotive | 258 High St. Ext., Lancaster, MA |
| Automobile Dealer – Class 2 | Insurance Auto Auctions Corp. | 1424 Lunenburg Rd., Lancaster, MA |
| Automobile Dealer – Class 2 | JTM Auto Body, d/b/a Lancaster Auto Sales, Inc. | 164 High St. Ext., Lancaster, MA |
| Automobile Dealer – Class 2 | Route 117 Used Auto Parts, Inc. | 2176 Main St., Lancaster, MA |
| Automobile – Class 3 (Junk) | Lancaster Auto Recycling LLC, Inc. | 1410 Lunenburg Rd., Lancaster, MA |
| Automobile – Class 3 (Junk) | Lancaster Property Management, LLC | 1410 Lunenburg Rd., Lancaster, MA |
| Automobile – Class 3 (Junk) | Route 117 Used Auto Parts, Inc | 2176 Main St., Lancaster, MA |
| Boarding House | Atlantic Union College (Lenheim Hall – Men’s Dormitory) | 338 Main St., So. Lancaster, MA |
| Boarding House | Atlantic Union College (Preston Hall – Women’s Dormitory) | 338 Main St., So. Lancaster, MA |
| Food & Beverage Dispensing to Members | Richard Lowe, President, Sterling Food Corp. (Sterling C.C.) | 33 Albright Rd., Sterling, MA |
| Common Victualler | Michael A. Gleason d/b/a Michael’s Bridge Diner | 59 Main St., Lancaster, MA |
| Common Victualler | Lancaster Restaurant, d/b/a Sandee’s Restaurant | 162 Main St., So. Lancaster, MA |
| Common Victualler | Lancaster Golf & Training Center | 438 Old Union Turnpike, Lancaster, MA |
| Common Victualler | N.E. Fun Centers, Inc. d/b/a Roll-on-America | 90 Duval Rd., Lancaster, MA |
| Common Victualler | Trolley Stop Pizzaria, Inc. | 18A Prescott St., So. Lancaster, |
| Innholder & Common Victualler | Charlotte E. Creighton d/b/a College Town Bed & Breakfast | 12 Old Common Rd., Lancaster, MA |

| | | |
|---|---------------------------------|-------------------------------------|
| Lunch Cart (Temporary) @ 339 Seven Bridge Road | Angela Smith | 77 Lake Shore Drive, Ashburnham, MA |
| Lunch Cart @ Johnny Appleseed Visitors Center | Craig T. Bleur | 65 Narrow Lane, So. Lancaster, MA |
| Lunch Cart @ Bartlett Pond | Michael Murphy | 473 Union St. Leominster, MA |
| Lunch Cart | Eleanor Rich d/b/a Ellie's Stop | 289 Seven Bridge Rd. Lancaster, MA |
| Public Amusement & Exhibition Weekdays 10/1,2/04 | Culley's Snowmobile Ranch | 339 Seven Bridge Rd., Lancaster, MA |
| Public Amusement & Exhibition (Sundays) 10/3/04 | Culley's Snowmobile Ranch | 339 Seven Bridge Rd., Lancaster, MA |
| Public Amusement & Exhibition Weekdays 9/23,24, 25/04 @ 318 Seven Bridge Road | Fanelli Amusement Co. | 47 Barrett Rd., Greenville, NH |
| Public Amusement & Exhibition (Sunday) 9/26/04 @ 318 Seven Bridge Road | Fanelli Amusement Co. | 47 Barrett Road, Greenville, NH |
| Public Amusement & Exhibition Weekdays 9/23,24, 25/04 @ 318 Seven Bridge Road | The Bolton Fair, Inc. | P.O. Box 154, Bolton, MA |
| Public Amusement & Exhibition (Sunday) 9/26/04 @ 318 Seven Bridge Road | The Bolton Fair, Inc. | P.O. Box 154, Bolton, MA |
| Sunday Entertainment | Lancaster Flea Market, LLC | 1340 Lunenburg Rd., Lancaster, MA |

Proclamations

During the year, the Board issued Proclamations recognizing Sunday, June 6, 2004, as a day of Remembering and Honoring, recognizing the valor and

sacrifices of the veterans; Saturday, May 22, 2004, as World War II Veterans Recognition Day, and October 24, 2004 as United Nations Day.

Organizational History and Planning for the Future

The organization of Lancaster's Town Government has evolved since its incorporation in 1653, either by local bylaw, state law, special act, or executive prerogative. What was once a crucial position created to inform the people of important Town activities, the Town Crier's post was abandoned with the advent of local newspapers, which assumed the role of public information disseminator to provide

Townspeople with the issues of the day and announced the calls to Town Meeting and election. Within the last three generations, the newspaper has been supplemented, and in some cases supplanted, as the principal method by which the citizen voter comes to receive his or her local information. The inventions of radio, television and electronic mail have become favored ways to communicate with the outside world. In this

age of technology, the concept of the Town Crier is as strange as being transported to work by horse and buggy.

The ever-changing world has fashioned the need for institutional change, some minor and some much more significant. The complexities of government, from finance, accounting, assessing, and tax law, police, fire, and emergency medical services, education, equal employment opportunity and the Americans with Disabilities Act, among countless others, have forced the Town to modify its practices with the changing world around it.

In the last 100 years, the Town has seen the creation of the Finance Committee, Planning Board, Conservation Commission, and the Board of Health, and the concept of “public safety” was broadened to include home and workplace, thus the formulation of building construction regulations and the creation of the Building, Plumbing, and Electrical Inspectors. Many other citizen committees were organized to protect the health, safety, and quality of life in the community, providing us today with a safer and cleaner place to work and live.

In the past ten years, the Town progressed further by modifying its government structure through bylaw changes and special acts in order to meet the changing

responsibilities. The Town consolidated its financial operations through the creation of a Department of Finance and Budget, bringing together and better coordinating its tax collections, treasury, investments, and assessing and accounting functions. Further, the selection of the Town Clerk, based on education, training and/or ability, was adopted. And, once considered a state-of-the-art organizational structure in 1879, the Board of Fire Engineers was replaced as the executive structure in 1999, when the Town Meeting voted to accept a Statute empowering a Fire Chief to manage the operation of the Fire Department.

Finally, the election of the Town’s Constables, once routine for the annual election ballot, have become appointed by the Board of Selectmen, the executive body better suited to address the question of qualifications for persons possessing selected police-like powers.

As the Town enters the mid-way point into the first decade of the 21st Century, the Board and Town continue to face unending challenges caused by fragmentation and duplication of functions, consequently, pledges to continue its practice of routinely evaluating local government structures for improvements, efficiencies and modernization.

Legislative Delegation

The Board wishes to acknowledge the frequent presence and assistance of Representative Harold P. Naughton, Jr., Representative James B. Eldridge, and Senator Robert A. Antonioni, who kept the Board and Town advised of numerous state-related issues involving the Town of

Lancaster. They also deserve our thanks and appreciation for guiding many bills of local concern through the legislative process, as well as providing invaluable assistance and guidance following the devastating loss of Firefighter Marty McNamara.

Appreciation

And finally, the Board expresses its deepest appreciation to the Selectmen's Office professional staff for their dedication and commitment to public service. Kathy Lamb, Executive Assistant to the Board, has provided efficient daily support to the Board for twenty-three years. Kathy works tirelessly to see that citizen questions are responded to, letters and correspondence and meeting minutes are prepared, licenses are processed and issued, vouchers are prepared and bills are paid, accounts are maintained, and the flow of other daily business is addressed. Also, the Board recognizes the tireless efforts of Town Administrator Alan Agnelli for his work in administering the policies of the Board and accomplishments during the year. His professionalism,

assistance, and guidance to this Board and all Town departments and boards is greatly acknowledged and respected.

In conclusion, we extend our thanks to the many citizens who contributed their time and talent to serve on Town boards and committees. We continue to encourage citizens to participate in their town government by attending public meetings, volunteering to serve, and by offering input at Town meetings. Also, a sincere thanks to the men and women who serve the Town every day as employees. All are dedicated professionals who deserve our respect and admiration. Thank you for the opportunity to serve you.

Joanne C. Foster, *Chairman*
Alexandra W. Turner, *Clerk*
David M. Dunn, *Member*



Lancaster Bridges

Joy Hartwell Peach, Member
Lancaster Historical Commission

Bridges have played an important part throughout Lancaster's history. This is reflected in street names such as Center Bridge Road and Seven Bridge Road. Situated at the confluence of the Nashua River, access into, out of and through town has always been dependent on bridges. As early as 3 February 1658[9] the selectmen "met at Thomas Sawyers and ordered for the Bridges over Nashaway and the North River." People who lived on "the Neck" were to make a cart bridge over the North River and people who lived on the "south end" were to make a cart bridge over the Nashaway "near their wading place." These bridges were to be provided, paid for and maintained by the residents who lived nearest them.

Exactly where these early bridges were located is today a matter of speculation, but the site of one of the bridges was apparently unsatisfactory as evidenced by a report dated 1673, which complained that the highway between Lancaster and Groton has proved "very difficult to be made passable" as it lay in the Intervails wherein were "several soft places and little brooks upon which bridges ...were apt to be raised and torn up by floods." The proposed solution to this problem was to relocate the highway to higher ground, although this probably did not entirely solve the problem, especially in times of heavier than normal rain or snow.

The early town records are full of references to bridges. That of 10 March 1718 actually specifies the dimensions of a bridge to be built at the Neck. It was to have 5 Trussells (trestles) and to be one foot higher than the previous bridge. It was to be 13 feet wide between the posts which were to be of sound oak, as were the caps and braces, and it was to be covered with good plank or logs "as they which build it should count best." This time the town voted 35 pounds to help defray expenses incurred in building this bridge.

Just how many bridges have been erected and then destroyed in Lancaster through the years is probably impossible to determine, but a Massachusetts Geodetic Survey book entitled *High Water Data, Flood of March 1936 in Massachusetts* records the devastation that occurred when "in March 1936 large areas of the state were engulfed by unprecedented conditions of flood." The following Lancaster bridges were inspected and evaluated by Geodetic Survey personnel on 19 March 1936:

1. Swift River – highway Bridge #L-2-2 over Swift River on Route 117 about one mile northeast of Lancaster Village. Bridge washed out. Scum line on road.



2. Bridge #L-2-3 over Nashua River, just north of its junction with the North Nashua. High water 1.5 feet below top of opening on bridge. Bridge washed out. Residue line near bridge.
3. Bridge #L-2-4 on Mill Street about ¼ mile from railroad station. Elevation of center line of roadway on bridge, 242.2 feet. Scum line on roadway.
4. Bridge at Five Corners (unnumbered), intersection of Route 110 and Bolton Road. High water, 0.7 foot below center line of roadway opposite elm tree. Nail and washer in 24-inch elm tree on east side of Route 110 just north of intersection.



5. Vose's Bridge #L-2-6 in center of town at Main Street over the North Branch of Nashua River. High water 2.4 feet above bottom of plate girder. Bridge damaged. Scum line on bridge abutment and river bank.
6. Concrete (Bennett's?) Bridge #L-2-7 over the North Branch of Nashua River. About ½ mile northwest of North Village on Route 117. Top of bridge seat, elevation 248.6 feet. Residue line on bank and scum line on Socony gas station.

In recent years two of Lancaster's 19th century bridges – the Atherton and Ponakin – have been placed on the National Historic Register. Both were built using a design patented in 1866 by famous engineer Simon S. Post. Called "Post Truss" bridges, this design was used throughout America for many important 19th century bridges. However by the 1970s few examples, save for two in Lancaster, remained.



The Atherton (or Bolton Road) Bridge was built in 1870, and is a "Pony Truss" design. When this bridge was deemed unsafe for travel in 1975, it was closed and plans to replace it quickly were formed. However, money problems occurred and during the delay the bridge was placed on the National Historic Register. Fifteen years passed before construction on a new bridge, upstream from the Atherton Bridge, was begun. Residents of Bolton Road, used to the peace and quiet of a little-used country road, were not terribly happy, but many others, who had to travel further than necessary, were relieved when

the new bridge, dedicated to the late Lee P. “Bill” Farnsworth – one of those who led the fight to save the historic Atherton Bridge – was opened to traffic.



The Ponakin Bridge, built in 1871, was also constructed according to a Simon Post design, but is a “Through Truss” as opposed to the “Pony Truss” design of the Atherton Bridge. Now closed to vehicular traffic, there are no plans to replace or reopen the Ponakin Bridge as the road it served is seldom used since the opening of Lunenburg Road, but due to its historic status, it will not be destroyed.

DEPARTMENT OF FINANCE & BUDGET

BOARD OF ASSESSORS 2004 FINANCE AND BUDGET REPORT

| <u>YEAR</u> | <u>VALUATION</u> | <u>TO BE RAISED</u> | <u>TAX RATE</u> |
|-------------|------------------|---------------------|-----------------|
| 2002 | 523,324,800.00 | 7,886,504.74 | 15.07 |
| 2003 | 535,063,400.00 | 8,047,353.54 | 15.04 |
| 2004 | 556,031,900.00 | 9,374,697.84 | 16.86 |
| 2005 | 702,927,000.00 | 9,953,446.33 | 14.16 |

| | |
|---|-------------------|
| FY05 MONEY APPROPRIATED AT TOWN MEETING | \$13,967,226.00 |
| TAX TITLE | 10,000.00 |
| DEBT & INTEREST CHARGES | -0- |
| CHERRY SHEET OFFSET | 9,685.00 |
| OVERLAY DEFICITS | -0- |
| SNOW REMOVAL | 489.00 |
| STATE & COUNTY ASSESSMENT | 48,627.00 |
| CURRENT OVERLAY | <u>139,102.10</u> |
| GROSS AMOUNT TO BE RAISED | \$14,175,129.33 |

| | |
|---|---------------------|
| MONEY RECEIVED FROM THE STATE/FEDERAL SOURCES | 893,859.00 |
| LOCAL ESTIMATED RECEIPTS | 1,871,024.00 |
| REVENUE FROM OTHER SOURCES | <u>1,456,800.00</u> |
| TOTAL REDUCTIONS | \$4,221,683.00 |

| | VALUE | TAX |
|--|-------------|--------------|
| ASSESSED VALUATION (REAL ESTATE) | 688,357,900 | 9,747,147.87 |
| ASSESSED VALUATION (PERSONAL PROPERTY) | 14,569,100 | 206,298.46 |

AMOUNT COMMITTED TO TAX COLLECTOR

| | |
|---------------------------|--------------|
| REAL PROPERTY | 9,747,139.59 |
| PERSONAL PROPERTY | 206,309.15 |
| SEWER BETTERMENT LIEN | 99,921.97 |
| SEWER BETTERMENT INTEREST | 159,564.48 |
| SEWER USAGE LIENS | <u>-0-</u> |
| TOTAL SEWER | 259,486.45 |

SEPTIC LOAN PROGRAM

| | |
|---------------------------|-----------------|
| PRINCIPAL | 5,685.23 |
| INTEREST | <u>5,590.06</u> |
| TOTAL SEPTIC LOAN PROGRAM | 11,275.29 |

EXEMPTION GRANTED UNDER CHAPTER 59, SECTION 5, CLAUSE 22,22A,22B,22E,
VETERANS - CLAUSE 37, CLAUSE 17D, SURVIVING SPOUSE.

TOTAL AMOUNT FOR FISCAL 2005 \$12,662.50

ELDERLY PERSONS OVER 65 YEARS QUALIFIED UNDER CHAPTER 59, SECTION 5,
CLAUSE 41C.

TOTAL AMOUNT FOR FISCAL 2005 \$47,000.00

ELDERLY WORK PROGRAM FISCAL 2005.....\$ 10,954.32

EXCISE TAX COMMITMENT MADE IN 2004 TO THE TAX COLLECTOR

2003.....\$ 11,919.22
2004.....\$725,623.57

EXCISE TAX ABATEMENT MADE IN 2004

2002.....\$ 165.00
2003.....\$ 1,398.10
2004.....\$22,574.91

**REPORT OF THE FINANCE DIRECTOR
FY2004 OPERATING BUDGET TO ACTUAL WORKSHEET**

| BUDGET COST CENTER COST CENTER DETAIL | FY2004 BUDGET | FY2004 ACTUAL | (OVER) UNDER BUDGET |
|--|------------------|------------------|---------------------------|
| EXPENDITURES | | | |
| Town Meeting - Expenses | 1,646 | 1,924 | (278) |
| Selectmen - Salaries & Wages | 100,787 | 100,777 | 10 |
| Selectmen - Elected Wages | 0 | 0 | 0 |
| Selectmen - Operating Expenses | 8,396 | 16,607 | (8,211) |
| Prior Year Unpaid Bills | 0 | 0 | 0 |
| Selectmen Total | 109,183 | 117,384 | (8,201) |
| Finance Committee - Wages | 0 | 0 | 0 |
| Finance Committee - Expenses | 182 | 225 | (43) |
| Finance Committee Total | 182 | 225 | (43) |

| | | | |
|---|----------------|----------------|-----------------|
| Finance & Budget - Salaries & Wages | 227,557 | 227,125 | 432 |
| Finance & Budget - Expenses | 38,655 | 42,954 | (4,299) |
| Finance & Budget - Audit | 10,000 | 12,000 | (2,000) |
| Finance & Budget Total | 276,212 | 282,079 | (5,867) |
| Town Counsel - Expenses | 35,000 | 41,744 | (6,744) |
| Personnel Board - Expenses | 339 | 204 | 135 |
| Town Clerk - Salaries & Wages | 46,603 | 50,495 | (3,892) |
| Town Clerk - Elected Wages | 0 | 0 | 0 |
| Town Clerk - Expenses | 1,851 | 6,923 | (5,072) |
| Town Clerk Total | 48,454 | 57,418 | (8,964) |
| Elections & Registration - Salaries & Wages | 3,800 | 3,634 | 166 |
| Elections & Registration - Expenses | 4,100 | 5,500 | (1,400) |
| Elections & Registration Total | 7,900 | 9,134 | (1,234) |
| Community Development & Planning - Salaries & Wages | 32,342 | 20,708 | 11,634 |
| Community Development & Planning - Expenses | 9,575 | 8,955 | 620 |
| Montachusett Regional Planning Commission | 1,396 | 1,396 | 0 |
| Community Development & Planning Total | 43,313 | 31,059 | 12,254 |
| Town Hall/Public Buildings - Salaries & Wages | 21,596 | 18,720 | 2,876 |
| Town Hall/Public Buildings - Expenses | 30,440 | 51,876 | (21,436) |
| Town Hall/Public Buildings - Capital Outlay | 0 | 0 | 0 |
| Town Hall/Public Buildings Total | 52,036 | 70,596 | (18,560) |
| Central Telecommunications - Expenses | 18,500 | 21,567 | (3,067) |
| TOTAL GENERAL GOVERNMENT | 592,765 | 633,334 | (40,569) |
| PERCENT OF OPERATING BUDGET | 5.93% | 6.34% | |
| PUBLIC SAFETY | | | |
| Police Department - Salaries & Wages | 563,456 | 577,708 | (14,252) |
| Police Department - Expenses | 97,035 | 87,317 | 9,718 |
| Police Department Total | 660,491 | 665,025 | (4,534) |
| Fire Department - Salaries & Wages | 104,511 | 100,040 | 4,471 |
| Fire Department - Expenses | 52,890 | 67,693 | (14,803) |
| Fire Department - Capital Outlay | 0 | 0 | 0 |
| Fire Department Total | 157,401 | 167,733 | (10,332) |
| Ambulance Department - Salaries & Wages | 61,983 | 61,774 | 209 |
| Ambulance Department - Expenses | 30,820 | 29,139 | 1,681 |
| Ambulance Department - Capital Outlay | 0 | 0 | 0 |
| Ambulance Department Total | 92,803 | 90,913 | 1,890 |
| Inspectional Services - Salaries & Wages | 36,352 | 36,239 | 113 |

| | | | |
|---|------------------|------------------|----------------|
| Inspectional Services - Expenses | 2,508 | 2,323 | 185 |
| Inspectional Services Total | 38,860 | 38,562 | 298 |
| Dog Officer - Salaries & Wages | 3,892 | 3,921 | (29) |
| Dog Officer - Expenses | 8,380 | 7,834 | 546 |
| Dog Officer Total | 12,272 | 11,755 | 517 |
| Communications Department - Salaries & Wages | 155,763 | 154,217 | 1,546 |
| Communications Department - Expenses | 5,700 | 4,203 | 1,497 |
| Communications Department Total | 161,463 | 158,420 | 3,043 |
| Field Driver - Salaries & Wages | 108 | 108 | 0 |
| TOTAL PUBLIC SAFETY | 1,123,398 | 1,132,516 | (9,118) |
| PERCENT OF OPERATING BUDGET | 11.23% | 11.34% | |
| EDUCATION | | | |
| Minuteman Regional High School Assessment | 767,659 | 767,659 | 0 |
| Minuteman Regional High School Total | 767,659 | 767,659 | 0 |
| Nashoba Regional School District Operating Assessment | 5,778,225 | 5,778,225 | 0 |
| Nashoba Regional High School Debt Assessment | 181,077 | 181,077 | 0 |
| Nashoba Regional School District Total | 5,959,302 | 5,959,302 | 0 |
| EDUCATION TOTAL | 6,726,961 | 6,726,961 | 0 |
| PERCENT OF OPERATING BUDGET | 67.26% | 67.33% | |
| PUBLIC WORKS SERVICES | | | |
| DPW - Administration - Salaries & Wages | 71,691 | 71,691 | 0 |
| DPW - Administration - Elected Wages | 0 | 0 | 0 |
| DPW - Administration - Expenses | 3,368 | 3,304 | 64 |
| DPW - Administration Total | 75,059 | 74,995 | 64 |
| DPW - Highway Division - Salaries & Wages | 94,257 | 90,502 | 3,755 |
| DPW - Highway Division - Expenses | 36,268 | 36,143 | 125 |
| DPW - Highway Division - Public Safety Fuel | 17,000 | 20,381 | (3,381) |
| DPW - Highway Division Total | 147,525 | 147,026 | 499 |
| DPW - Highway Safety - Expenses | 11,271 | 11,232 | 39 |
| DPW - Cemetery Division - Salaries & Wages | 28,140 | 28,140 | 0 |
| DPW - Cemetery Division - Expenses | 9,395 | 9,315 | 80 |
| DPW - Cemetery Division - Capital Outlay | 0 | 0 | 0 |
| DPW - Cemetery Division Total | 37,535 | 37,455 | 80 |
| DPW - Insect & Pest Control Division - Salaries & Wages | 17,933 | 17,933 | 0 |
| DPW - Insect & Pest Control Division - Expenses | 1,895 | 1,791 | 104 |
| DPW - Insect & Pest Control Division Total | 19,828 | 19,724 | 104 |
| DPW - Tree Division - Salaries & Wages | 18,442 | 18,352 | 90 |

| | | | |
|--|----------------|----------------|-----------------|
| DPW - Tree Division - Expenses | 6,058 | 6,042 | 16 |
| DPW - Tree Division Total | 24,500 | 24,394 | 106 |
| Snow Removal - Salaries & Wages | 37,281 | 33,411 | 3,870 |
| Snow Removal - Expenses | 28,817 | 77,801 | (48,984) |
| Snow Removal Total | 66,098 | 111,212 | (45,114) |
| Street Lighting - Salaries & Wages | 478 | 478 | 0 |
| Street Lighting - Expenses | 14,000 | 10,892 | 3,108 |
| Street Lighting - Capital Outlay | 0 | 0 | 0 |
| Street Lighting Total | 14,478 | 11,370 | 3,108 |
| TOTAL PUBLIC WORKS SERVICES | 396,294 | 437,408 | (41,114) |
| PERCENT OF OPERATING BUDGET | 3.96% | 4.38% | |
| HEALTH & HUMAN SERVICES | | | |
| Board of Health - Salary & Wages | 25,494 | 25,399 | 95 |
| Board of Health - Elected Wages | 0 | 0 | 0 |
| Board of Health - Expenses | 1,850 | 1,849 | 1 |
| Board of Health - Nashoba Health District | 20,625 | 20,625 | 0 |
| Board of Health - Nashoba Nursing Service | 7,320 | 7,320 | 0 |
| Board of Health - Landfill Maintenance | 6,840 | 4,890 | 1,950 |
| Board of Health Total | 62,129 | 60,083 | 2,046 |
| Animal Inspector - Salary & Wages | 901 | 905 | (4) |
| Animal Inspector - Expenses | 375 | 254 | 121 |
| Animal Inspector Total | 1,276 | 1,159 | 117 |
| Council on Aging - Salary & Wages | 7,062 | 7,042 | 20 |
| Council on Aging - Expenses | 1,200 | 506 | 694 |
| Council on Aging - Montachusett Home Care | 600 | 600 | 0 |
| Council on Aging - Meals on Wheels | 1,500 | 1,500 | 0 |
| Council on Aging Total | 10,362 | 9,648 | 714 |
| Veterans' Services - Salary & Wages | 2,157 | 2,172 | (15) |
| Veterans' Services - Expenses | 1,200 | 2,136 | (936) |
| Veterans' Services Total | 3,357 | 4,308 | (951) |
| Commission on Disability - Expenses | 325 | 53 | 272 |
| W.H.E.A.T. Community Services | 3,000 | 3,000 | 0 |
| HEALTH & HUMAN SERVICES TOTAL | 80,449 | 78,251 | 2,198 |
| PERCENT OF OPERATING BUDGET | 0.80% | 0.78% | |
| CULTURE & RECREATION | | | |
| Thayer Memorial Library - Salary & Wages | 130,865 | 130,766 | 99 |
| Thayer Memorial Library - Expenses | 71,149 | 73,699 | (2,550) |
| Thayer Memorial Library Total | 202,014 | 204,465 | (2,451) |

| | | | |
|--|-------------------|------------------|---------------|
| Recreation Committee - Salary & Wages | 10,113 | 8,600 | 1,513 |
| Recreation Committee - Expenses | 3,380 | 3,149 | 231 |
| Recreation Committee Total | 13,493 | 11,749 | 1,744 |
| Historical Commission - Salary & Wages | 6,164 | 6,162 | 2 |
| Historical Commission - Expenses | 2,325 | 2,309 | 16 |
| Historical Commission Total | 8,489 | 8,471 | 18 |
| Memorial Day - Expenses | 850 | 704 | 146 |
| TOTAL OTHER SERVICES | 224,846 | 225,389 | (543) |
| PERCENT OF OPERATING BUDGET | 2.25% | 2.26% | |
| FIXED COSTS | | | |
| State Assessments | | | |
| Worcester County | 8,718 | 8,718 | 0 |
| RMV Non-Renewal | 4,220 | 2,620 | 1,600 |
| Air Pollution | 1,629 | 1,629 | 0 |
| MART Regional Transportation | 18,520 | 18,520 | 0 |
| MBTA Assessment | 15,041 | 13,815 | 1,226 |
| Worcester County Retirement | 156,751 | 156,751 | 0 |
| State Assessments Total | 204,879 | 202,053 | 2,826 |
| FRINGE BENEFITS | | | |
| F.I.C.A. (Medicare) | 17,200 | 18,291 | (1,091) |
| Worker's Compensation Insurance Premiums | 24,530 | 20,102 | 4,428 |
| Unemployment Payments (Re-assigned to UC Fund) | 2,000 | 8,784 | (6,784) |
| Group Health & Life Insurance Premiums | 385,369 | 285,942 | 99,427 |
| Accident Insurance Premiums (Police & Fire) | 11,024 | 10,243 | 781 |
| TOTAL FRINGE BENEFITS | 440,123 | 343,362 | 96,761 |
| INSURANCE | | | |
| Property & Casualty/Motor Vehicle | 95,450 | 95,856 | (406) |
| Law Enforcement Liability | 8,840 | 8,840 | 0 |
| Public Official Liability | 7,592 | 7,592 | 0 |
| TOTAL INSURANCES | 111,882 | 112,288 | (406) |
| TOTAL FIXED COSTS | 756,884 | 657,703 | 99,181 |
| PERCENT OF OPERATING BUDGET | 7.57% | 6.58% | |
| RESERVE FUND | | | |
| Reserve Fund | 100,000 | 98,804 | 1,196 |
| PERCENT OF TOTAL BUDGET | 1.00% | 0.99% | |
| TOTAL OPERATING BUDGET (NET OF DEBT) | 10,001,597 | 9,990,366 | 11,231 |
| DEBT SERVICE | | | |
| Library Expansion - BAN Principal | 0 | 0 | 0 |
| New Police Station Bond Principal | 25,000 | 25,000 | 0 |
| New Police Station Bond Interest | 19,194 | 19,194 | 0 |

| | | | |
|--|-----------------------|-----------------------|-------------------|
| New Elementary School Bond Principal | 605,000 | 605,000 | 0 |
| New Elementary School Bond Interest | 846,343 | 846,343 | 0 |
| Middle School Renovation BAN Interest | 0 | 0 | 0 |
| Revenue Anticipation Borrowing Interest | 5,000 | 1,000 | 4,000 |
| Short-Term Borrowing Bank Service Charges | 250 | 0 | 250 |
| DEBT SERVICE TOTAL | 1,500,787 | 1,496,537 | 4,250 |
| PERCENT OF TOTAL GENERAL FUND APPROPRIATION | 13.05% | 13.03% | |
| TOTAL GENERAL FUND OPERATING BUDGET | 11,502,384 | 11,486,903 | 15,481 |

| PART I | GENERAL FUND REVENUES AND OTHER FINANCING SOURCES (FUND 01) | |
|-----------------------|--|--------------------------------|
| Account Number | Item Description | Amount (Omit Cents) |
| | A. Taxes | |
| 4110 | Personal Property Taxes | 251,183 |
| 4120 | Real Estate Taxes | 9,082,993 |
| 4150 | Excise Taxes | 699,374 |
| 4179 | Penalties and Interest | 100,250 |
| 4180 | In Lieu of Taxes | 4,157 |
| 4191 | Other Taxes - Hotel/Motel | |
| 4198 | Urban Redevelopment Excise | |
| 4199 | Other Taxes | 34 |
| | A. TOTAL TAXES (NET OF REFUNDS) | 10,137,991 |
| | B. Charges for Services/Other Departmental Revenues | |
| 4211 | Water Charges | |
| 4212 | Other Utility Charges | |
| 4229 | Other Charges | 18,864 |
| 4243 | Parking Charges | 690 |
| 4244 | Park and Recreation Charges | |
| 4246 | Sewerage Charges | |
| 4247 | Trash Collection Charges | |
| 4248 | Transit Charges | |
| 4370 | Other Departmental Revenues | 168,274 |
| | B. TOTAL CHARGES FOR SERVICES/OTHER DEPARTMENTAL REVENUES | 187,828 |
| | C. Licenses, Permits and Fees | |
| 4322 | Fees Retained From Tax Collections | |
| 4400 | Licenses and Permits | 222,680 |
| | C. TOTAL LICENSES, PERMITS AND FEES | 222,680 |
| | D. Federal Revenue | |
| 4540 | Unrestricted - Direct | |
| 4580 | Unrestricted - Through the State | |
| | D. TOTAL FEDERAL REVENUE | 0 |

| | | |
|------|--|-------------------|
| 4600 | E. TOTAL REVENUES FROM STATE | 1,004,785 |
| | F. Revenues From Other Governments | |
| 4695 | Court Fines | 4,020 |
| 4720 | Received From the County for Services Performed | |
| 4730 | Received From Other Municipalities for Services Performed | |
| | F. TOTAL REVENUES FROM OTHER GOVERNMENTS | 4,020 |
| 4750 | G. TOTAL SPECIAL ASSESSMENTS | |
| 4770 | H. TOTAL FINES, AND FORFEITURES | |
| | I. Miscellaneous Revenues | |
| 4800 | Miscellaneous Revenues | 47,511 |
| 4820 | Earnings on Investments | 24,268 |
| | I. TOTAL MISCELLANEOUS REVENUES | 71,779 |
| | TOTAL GENERAL FUND REVENUES | 11,629,083 |
| 4990 | J. TOTAL OTHER FINANCING SOURCES | |
| | TOTAL GENERAL FUND REVENUES AND OTHER FINANCING SOURCES | 11,629,083 |
| | K. Interfund Operating Transfers | |
| 4972 | Transfers From Special Revenue Funds | |
| 4973 | Transfers From Capital Projects Funds | |
| 4975 | Transfers From Enterprise Funds | 64,979 |
| 4976 | Transfers From Trust Funds | 53,986 |
| 4977 | Transfers From Agency Funds | |
| | K. TOTAL INTERFUND OPERATING TRANSFERS | 118,965 |
| | TOTAL GENERAL FUND REVENUES, OTHER FINANCING SOURCES, AND INTERFUND OPERATING TRANSFERS | 11,748,048 |

TOWN OF LANCASTER SPECIAL REVENUE FUNDS ANALYSIS

PERIOD ENDING 6/30/2004

ACCOUNT DESCRIPTION

| | | | BEGINNING | EXPEND | REVENUES | TRANSFERS | ENDING |
|-------------------------------|-------------|--------------------|-------------------|---------------------|-------------------|-------------|-------------------|
| | | | BALANCE | - | + | IN (OUT) | BALANCE |
| CAPITAL PROJECTS FUNDS | TYPE | 23 & 30 | | | | | |
| STATE HIGHWAY IMPROVEMENT | CAP | 23-422-3281-97/03 | (166,640.09) | (504.00) | 156,860.85 | | (10,283.24) |
| TOWN HALL RENOVATIONS | CAP | 30-199-3530-0001 | 51,706.32 | 0.00 | 0.00 | | 51,706.32 |
| POLICE EXPANSION | CAP | 30-210-3530-0001 | 0.00 | 0.00 | 0.00 | | 0.00 |
| SOUTH FIREHOUSE RENOVATIONS | CAP | 30-220-3530-0001 | 275.81 | 0.00 | 0.00 | | 275.81 |
| SCHOOL CONSTRUCTION | CAP | 30-340-3530-0001 | 337,271.31 | (195,234.74) | 0.00 | | 142,036.57 |
| LIBRARY EXPANSION | CAP | 30-610-3530-0003 | 0.00 | 0.00 | 0.00 | | 0.00 |
| TOTAL CAPITAL PROJECTS | | | 222,613.35 | (195,738.74) | 156,860.85 | 0.00 | 183,735.46 |

STATE GRANTS

| | | | 25 | | | | |
|------------------|-------|------------------|----------|------------|--------|--|----------|
| DUTCH ELM | STATE | 25-122-3520-0001 | 1,552.83 | (1,552.83) | | | 0.00 |
| MASS HOUSING | STATE | 25-122-3520-0002 | 5,700.00 | | | | 5,700.00 |
| SCHOOL ENERGY | STATE | 25-122-3520-0003 | 1,277.00 | (1,277.00) | | | 0.00 |
| EXTENDED POLLING | STATE | 25-161-3520-0001 | 0.00 | (676.00) | 676.00 | | 0.00 |
| DARE GRANT | STATE | 25-210-3520-0001 | 2,278.40 | | | | 2,278.40 |

| | | | | | | | |
|--------------------------------|--------|------------------|-------------------|---------------------|-------------------|------------------|-------------------|
| COMMUNITY POLICING | STATE | 25-210-3520-0002 | 10,151.06 | (4,619.75) | 12,000.00 | | 17,531.31 |
| MOBIL INFORMATION | STATE | 25-210-3520-0003 | 33,219.00 | (5,748.28) | 400.00 | | 27,870.72 |
| COPS MORE MOBIL | STATE | 25-210-3520-0004 | 13,016.44 | | | | 13,016.44 |
| POLICE BLOCK GRANT | STATE | 25-210-3520-0005 | 5,231.59 | (2,144.95) | | | 3,086.64 |
| POLICE BULLET PROOF VEST | STATE | 25-210-3520-0006 | 2,428.49 | | | | 2,428.49 |
| POLICE PUBLIC SAFETY GRANT | STATE | 25-210-3520-0007 | 6,494.45 | (1,854.14) | | | 4,640.31 |
| FIRE SAFE GRANT 2001 | STATE | 25-220-3520-0007 | 89.20 | (89.20) | | | 0.00 |
| FIRE SAFE GRANT 2002 | STATE | 25-220-3520-0009 | 36.59 | (36.59) | | | 0.00 |
| TOWN FOREST DEM GRANT | STATE | 25-294-3520-0001 | 0.00 | (2,240.00) | 2,250.00 | | 10.00 |
| SEPTIC PROGRAM | STATE | 25-510-3520-0001 | 4,680.46 | (472.77) | 213.39 | | 4,421.08 |
| SEPTIC PROJECT COST/LOAN | STATE | 25-510-3520-0002 | 18,687.59 | (29,796.08) | 67,216.49 | | 56,108.00 |
| SEPTIC PROJECT COST/INTEREST | STATE | 25-510-3520-0003 | 5,088.09 | (37.32) | 5,802.47 | | 10,853.24 |
| SEPTIC PROJECT BALANCE | STATE | 25-510-3520-0004 | 6,015.60 | (60,315.60) | 54,300.00 | | 0.00 |
| ELDER AFFAIRS | STATE | 25-541-3520-0001 | 0.00 | | | | 0.00 |
| RECREATION & ED | STATE | 25-541-3520-0002 | 121.00 | | | | 121.00 |
| FORMULA GRANT 04 | STATE | 25-541-3520-0004 | 0.00 | (4,856.00) | 4,856.00 | | 0.00 |
| LIBRARY STATE AID | STATE | 25-610-3520-0001 | 14,385.85 | (10,744.40) | 8,491.24 | | 12,132.69 |
| WATER/SEWER PMT PROCESSING | RRAPP | 29-147-3560-0002 | 13,940.16 | (65,498.64) | 65,606.64 | | 14,048.16 |
| CONSERVATION WETLANDS FUND | RRAPP | 29-171-3560-0001 | 19,404.42 | (440.00) | 2,783.75 | | 21,748.17 |
| CEMETERY SALE OF LOTS CH114 | RRAPP | 29-491-3560-0001 | 0.00 | | 6,110.34 | | 6,110.34 |
| INCINERATOR CONSULTANT FUND | RRAPP | 88-122-3294-0001 | 848.96 | (848.96) | | | 0.00 |
| SALE OF REAL ESTATE | RRAPP | 88-122-3294-0004 | 0.00 | | | | 0.00 |
| CEMETERY SALE OF LOTS | RRAPP | 88-491-3294-0001 | 5,311.34 | (5,411.34) | 100.00 | | 0.00 |
| WATER CAPITAL RESERVE FUND | RRAPP | 9H-147-3392-0001 | 274,887.43 | | 2,789.06 | 40,151.00 | 317,827.49 |
| OPEN SPACE/61 & 61A LAND PURCH | LANACQ | 9E-147-3298-0001 | 37,209.99 | (28.67) | 849.90 | | 38,031.22 |
| TOTAL STATE GRANTS | | | 482,055.94 | (198,688.52) | 234,445.28 | 40,151.00 | 557,963.70 |

FEDERAL GRANTS

26

| | | | | | | | |
|---------------------------|-----|------------------|-------------|-------------|-------------|-------------|-------------|
| COPS HIRING GRANT | FED | 26-210-3521-0001 | 0.00 | | | | 0.00 |
| TOTAL FED'L GRANTS | | | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

OTHER SPECIAL REVENUE

| | | | | | | | |
|-------------------------------|--------|------------------|-------------------|---------------------|------------------|-------------|-------------------|
| MCI MITIGATION | OTHSRF | 9G-147-3391-0001 | 668,039.72 | (85,322.67) | 15,831.90 | | 598,548.95 |
| LAND PURCHASE FUND | OTHSRF | 9C-147-3296-0001 | 22,847.69 | | 58.19 | | 22,905.88 |
| N.LANCASTER MUNICIPAL WATER | OTHSRF | 9D-147-3297-0001 | 3,431.21 | | 52.99 | | 3,484.20 |
| DIGITAL/LANCASTER TECH PARK | OTHSRF | 9F-147-3299-0001 | 13,254.10 | | 204.80 | | 13,458.90 |
| UNEMPLOYMENT COMP FUND | OTHSRF | 9J-147-3392-0001 | 2,733.17 | (6,762.58) | 4,029.41 | | 0.00 |
| LOCAL EDUCATION FUND | OTHSRF | 9K-147-3393-0001 | 190.31 | | 38.40 | | 228.71 |
| PLANNING BOARD ESCROW | OTHSRF | 9L-175-3394-XXXX | 84,766.79 | (29,854.68) | 20,054.80 | | 74,966.91 |
| CONSERVATION GREENWAY | OTHSRF | 9M-171-3395-0001 | 552.17 | (502.37) | 249.12 | | 298.92 |
| CONSERVATION PARKER GIFT | OTHSRF | 9N-171-3396-0001 | 18,993.22 | | 525.79 | | 19,519.01 |
| POLICE LAW ENFORCEMENT | OTHSRF | 9P-210-3397-0001 | 8,278.58 | | 131.19 | | 8,409.77 |
| CONSERVATION SHORELINE RESTOR | OTHSRF | 9Q-171-3493-0001 | 516.84 | | 7.92 | | 524.76 |
| ARTS & CULTURAL COUNCIL | OTHSRF | 9S-696-3399-0001 | 2,663.11 | (925.00) | 2,010.72 | | 3,748.83 |
| 350TH CELEBRATION | OTHSRF | 9T-693-3491-XXXX | 25,376.25 | (4,431.02) | 2,958.61 | | 23,903.84 |
| ELDERLY/DISABLED TAX FUND | OTHSRF | 9U-147-3492-0001 | 1,407.77 | | 23.88 | | 1,431.65 |
| TOTAL OTHER | | | 853,050.93 | (127,798.32) | 46,177.72 | 0.00 | 771,430.33 |

REVOLVING FUNDS

| | | | | | | | |
|-------------------------|-------|------------------|----------|-------------|-----------|--|----------|
| WORKMEN COMP ADVANCE | CH44 | 29-122-3560-0001 | 5,638.29 | | | | 5,638.29 |
| SELECTMEN GIFT | GIFT | 29-122-3560-0002 | 1,572.88 | (778.47) | | | 794.41 |
| FARNSWORTH MEMORIAL | OTH R | 29-122-3560-0003 | 10.00 | | | | 10.00 |
| WOODLAND MEADOWS SUBDIV | OTH R | 29-122-3560-0004 | 7,020.29 | (7,020.29) | | | 0.00 |
| INSURANCE REIMB | OTH R | 29-122-3560-0005 | 6,180.72 | (15,177.89) | 14,910.17 | | 5,913.00 |
| 350TH CELEBRATION | OTH R | 29-122-3560-0006 | 0.00 | (513.69) | 530.31 | | 16.62 |
| TAX TITLE LEGAL FEES | CH44 | 29-147-3560-0001 | 2,366.21 | (3,929.55) | 11,177.63 | | 9,614.29 |
| PUBLICATION REPRINT | CH44 | 29-161-3560-0002 | 427.82 | (465.50) | 325.25 | | 287.57 |

| | | | | | | |
|---------------------------------------|-------|------------------|---------------------|---------------------|-------------------|---------------------|
| FEES CLEARING | OTH R | 29-161-3560-0001 | 0.00 | | | 0.00 |
| CONSCOM ANNE COMASKEY FUND | OTH R | 29-171-3560-0002 | 967.47 | | | 967.47 |
| SHORELINE RESTORATION DONATION | OTH R | 29-172-3560-0001 | 0.00 | | | 0.00 |
| PLANNING BOARD REVOLVING | CH44 | 29-175-3560-0001 | 16,347.53 | (21,598.22) | 10,982.47 | 5,731.78 |
| ZBA GIFT DIGERONIMO | GIFT | 29-176-3560-0001 | 0.00 | (3,537.44) | 20,000.00 | 16,462.56 |
| OUTSIDE DETAILS POLICE | OTH R | 29-210-3560-0001 | 6,397.84 | (81,014.10) | 75,176.89 | 560.63 |
| LAW ENFORCEMENT/DRUG RAID | OTH R | 29-210-3560-0002 | 16,036.88 | (1,300.00) | 1,500.00 | 16,236.88 |
| POLICE GIFT | GIFT | 29-210-3560-0003 | 810.46 | (45.00) | 140.00 | 905.46 |
| DARE GIFT | GIFT | 29-210-3560-0004 | 2,235.32 | | | 2,235.32 |
| FIREARMS RECORD | OTH R | 29-210-3560-0005 | 4,252.50 | (10,175.00) | 7,762.50 | 1,840.00 |
| BURGOYNE GIFT FUND POLICE/FIRE | GIFT | 29-210-3560-0006 | 495.01 | (359.96) | | 135.05 |
| THERMAL IMAGE GIFT | GIFT | 29-220-3560-0001 | 355.00 | (4,692.10) | 5,225.00 | 887.90 |
| DETAILS FIRE | OTH R | 29-220-3560-0002 | (666.97) | (100.00) | 766.97 | 0.00 |
| AMBULANCE GIFT | GIFT | 29-231-3560-0001 | 1,435.56 | (3,867.48) | 3,995.23 | 1,563.31 |
| DETAILS AMBULANCE | OTH R | 29-231-3560-0002 | 0.00 | (125.00) | 125.00 | 0.00 |
| TOWN FOREST GIFT | CH44 | 29-294-3560-0001 | 541.57 | (63.21) | 9.00 | 487.36 |
| RECYCLING COMMITTEE | CH44 | 29-530-3560-0001 | 8,832.70 | (9,352.85) | 10,596.69 | 10,076.54 |
| MART REVOLVING | CH44 | 29-541-3560-0001 | (9,238.27) | (46,101.04) | 45,445.63 | (9,893.68) |
| SENIOR ADVERTISING | CH44 | 29-541-3560-0002 | 0.00 | | | 0.00 |
| COA GIFT | GIFT | 29-541-3560-0003 | 141.33 | | 137.50 | 278.83 |
| VETERANS MEMORIAL | CH44 | 29-543-3560-0001 | 16,341.66 | | | 16,341.66 |
| DISABILITY COMMISSION | CH44 | 29-560-3560-0001 | 505.72 | (406.00) | | 99.72 |
| LIB-LOST ITEMS - 500.00 | OTH R | 29-610-3560-0001 | 257.13 | (199.30) | 680.70 | 738.53 |
| LIB-GIFT | GIFT | 29-610-3560-0002 | 1,923.37 | (12,282.80) | 24,516.00 | 14,156.57 |
| LIB-BOOK FINES - 3500.00 | CH44 | 29-610-3560-0003 | 2,342.71 | (3,500.00) | 5,394.10 | 4,236.81 |
| LIB-PHOTOCOPIES - 700.00 | CH44 | 29-610-3560-0004 | 247.54 | (596.10) | 629.00 | 280.44 |
| LIB-BUILDING FUND | OTH R | 29-610-3560-0005 | 0.00 | | | 0.00 |
| LIBRARY PARKER GIFT | GIFT | 9R-610-3398-0001 | 2,455.50 | | 42.81 | 2,498.31 |
| RECREATION REVOLVING | REV | 29-630-3560-0001 | 12,587.20 | (9,955.94) | 13,041.00 | 15,672.26 |
| HISTORICAL GIFT | GIFT | 29-691-3560-0001 | 1,446.06 | (25.00) | 184.55 | 1,605.61 |
| SEWER CONNECTION | CH44 | 25-122-3520-0005 | 5,999.74 | | | 5,999.74 |
| GIRL SCOUT GIFT | GIFT | 88-122-3294-0002 | 50.00 | (50.00) | | 0.00 |
| TOWN FOREST GIFT | GIFT | 88-122-3294-0003 | 1,241.24 | | | 1,241.24 |
| SEWER DISTRICT ESCROW | OTH R | 88-147-3294-0001 | 1,932.53 | (6,514.94) | 4,582.41 | 0.00 |
| GUARANTEE DEPOSITS ACCOUNT | OTH R | 88-147-3294-0002 | 2,847.31 | (2,847.31) | | 0.00 |
| RECORDING FEES ACCOUNT | OTH R | 88-147-3294-0003 | 39.75 | (39.75) | | 0.00 |
| COA MEALS ON WHEELS RESERVE | OTH R | 88-541-3291-0001 | 0.00 | | | 0.00 |
| TOTAL REVOLVING ACCTS | | | 122,377.60 | (246,633.93) | 257,876.81 | 0.00 |
| ALL SPEC REV FUNDS GRAND TOTAL | | | 1,474,184.47 | (768,859.51) | 695,360.66 | 40,151.00 |
| | | | | | | 1,463,014.51 |

REPORT OF THE TOWN TREASURER **Combined Balance Sheet-All Fund Types** June 30, 2004 (Preliminary)

| | <u>Governmental Fund Types</u> | | | | Proprietary | Fiduciary | Account | |
|---------------------------|--------------------------------|------------------------|-------------------------|-------------------|-------------------------|-------------------------------|--------------|----------------------------|
| | | | | | <u>Fund Type</u> | <u>Fund Type</u> | <u>Group</u> | |
| | <u>General</u> | <u>Special Revenue</u> | <u>Capital Projects</u> | <u>Enterprise</u> | <u>Trust and Agency</u> | <u>General Long Term Debt</u> | | Total (Memorandum Only) |
| <u>Assets</u> | | | | | | | | |
| Cash and Cash Investments | 890,746 | 2,443,513 | 194,019 | 258,627 | 563,840 | \$ | | 4,350,744 |
| Due from Other Funds | 0 | 0 | 0 | 0 | 0 | | 0 | 0 |
| Receivables: | | | | | | | | |

| | | | | | | | |
|---|-----------|-----------|-----------|---------|---------|------------|------------|
| Property Taxes | 431,092 | 0 | 0 | 0 | 0 | 0 | 431,092 |
| Allowance for Abatements and Exemptions | (140,087) | 0 | 0 | 0 | 0 | 0 | (140,087) |
| Tax Liens | 129,517 | 0 | 0 | 0 | 0 | 0 | 129,517 |
| Excises | 185,159 | 0 | 0 | 0 | 0 | 0 | 185,159 |
| Departmental | 202,681 | 0 | 0 | 174,470 | 0 | 0 | 377,151 |
| Due from Other Governments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fixed Assets | | | | 0 | | | |
| Amount to be Provided for | | | | | | | |
| Landfill Closure Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Amount to be Provided for | | | | | | | |
| Payment of Bonds | 0 | 0 | 6,552,017 | 0 | 0 | 17,820,000 | 24,372,017 |
| | | | | | | | |
| Total Assets | 1,699,107 | 2,443,513 | 6,746,036 | 433,097 | 563,840 | 17,820,000 | 29,705,593 |
| <u>Liabilities and Fund Equity</u> | | | | | | | |
| Liabilities: | | | | | | | |
| Warrants Payable | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Due to Other Funds | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Withholdings Payable | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Due to Other Governments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Due to Individuals | 15,591 | 561 | 0 | 0 | 0 | 0 | 16,151 |
| Performance Bonds Payable | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Landfill Closure Costs Payable | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bond Anticipation Notes Payable | 0 | 0 | 6,552,017 | 0 | 0 | 0 | 6,552,017 |
| State Aid Anticipation Notes Payable | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bonds Payable | 0 | 0 | 0 | 0 | 0 | 17,820,000 | 17,820,000 |
| Deferred Revenue: | | | | | | | |
| Property Taxes | 291,005 | 0 | 0 | 0 | 0 | 0 | 291,005 |
| Tax Liens | 129,517 | 0 | 0 | 0 | 0 | 0 | 129,517 |
| Excises | 185,159 | 0 | 0 | 0 | 0 | 0 | 185,159 |
| Departmental | 202,681 | 0 | 0 | 174,470 | 0 | 0 | 377,151 |
| | | | | | | | |
| Total Liabilities | 823,952 | 561 | 6,552,017 | 174,470 | 0 | 17,820,000 | 25,371,000 |
| Fund Equity: | | | | | | | |
| Contributed Capital | | | | 0 | | | |
| Retained Earnings: | | | | | | | |
| Unreserved | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fund Balances: | | | | | | | |
| Reserved for Encumbrances | 172,916 | 0 | 0 | 146,176 | 0 | 0 | 319,092 |
| Reserved for Subsequent Year's Expenditures | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Reserved for Endowments | 0 | 0 | 0 | 0 | 541,127 | 0 | 541,127 |
| Unreserved: | | | | | | | |
| Designated to be Bonded | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Designated | 278 | 0 | 0 | 64,761 | 22,713 | 0 | 87,752 |
| Undesignated | 701,961 | 2,442,952 | 194,019 | 47,690 | 0 | 0 | 3,386,622 |
| | | | | | | | |
| Total Fund Equity | 875,155 | 2,442,952 | 194,019 | 258,627 | 563,840 | 0 | 4,334,593 |
| | | | | | | | |
| Total Liabilities and Fund Equity | 1,699,107 | 2,443,513 | 6,746,036 | 433,097 | 563,840 | 17,820,000 | 29,705,594 |
| | | | | | | | |
| Assets vs equity & liabs | (0) | 0 | 0 | (0) | 0 | 0 | 0 |

LANCASTER AMBULANCE

This past year was another busy year for the Ambulance Department. We responded to over 500 calls, which was the most we have ever had. The majority of the calls are of respiratory type emergencies, followed by general type (i.e. flu, falls etc), followed by motor vehicle accidents along with general service calls.

The officers have been busy this year as well. They have been attending meetings with Community Emergency Medical Services, which are held on a monthly basis. Directors and training officers from other towns and Clinton Hospital meet with the sole purpose of streamlining and perfecting training in a cost effective manner. Some of the benefits of this are that the EMT's from surrounding towns are able to work together, meet each other and work as a team. In addition these meetings give us a chance to exchange information with other towns regarding mutual aid and equipment needs. This has turned out to be an excellent opportunity for the officers, and I hope that it will continue in the future. Training and continuing education is an ongoing process with Emergency Medical Technicians to ensure that skills are sharp and up-to-date. It is also a requirement for state recertification.

On the revenue side of things, the ambulance continues to be a self-sufficient agency within the town of Lancaster. This is in spite of the changes with Medicaid and Medicare, which result in our receiving fewer monies. As I have stated in previous

years I would like to see the revenues collected as a result of our service to go into an enterprise fund which would cover the cost of the department as well as secure its life saving services for the town. This would also give us the funds to use for future use (i.e. new ambulance equipment).

We have continued to donate our time to various organizations. Yearly we donate time to the career day at the Browning Elementary School and the fireworks held at the Perkins School. We also dedicate time to the local Boy Scouts and other local organizations.

I would like to thank all those people who have made donations to the Ambulance Gift Fund. This is very much appreciated and it enables us to replace and upgrade various pieces of equipment such as splints, backboards, and other medical supplies including protective clothing.

In closing I would like to thank the members from other departments in the town such as dispatchers, police officers, department of public works and the fire department for their services. Without their assistance our jobs would be much more difficult. I also want to personally thank all the members of the Lancaster Ambulance Department for their professionalism, dedication, and commitment to help make us what we are today. I feel that the Ambulance squad is more like a family than we are coworkers and I value all of them.

Everett W. Moody, Captain
Lancaster Ambulance

BOARD OF APPEALS

The Board received and acted upon 14 applications for special permits and variances that required public hearings and decisions under Massachusetts General Laws Chapter 40A and the Lancaster Zoning By-law. Many of the applications related to additions and alterations to existing homes. Two of these applications were for variances and special permits for commercial sites, D'Ambrosio Eye Care and Wagner Toyota. Two special permit applications were granted for personal wireless communications facilities for AT&T Wireless and Cingular Wireless. A renewal of a special permit for Sprint PCS was granted as well.

Respectfully submitted,
Scott Miller, Chairman
Timothy Smith, Clerk
James M. Burgoyne
Eugene Feher

The Board continued to monitor the three Chapter 40B developments that are currently being constructed, which include Shaker Village, Lancaster Woods, and Blue Heron Pond.

In early 2005, the Board re-organized and re-elected Scott Miller as Chairman and Timothy Smith as Clerk.

Complete copies of the files and decisions of the Board are available to the public at the Community Development and Planning Office.

Eugene C. Christoph
Jeanne G. Rich
David K. Stadtherr
Sarah E. Gulliver

COMMUNICATION CENTER

The Communication Center, (Central Dispatch) for those new to the town is located in the new Police Station. It is staffed twenty four/seven, never closed and always ready to help anyone who needs it.

Calls recorded during 2004 were up to six thousand one hundred two (6102). This doesn't include all calls received in dispatch, e.g., animals, general directions, calls for other town departments. Dispatch has become a very busy place over the years since 1983 when it first open at 800 Main St.

During the year we received a new piece of equipment from the Kennedy Action Center

-- Reverse 911 -- which allows us to send messages to residents by way of phone lines advising of an emergency in town or just to make an announcement regarding a road closing. We have sent out one message and found it works. This is just another resource at our fingertips to help keep residents safe.

This year again as I have done in the past I would like to remind everyone 911 is just for emergencies not general questions. Business numbers are in the phone book and should be used.

I would like to thank all the Town Dispatchers for their help and hard work this

past year. Marilyn Moran, Marilyn Gaughan, Patricia Pultorak, Kenneth Calder, Regina Baer, Robert Moody, David

Seymour, Alan Hisman, James Mcnamara, Maurice Brassard, Tracy Thibaudeau and Patrick Mortimer.

TOWN COUNSEL

In 2004, Kopelman and Paige, continuing its role as Town Counsel, provided advice to the Town of Lancaster on numerous legal matters. We advised the Board of Selectmen and Town Administrator on a variety of issues including relating to municipal finance, procurement, real estate transactions, town meeting issues, labor relations, zoning and enforcement, and tax collection matters. We also assisted the Town with matters relating to call firefighter benefits and obtaining special legislation from the State in this regard, as well as election and recount issues. As always, we strive to provide efficient and timely responses to requests for advisory opinions.

As Town Counsel, we continued our efforts to reduce municipal legal costs by researching many issues of municipal law and mailing memoranda addressing those

issues at no charge to the Town. As in the past, we have advised the Town, free of charge, with regard to emerging legal issues impacting municipalities, ranging from ranging from the handling of dog complaints to the safe harboring of newborns to the latest revision in laws relative to public construction.

We appreciate the confidence demonstrated by the Board of Selectmen in retaining this firm as Town Counsel, and express our appreciation for being asked to serve in this significant role. As always, we greatly appreciate the assistance and cooperation we have enjoyed from the Board of Selectmen, the Town Administrator, and other Town boards and personnel. We look forward to continuing our longstanding relationship with members of the Lancaster Town government.

Mark R. Reich
Kopelman and Paige, P.C.
Town Counsel

OFFICE OF INSPECTIONAL SERVICES BUILDING COMMISSIONER & ZONING ENFORCEMENT OFFICER

Being the Town's fourth Building Commissioner appointed over the past five years has presented an abundance of both minor and major problems and situations, none of which were beneficial to the town. The majority of these, but not all, were the result of failed communication and/or continuity between officials, individuals, and the various town departments. The situation was compounded by the lack of a full time Building Commissioner during the latter part of that time. This resulted in a tremendous backlog of the issuance of building permits; plan reviews, and annual inspections of businesses and ongoing construction inspections. To this date there are still facilities waiting for inspections.

Negative as this situation was, it also presented me with the opportunity to evaluate existing conditions, programs, and services, and explore alternatives and then offer positive solutions to many of these situations.

I am happy to report that steady progress is being made in many of these areas.

Working with the Assessors, Board of Health and Planning Department, a program of immediate information sharing and inter-departmental communications was established, resulting in faster and more accurate permit processing, benefiting all departments.

Noreen Piazza, with the assistance of citizens working in the Senior Tax Abatement Program has identified, sorted, and filed by street, all existing building department records and blueprints that have been accumulating in boxes and bags over

the years. The importance of this project cannot be overstated. The ability to quickly recover information from these files will result in the saving of untold hours of labor by all departments, especially the Inspectional Services and Planning Departments, each year.

A complete review of the building permitting and permitting application procedure has been completed and rejected, as being too complicated and subject to errors and omissions. This leads to excessive time consumption and waste of time by the plan reviewer (Building Commissioner) even before looking at the project plans. A standard International Code Council (ICC) permit application and a standard building permit have been introduced on a trial basis. These two new forms require more and more exact information to be provided by the applicant. It is hoped these new forms will speed up the permit review process and lessen the chance of errors by the Building Department, hence lessening the overall exposure to litigation, while contributing to better and safer buildings in the Town.

Being the Zoning Enforcement Officer as well as Building Commissioner requires me to be the zoning enforcement officer/agent for those town departments and commissions lacking such a person. This requires additional time on my part, but not necessarily bad, as most investigations intertwine somewhere along the line. Because of time restraints, zoning enforcement has taken a back seat to building code enforcement and inspections. At this time there are several zoning bylaw investigations underway. We have closed

several complaint investigations with satisfactory results and not requiring the expense of court action. This is not to suggest court action will not be taken when required. It is anticipated court action will be required in the area of un-registered motor vehicles. This is and has been an ongoing problem throughout the town for many years.

A Local Building Inspector has been appointed to work ten hours a week. This

should allow the department to keep current on inspections, freeing me up to spend more time on Zoning Bylaw violations, and "Earth Removal Permit" compliance.

We have begun joint inspections with the Fire Department whenever possible. This is beneficial to both departments as well as the owners of the property being inspected, saving both time and possible confusing communications.

Building Department Numbers for 2004

| Month | Permits Issued | Single Family | Other | Inspections | Fees | Construction Costs |
|------------------|-----------------------|----------------------|--------------|--------------------|----------------------|---------------------------|
| January | 6 | 1 | 5 | 26 | \$ 2,650.25 | \$ 174,540.00 |
| February | 5 | 0 | 5 | 24 | \$ 2,075.00 | \$ 325,410.00 |
| March | 21 | 6 | 15 | 42 | \$ 5,737.60 | \$ 1,263,298.00 |
| April | 25 | 4 | 26 | 41 | \$ 18,574.81 | \$ 1,129,419.00 |
| May | 39 | 13 | 24 | 37 | \$ 28,347.56 | \$ 2,531,773.00 |
| June | 17 | 8 | 9 | 39 | \$ 6,132.69 | \$ 1,505,845.00 |
| July | 34 | 16 | 17 | 78 | \$ 29,775.58 | \$ 2,448,063.00 |
| August | 22 | 3 | 19 | 142 | \$ 9,014.52 | \$ 3,001,041.00 |
| September | 28 | 7 | 21 | 106 | \$ 50,332.41 | \$ 1,059,390.00 |
| October | 27 | 6 | 19 | 71 | \$ 16,115.54 | \$ 1,304,904.00 |
| November | 26 | 7 | 19 | 36 | \$ 16,636.30 | \$ 1,631,295.00 |
| December | 18 | 3 | 15 | 37 | \$ 8,716.90 | \$ 758,365.00 |
| Totals | 268 | 74 | 194 | 679 | \$ 194,109.16 | \$ 17,133,343.00 |

The numbers (above) reflect a dramatic increase in all areas over the previous year, especially in the fees generated by this department. Needless to say the hours needed to service these areas increase proportionally. Similar numbers or a slight increase is anticipated for year 2005.

The Building Commissioner position should revert back to a full time position, as it was three years ago. As previously stated, when the position "went part time", the building and enforcement services declined to an unacceptable level, exposing the town to potential and unnecessary problems.

The appointment of the Building Commissioner/Zoning Enforcement Officer is presently for a one-year term. This position should be a three-year appointment to bring it into parity with the town's other department heads. This would insure continuity of leadership as well as greatly reducing problems implementing short and long range planning.

We hope to continue improving the overall operations of this department with an aggressive plan to improve our record keeping and combining tasks. The new permit application and permit forms being introduced are creating a vastly improved

“paper trail” of all activities generated by this office. I hope this will allow me to integrate all areas of responsibility such as zoning enforcement, inspections, plan review, and interdepartmental activities.

Mandatory certification of personnel and incorporating the Massachusetts and International Building Codes has to be incorporated into the work schedule. This involves a lot of studying, training and testing.

It goes without saying this will be a very busy year for The Inspectional Services Department.

Respectfully submitted:
Richard J. Pauley
Building Commissioner/Zoning Enforcement Officer

OFFICE OF INSPECTIONAL SERVICES ELECTRICAL INSPECTOR

| Month | Total Permits Issued | Monthly Total |
|----------------|----------------------|---------------|
| January 2004 | 11 | \$ 675.00 |
| February 2004 | 14 | \$ 905.00 |
| March 2004 | 20 | \$1,462.80 |
| April 2004 | 21 | \$1,550.00 |
| May 2004 | 14 | \$ 751.00 |
| June 2004 | 21 | \$1,624.50 |
| July 2004 | 15 | \$1,513.50 |
| August 2004 | 20 | \$1,700.00 |
| September 2004 | 18 | \$1,750.00 |
| October 2004 | 26 | \$2,154.00 |
| November 2004 | 26 | \$2,290.50 |
| December 2004 | 25 | \$1,992.50 |

Respectfully submitted,
Alfred (Bud) Roberts, Wiring Inspector

OFFICE OF INSPECTIONAL SERVICES PLUMBING AND GAS INSPECTOR

The Plumbing and Gas Inspector issued 207 plumbing permits and 94 gas piping permits to licensed plumbers and gas fitters during the year 2004. Permits are required for plumbing and gas piping construction in all

new or existing buildings. Applications may be obtained at the Office of Community Planning and Development or from the Plumbing & Gas Inspector.

Submitted by:
Kenneth W. Rauscher

OFFICE OF INSPECTIONAL SERVICES WEIGHTS AND MEASURES

During the past year this department has ensured equity and fairness in the marketplace for both the consumer and merchant, while fulfilling the requirements mandated by the Massachusetts General Laws. This was accomplished by inspecting, testing accuracy, adjusting when necessary and sealing all weighing and measuring

devices used for commercial sales throughout the Town of Lancaster.

Users of sealable weighing and measuring devices were charged \$765 in fees. Inquiries, requests or complaints by consumers or merchants were responded to or investigated. A list of devices inspected by this department is below.

| Device | Adjusted | Sealed | Condemned | Fee per Device |
|---------------------------|----------|--------|-----------|----------------|
| Scales 100-5000 lbs | | 8 | | \$30/40 |
| Scales Under 100 lbs | | 10 | 2 | \$10/15 |
| Gasoline measuring device | 5 | 21 | | \$15 |
| Pump Stops | | 2 | | \$10 |
| TOTALS | 5 | 41 | 2 | |

The department test equipment has been certified as accurate by the State Standards Laboratory. In the coming year I will continue to attend training sessions and further enhance certification as a sealer by adding disciplines.

I wish to thank all of the town officials who have supported this department during the past year.

Respectfully submitted,
Joseph A. Quinn
Sealer of Weights and Measures

TRUSTEES OF THE CHARITABLE FUND

The Trustees of the Charitable Fund in the Town of Lancaster herewith submit their 154th ANNUAL REPORT of the Invested

Funds, in accordance with the provisions of the Act of Incorporation of the Fund in the year 1851.

The Invested Funds are as follows:

| | |
|---|-------------|
| Three Certificates of Deposit @ Clinton Savings Bank: | \$11,000.00 |
|---|-------------|

Respectfully,

William A. Kilbourn, President
Chester L. Locke, Treasurer
Sarah E. Gulliver, Clerk
Phyllis Matthews
Jacqueline A. Folger

TOWN CLERK REPORT

- **Recorded during the year 2004:**

58 births
22 marriages
76 deaths

- **Registered voters as of December 31, 2004:**

803 Democrat
752 Republican
8 Green Rainbow
22 Libertarian
15 All Other Parties
2,501 Unenrolled (no party designation)
4,101 Total registered voters

- **Dog licenses issued: 929**

- **Hunting/Fishing Licenses/Stamps issued: 30**

TOWN RECORDS

| | |
|------------------|--|
| January 12, 2004 | Bruce A. Warila was appointed as a Member of the Industrial Development Commission, effective until November 18, 2007. |
| January 20, 2004 | D. Susan Thompson was appointed as Temporary Town Clerk, effective January 31, 2004 to February 20, 2004. |
| January 20, 2004 | D. Susan Thompson was appointed as Town Clerk, effective February 21, 2004 to February 20, 2007. |
| January 20, 2004 | Sandor R. Ford was appointed as Acting Fire Chief, a temporary appointment pending appointment of a permanent Chief. |
| January 22, 2004 | The Lancaster Board of Appeals voted to reappoint Scott Miller as Chairperson and Timothy Smith as Clerk for Calendar Year 2004. |
| February 2, 2004 | Audrey B. Ross was appointed as a Member of the Personnel Board effective February 2, 2004 to June 30, 2006. |
| February 7, 2004 | Marjorie Corblie-Whittier resigned as Collector-Treasurer, effective May 31, 2004. |
| March 30, 2004 | Carol J. Sonia was reappointed as a Member of the Memorial Day Committee, effective to June 30, 2004. |
| March 31, 2004 | Bernard H. Sweeney, 149 Center Road, Shirley MA, was reappointed as Veterans' Agent and Veterans' Burial Agent, effective to March 31, 2005. |
| April 12, 2004 | Roberta G. Winsor was appointed as Member of the Memorial Day Committee, effective to June 30, 2004. |
| April 26, 2004 | Cecilia E. Thurlow was reappointed as a Registrar of Voters for the Town of Lancaster effective April 1, 2004 to April 1, 2007. |
| May 7, 2004 | Jennifer J. Lapen was appointed as a Member of the Memorial Day Committee, effective to June 30, 2004. |
| May 7, 2004 | Roger P. Hart was reappointed as a Member of the Board of Assessors, effective May 11, 2004 to May 10, 2007. |
| June 1, 2004 | Ann Lashelle Smith was appointed to the position of Collector-Treasurer, effective to May 31, 2007. |

| | |
|---------------|---|
| May 11, 2004 | David Dunn was sworn in as an elected Member of the Board of Selectmen, effective from the Annual Town Election on May 10, 2004 for a term of three years. |
| May 11, 2004 | Daniel L. Favreau was sworn in as an elected Member of the Board of Public Works, effective from the Annual Town Election on May 10, 2004 for a term of three years. |
| May 11, 2004 | Michael J. Lukaszewicz was sworn in as an elected Member of the Board of Library Trustees, effective from the Annual Town Election on May 10, 2004 for a term of three years. |
| May 13, 2004 | John J. Wojciak was sworn in as a re-elected Member of the Finance Committee, effective from the Annual Town Election on May 10, 2004 for a term of one year. |
| May 13, 2004 | Gail Sullivan was sworn in as an elected member of the Planning Board, effective from the Annual Town Election on May 10, 2004 for a term of five years. |
| May 17, 2004 | Muriel J. McLaughlin was sworn in as a re-elected Member of the Housing Authority, effective from the Annual Town Election on May 10, 2004 for a term of five years. |
| May 19, 2004 | John P. Sonia was sworn in as Superintendent of the Department of Public Works, effective until May 17, 2005. |
| June 2, 2004 | Bernard H. Sweeney, Shirley MA, resigned as Veterans' Agent and Veterans' Burial Agent, effective June 30, 2004 |
| June 9, 2004 | Monica V. CampoBasso was sworn in as a re-elected member of the Nashoba Regional School Committee, effective from the Annual Town Election on May 10, 2004 for a term of three years. |
| June 24, 2004 | James J. Piermarini was sworn in as a member of the Finance Committee, to serve until May 9, 2005, the date of the next Annual Town Election. |
| July 19, 2004 | Richard J. Pauley of 31 Fire Road 10, Lunenburg, was sworn in as Building Commissioner/Zoning Code Enforcement Officer, effective July 12, 2004 to June 30, 2005. |
| July 22, 2004 | Bruce W. Hamblin of 17 Crestview Avenue, Medway, was sworn in as Lancaster's Planning Director, effective July 1, 2004 to June 30, 2007. |

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| August 9, 2004 | Christine Cassidy resigned from the Lancaster Cultural Council, effective immediately. |
| August 16, 2004 | Henry A. Paszko was sworn in as a member of the Memorial Day Committee, effective to June 30, 2005. |
| August 16, 2004 | Edward R. Seidler, or 63 Arizona Ave, Holden, was sworn in as Deputy Sealer of Weights & Measures and also as Measurer of Wood & Bark, both appointments effective from July 1, 2004 to June 30, 2005. |
| August 16, 2004 | William A. Kilbourn was sworn in as Fence Viewer, effective July 1, 2004 to June 30, 2005, and as a member of the Historical Commission, effective July 1, 2004 to June 30, 2007. |
| August 16, 2004 | Mary K. Paquette was sworn in as a member of the Memorial Day Committee, effective to June 30, 2005. |
| August 17, 2004 | Ann P. Fuller was sworn in as a member of the Memorial Day Committee, effective to June 30, 2005 |
| August 17, 2004 | Joy F. Peach was sworn in as a member of the Lancaster Historical Commission, effective from July 1, 2004 to June 30, 2007. |
| August 17, 2004 | Sally M. Rouleau was sworn in as a member of the Lancaster Historical Commission, effective July 1, 2004 to June 30, 2007. |
| August 17, 2004 | Following the death of Chairman Robert Frommer, the Lancaster Conservation Commission reorganized with Hal Mahon as Chairperson, Jean Lidstone as Vice-Chair and John Ledoux as Treasurer. |
| August 19,200 | Kevin D. Lamb was sworn in as Keeper of the Lockup, effective July 1, 2004 to June 30, 2005, and as Constable, effective May 20, 2004 to May 20, 2007 |
| August 20, 2004 | Daniel L. Favreau resigned from the Board of Public Works, effective August 20, 2004. |
| August 23, 2004 | John T. Ledoux was sworn in as a member of the Conservation Commission, effective July 1, 2004 to June 30, 2007. |
| August 23, 2004 | Roberta G. Winsor was sworn in as a member of the Memorial Day Committee, effective to June 30, 2005. |

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| August 23, 2004 | Karen S. Shaw was sworn in as a member of the Memorial Day Committee, effective to June 30, 2005. |
| August 23, 2004 | Hal Mahon was sworn in as a member of the Conservation Commission, effective August 23, 2004 to August 23, 2007. |
| August 24, 2004 | Lyle Pierce of Leominster was sworn in as Constable, effective June 17, 2004 to June 17, 2007. |
| August 30, 2004 | Jean E. Lidstone was sworn in as a member of the Conservation Commission, effective July 1, 2004 to June 30, 2007, and as Lancaster's Environmental Coordinator, effective July 1, 2004 to June 30, 2005. |
| August 30, 2004 | Ara L. Tyler was sworn in as an Associate Member of the Conservation Commission, effective August 23, 2004 to June 30, 2007 |
| August 30, 2004 | Francis D. Tyler, Jr., was sworn in as an Associate Member of the Conservation Commission, effective August 23, 2004 to June 30, 2007 |
| August 30, 2004 | Shawn M. Corbett was sworn in as Animal Inspector, effective May 1, 2004 to April 30, 2005. |
| August 31, 2004 | Frank T. MacGrory was sworn in as a member of the Memorial Day Committee, effective July 1, 2004 to June 30, 2005. |
| September 1, 2004 | Joseph A. Quinn, of 391 Union Street, Leominster, was sworn in as Sealer of Weights & Measures and as Measurer of Wood and Bark, effective July 1, 2004 to June 30, 2005. |
| September 2, 2004 | Eugene C. Christoph was sworn in as an Alternate Member on the Montachusett Regional Planning Commission, effective to June 30, 2005, and as a member of the Board of Appeals, effective July 1, 2004 to June 30, 2009. |
| September 8, 2004 | John Wojciak resigned from the Town Green Buildings Advisory Committee, effective immediately. |
| September 13, 2004 | Stephen A. Mudgett was sworn in as Temporary Animal Control Officer, effective July 1, 2004, until the Animal Control Commission appoints a successor, or December 31, 2004, whichever occurs sooner. |

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| September 13, 2004 | Perley B. C. Mears, Jr., was sworn in as a member of the Conservation Commission and a member of the Town Forest Committee, both appointments effective July 1, 2004 to June 30, 2007. |
| September 15, 2004 | Alfred M. Roberts was sworn in as Wire Inspector, effective July 1, 2004 to June 30, 2005. |
| September 17, 2004 | Bruce Hamblin was sworn in as the Board of Selectmen's representative on the Montachusett Joint Transportation Committee, effective July 1, 2004 to June 30, 2005. |
| September 17, 2004 | Martin E. Gannon was sworn in as a member of the Board of Public Works, to serve until the next Annual Town Election on May 9, 2005. He replaces Daniel Favreau, who resigned from the Board in August. |
| October 19, 2004 | Mark A. Schryver was sworn in as a member of the Historic District Study Committee, effective September 27, 2004 to open term. |
| November 15, 2004 | Gladys Gilmour resigned from the Commission on Disability, effective November 1, 2004. |
| November 16, 2004 | Gerald R. Coppenrath of 27 Skyline Drive, Clinton, was sworn in as Temporary Veterans' Agent, effective October 26, 2004 to December 31, 2004. |
| November 24, 2004 | Aron DiBacco was sworn in as a member of the Personnel Board, effective November 1, 2004 to November 1, 2007. |
| November 24, 2004 | The Personnel Board voted to reorganize with Aron Dibacco as Chairman, Audrey Ross as Secretary, and Cindy McLaughlin as member. |
| November 29, 2004 | Charles Santangelo resigned as a member of the Finance Committee, effective immediately. |
| December 7, 2004 | Nancy Kosiewski was sworn in as a member of the Lancaster Historic District Study Committee, effective December 7, 2004, with no term expiration date. |
| December 7, 2004 | John Daly was sworn in as a member of the Lancaster Historic District Study Committee, effective December 7, 2004, with no term expiration date. |

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| December 13, 2004 | Janice H. Johnson was sworn in as a member of the Animal Control Commission, effective December 6, 2004 to November 15, 2006. |
| December 14, 2004 | Stephanie S. Frommer was sworn in as a member of the Animal Control Commission, effective November 15, 2004 to November 15, 2007. |
| December 21, 2004 | Christopher J. Williams was sworn in as a member of the Finance Committee to fill the vacancy left by the resignation of Charles Santangelo, effective December 21, 2004 to the annual town election on May 9, 2005. |
| December 21, 2004 | Perley B.C. Mears, Jr. resigned as a member of the Conservation Commission, effective January 1, 2005. |
| December 21, 2004 | Marilyn Chambers was reappointed as a member of the Commission on Disability, effective September 6, 2004 to September 6, 2007. |
| December 21, 2004 | Lawrence R. Schultz was reappointed as a member of the Commission on Disability, effective September 6, 2004 to September 6, 2007. |
| December 22, 2004 | Carol J. Sonia was sworn in as a member of the Memorial Day Committee, effective to June 30, 2005. |
| December 28, 2004 | Marilyn Chambers was reappointed as a member of the Commission on Disability, effective September 6, 2004 to September 6, 2007. |
| December 28, 2004 | Peter J. Farmer was sworn in as a regular member of the Conservation Commission, replacing Robert Frommer who died earlier in the year, term effective to June 30, 2006. |

TOWN OFFICERS

For the Municipal Year 2004

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| Elected Town Officials and Committees |
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| POSITION/ BOARD/COMMITTEE | NAME | TERM EXPIRATION |
|---|---|--|
| Moderator <i>resigned 3/7/05</i> | James M. Burgoyne, Esq. | May, 2005 |
| Board of Selectmen | Joanne C. Foster Alexandra W. Turner David M. Dunn | May, 2005 May, 2006 May, 2007 |
| Board of Public Works <i>resigned 8/20/04</i> <i>appointed 9/13/04</i> | Douglas A. DeCesare John J. King, Jr. Daniel L. Favreau Martin Gannon | May, 2005 May, 2006 May, 2007 May, 2005 |
| Board of Health | Vera B. Davis Robert L. Baylis Shawn S. Winsor | May, 2005 May, 2006 May, 2007 |
| Board of Library Trustees | Frank T. MacGrory Emily J. Rose Jacqueline M. Cashin John C. Schumacher-Hardy Michael J. Lukaszewicz Frank S. Streeter | May, 2005 May, 2005 May, 2006 May, 2006 May, 2007 May, 2007 |
| Planning Board | Victor A. Koivumaki Jeanne G. Rich Norman C. Kennedy Eugene C. Christoph Gail F. Sullivan | May, 2005 May, 2006 May, 2007 May, 2008 May, 2009 |
| Finance Committee <i>resigned 11/29/04</i> <i>David C. O'Toole position</i> <i>appointed 12/20/04</i> | Nancy E. Stell-Kiely Charles J. Santangelo John J. Wojciak Carol A. Bowers James J. Piermarini Christopher J. Williams | May, 2005 May, 2005 May, 2004 May, 2006 May, 2005 May, 2005 |
| Housing Authority | Mary Judith MacLean Henry A. Richter Daunne M. Miller Muriel J. McLaughlin | May, 2005 May, 2006 May, 2007 May, 2008 |
| State Appointee | John A. Foster, II | State Appointee |

**Nashoba Regional School
District Committee**

Mary Beth Yentz
Donald E. Adams
Monica Campobasso

May, 2005
May, 2006
May, 2007

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| <p align="center">Appointed by the Moderator</p> |
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**Minuteman Regional School
Committee Representative**

Rosalie Barton-May

May, 2008

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| <p align="center">Officers Appointed Annually by the Board of Selectmen</p> |
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| POSITION/TITLE | NAME | TERM EXPIRATION |
|--------------------------------------|------------------------|----------------------------|
| Animal Inspector (Bites/Scratches) | Stephen Mudgett | temporary |
| Animal Inspector (Barn Book) | Shawn M. Corbett | 4/30/2004 |
| Building Commissioner & Zoning Agent | Richard J. Pauley | 6/30/2005 |
| Building Inspector - Alternate | Roderick M. Thurston | 6/30/2005 |
| Comp Econ Dev Strategy Comm Rep. | Preston W. "Skip" Hall | 6/30/2004 |
| Dog Officer (Temporary) | Stephen Mudgett | temporary |
| Emergency Management Director | John T. Fleck | none |
| Environmental Coordinator | Jean E. Lidstone | 6/30/2005 |
| Fence Viewer | William A. Kilbourn | 6/30/2005 |
| Keeper of the Lockup | Kevin D. Lamb | 6/30/2005 |
| Keeper of the Town Pound | Lynda M. Hawkins | 6/30/2004 |
| MART Advisory Board Designee | Vacant | |
| Measurer of Wood & Back | Joseph A. Quinn | 6/30/2005 |
| Measurer of Wood & Bark - Alternate | Edward R. Seidler | 6/30/2005 |

| | | |
|-----------------------------------|------------------------|-----------|
| M.J.T.C. Representative | Bruce Hamblin | 6/30/2005 |
| M.R.P.C. Alternate Representative | Eugene C. Christoph | 6/30/2005 |
| Sealer of Weights & Measures | Joseph A. Quinn | 6/30/2005 |
| Dep. Sealer of Weights & Measures | Edward R. Seidler | 6/30/2005 |
| Town Counsel | Kopelman & Paige, P.C. | 6/30/2005 |
| Veterans' Agent | Vacant | 3/31/2005 |
| Veterans' Burial Agent | D. Susan Thompson | 6/30/2005 |
| Veterans' Grave Officer | Vacant | |
| Wire Inspector | Alfred M. Roberts | 6/30/2005 |
| Wire Inspector - Alternate | David M. Hinckley | 6/30/2005 |

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| Officers Appointed to Multi-Year Terms by the Board of Selectmen |
|---|

| POSITION/TITLE | NAME | TERM EXPIRATION |
|---------------------------------------|--------------------|--------------------|
| Collector-Treasurer | Ann Lashelle Smith | 5/31/2007 |
| Constable | Kevin D. Lamb | 5/20/2007 |
| Constable | Lyle W. Pierce | 6/17/2007 |
| Director of Finance & Budget | Bonnie-mae Holston | 11/5/2005 |
| Fire Chief | John Fleck | 8/30/2007 |
| Insurance Advisory Comm. Retiree Rep. | Alan J. Johnston | None |
| Planning Director | Bruce W. Hamblin | 6/30/2007 |
| Police Chief | Kevin D. Lamb | None |
| Town Administrator | Alan L. Agnelli | 3/15/2007 |
| Town Clerk | D. Susan Thompson | 2/21/2007 |

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| Boards and Commissions Appointed by the Board of Selectmen |
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| BOARD/COMMISSION | MEMBERS | TERM EXPIRATION |
|-----------------------------|-------------------------------|--------------------|
| Animal Control Commission | Rita DiStefano-French | 11/15/2005 |
| | Sherry A. Cushion | 11/15/2006 |
| | Janice H. Johnson | 12/06/2006 |
| | Alan J. Johnston | 01/31/2006 |
| | Stephanie S. Frommer | 11/15/2007 |
| | Joyce E. Moody | 11/15/2007 |
| Board of Appeals | Sarah E. Gulliver | 06/30/2005 |
| | Scott Miller | 06/30/2006 |
| | Jeanne G. Rich | 06/30/2007 |
| | David K. Stadtherr | 06/30/2008 |
| | Eugene C. Christoph | 06/30/2009 |
| | James M. Burgoyne (Alt) | 06/30/2006 |
| | Eugene A. Feher (Alt) | 06/30/2006 |
| Board of Assessors | Timothy J. Smith (Alt) | 06/30/2007 |
| | | |
| Board of Registrars | Roger P. Hart | 05/10/2007 |
| | Cynthia K. Bradbury | 06/30/2005 |
| Board of Registrars | | |
| | Cecilia E. Thurlow | 04/01/2007 |
| | Anna C. Dipietro | 04/01/2005 |
| | Leslie Montague | |
| Cable TV Advisory Committee | D. Susan Thompson | 02/21/2007 |
| | | |
| | | |
| Cable TV Advisory Committee | Christopher T. Detsikas | none |
| | Tony Jacobs | none |
| | Robert Kadlec | none |
| Commission on Disability | | |
| | Marilyn Chambers | 09/06/2007 |
| | Lawrence R. Schultz | 09/06/2007 |
| | Melanie Purinton | 09/06/2005 |
| | Rose-Marie Bissonnette | 09/06/2006 |
| | Kathleen Suits | 09/06/2006 |
| Conservation Commission | Richard J. Pauley (Assoc) | none |
| | | |
| Conservation Commission | Thomas J. Early | 06/30/2006 |
| | Peter J. Farmer | 06/30/2006 |
| | Thomas G. Kennedy | 06/30/2006 |
| | John T. Ledoux | 06/30/2007 |
| | Jean E. Lidstone | 06/30/2007 |
| | Dr. Harold P. Mahon | 06/30/2007 |
| | Ara L. Tyler | 06/30/2007 |
| | Francis D. Tyler, Jr. (Assoc) | 06/30/2007 |

| | | |
|---|---------------------------------|------------|
| Council on Aging | Maryalice Frain | 06/30/2007 |
| | Marjorie F. Corbley-Whittier | 03/30/2007 |
| | Vera B. Davis | 06/30/2005 |
| | Mary G. Vincent | 06/30/2005 |
| | Eva R. Kosinski | 06/30/2005 |
| | Mary J. MacLean | 06/30/2006 |
| | Hazel Crossman | 06/30/2006 |
| | Shawn S. Winsor (ex officio) | none |
| | Joan I. Mitchell (ex officio) | none |
| Cultural Council | Henry A. Richter (ex officio) | none |
| | Denise Hurley | 03/03/2005 |
| | Jean Syria-Santora | 03/03/2005 |
| | Margaret Hannigan | 11/29/2006 |
| | Sara Barss | 09/14/2006 |
| | Suzanne M. Hall | 10/08/2006 |
| | Dean W. DeChambeau | 11/15/2006 |
| | Lauren S. Searcy | 02/09/2006 |
| | Judith V. Arnold | 02/14/2008 |
| Elderly and Disabled Taxation Fund Committee | Roger P. Hart (ex officio) | none |
| | Ann Lashelle Smith (ex officio) | none |
| Historic District Study Committee | Karen McGarity | none |
| | Eugene Feher | none |
| | Mark S. Finnerty | none |
| | Robert S. Follansbee, Jr. | none |
| | Mark A. Schryver | none |
| | John Daly | none |
| | Nancy Kosiewski | none |
| | Richard Rose | none |
| | Sally M. Rouleau | none |
| Historical Commission | David W. Knott | 06/30/2005 |
| | Michael S. Sczerzen | 06/30/2005 |
| | Elizabeth W. Colley | 06/30/2006 |
| | Imogene W. Watson | 06/30/2006 |
| | William A. Kilbourn | 06/30/2007 |
| | Joy F. Peach | 06/30/2007 |
| | Sally M. Rouleau | 06/30/2007 |
| Industrial Development Commission | Karen C. Carnali | 11/18/2006 |
| | Preston W. "Skip" Hall | 11/18/2006 |
| | Albert Stoddart | 11/18/2007 |
| | Bruce W. Warila | 11/18/2007 |
| | Jeanne G. Rich | 11/18/2008 |
| Local Education Fund Committee | Margaret M. Diaz | 12/07/2006 |
| | Debra C. Piermarini | 12/07/2006 |

| | | |
|-----------------------------|-------------------------|------------|
| Memorial Day Committee | Cheryl A. Bartlett | 06/30/2004 |
| | Ann P. Fuller | 06/30/2005 |
| | Jennifer Lapen | 06/30/2004 |
| | Frank T. MacGrory | 06/30/2004 |
| | Mary K. Paquette | 06/30/2005 |
| | Henry A. Paszko | 06/30/2005 |
| | Karen S. Shaw | 06/30/2005 |
| | Carol J. Sonia | 06/30/2005 |
| | Roberta G. Winsor | 06/30/2005 |
| Personnel Board | Lucinda J. McLaughlin | 11/01/2005 |
| | Aron E. DiBacco | 11/01/2007 |
| | Audrey B. Ross | 06/30/2006 |
| Property Disposal Committee | Michael S. Sczerzen | 07/19/2004 |
| Recreation Committee | Henry A. Richter | 06/30/2005 |
| | Raymond L. Johnson | 06/30/2005 |
| | Joan I. Mitchell | 06/30/2006 |
| Town Forest Committee | Sarah P. Spencer | 06/30/2006 |
| | Pearley B.C. Mears, Jr. | 06/30/2007 |
| | Dayna Gant (Assoc) | 06/30/2006 |
| Veterans Memorial Committee | David L. Belisle | none |
| | Eugene C. Christoph | none |
| | Edward E. Garrity | none |
| | Chester L. Locke, Sr. | none |
| | Timothy E. Monahan, Sr. | none |
| | Thomas N. Morris | none |
| | Henry Paszko | none |
| | Henry A. Richter | none |
| | George E. Robinson, Sr. | none |
| | Alphonse F. Russo, Jr. | none |
| | Henry W. Shepardson | none |

CONSERVATION COMMISSION

The Lancaster Conservation Commission would like to honor the passing of Chairperson Robert Frommer, a longtime, dedicated servant to the Town of Lancaster and to the Lancaster Conservation Commission. His expertise, guidance, and friendship will be sorely missed by the Town.

The Lancaster Conservation Commission is an eight-member volunteer commission comprised of seven regular members and one associate member. The Commission meets on the second and fourth Tuesday of each month at 7:00 p.m. in the Nathaniel Dexter Community Meeting Room located in the Lancaster Library. All citizens are welcome to join the Commission for these

meetings and public involvement is always encouraged.

One of the primary functions of the Conservation Commission is to ensure local-level compliance with the Massachusetts Wetland Protection laws and issue decisions relating thereto for all development projects in Lancaster. The two types of applications

most often reviewed by the Commission for development projects are Requests for Determination of Applicability (RDA) and Notices of Intent (NOI). The Commission also performs other regulatory functions, per the Wetlands Act, such as reviewing Resource Area Delineation (RAD) applications.

During the course of calendar year 2004, the Commission reviewed the following projects:

| Filing | Applicant | Location | Action | Date |
|--------|------------------------------|--------------------------------|----------|-----------|
| NOI | Mayo | 60 Fire Road 1 | Approved | Jan. 2004 |
| NOI | Uong | 70 Fire Road 1 | Approved | Jan. 2004 |
| NOI | Catino | Cleverly Cove Rd Lot 1 | Approved | Jan. 2004 |
| NOI | Catino | Cleverly Cove Rd Lot 1 | Approved | Jan. 2004 |
| NOI | Cumberland Farms | Five Corners | Approved | Feb. 2004 |
| NOI | Melanson Brothers | Eagle Ridge – Lot 6A | Approved | Apr. 2004 |
| NOI | Lancaster Sewer District | George Hill Winsor/Bradbury | Approved | Apr. 2004 |
| NOI | Crowley | Fire Road 12 | Approved | Mar. 2004 |
| NOI | Horne | Kaleva Road | Approved | Apr. 2004 |
| NOI | Melanson Brothers | Eagle Ridge – Lot 4 | Approved | Apr. 2004 |
| NOI | Lancaster DPW | Prescott/Goss | Approved | May 2004 |
| RAD | RFK Children's Action Corps. | Old Common Road | Approved | Jun. 2004 |
| NOI | Ludden | 108 Fire Road 11 | Approved | Jul. 2004 |
| NOI | Bowman | 106 Sterling Street | Approved | Jul. 2004 |
| NOI | Mercado | 171 Fort Pond Inn Rd | Approved | Jul. 2004 |
| NOI | Hall | 2527 No. Main Street | Approved | Aug. 2004 |
| NOI | Sterling Country Club | Albright Road, Sterling | Approved | Jul. 2004 |
| NOI | RFK Children's Action Corps. | Old Common Road | Open | |
| NOI | Melanson Brothers | Eagle Ridge – Lot 72 | Approved | Aug. 2004 |
| NOI | Melanson Brothers | Eagle Ridge – Lot 73 | Approved | Aug. 2004 |
| NOI | Wyman | North Main Street | Approved | Sep. 2004 |
| NOI | Rotella | Brazao Lane | Approved | Sep. 2004 |
| NOI | Dentino | 453 Brockelman Road – Lot 4 | Approved | Sep. 2004 |
| NOI | Melanson Brothers | Eagle Ridge – Lot 82 | Approved | Sep. 2004 |
| NOI | Murtland | 2120 No. Main Street | Approved | Oct. 2004 |
| NOI | Henry | 316 Ponakin Road | Approved | Oct. 2004 |
| NOI | Buzanoski | 49 Fort Pond Inn Rd | Approved | Nov. 2004 |
| NOI | Sheketoff | Goss Lane – Lot 3 | Approved | Nov. 2004 |
| NOI | Lancaster DPW | Langen Road | Approved | Nov. 2004 |
| NOI | New England Power | Rigby Road to Sterling | Approved | Dec. 2004 |

| | Company | Road | | |
|-----|-----------------------|-------------------------|----------|-----------|
| RAD | Keating Corporation | Lunenburg/Duval/Rt. 2 | Approved | Dec. 2004 |
| NOI | Shirley Airport | Lancaster Road, Shirley | Approved | Dec. 2004 |
| RDA | Bolton Fair Committee | Bolton Fairgrounds | Approved | 2004 |
| RDA | Lidstone | 311 Neck Road | Approved | 2004 |
| RDA | Egeland | 67 Shirley Road | Approved | 2004 |
| RDA | LLEC | Jungle Road/Rt. 190 | Approved | 2004 |
| RDA | LLEC | Jungle Road/Rt. 190 | Approved | 2004 |
| RDA | Montachusett YMCA | Fort Pond Inn Road | Approved | 2004 |
| RDA | Dellavalle | Bradbury Road – Lot 0 | Approved | 2004 |

The staff for the Conservation Commission has worked collectively with all applicants who have formal filings to ensure all applications are filed with the Worcester District Registry of Deeds. The town of Lancaster has 366 Orders of Conditions currently on file. Fifteen Certificates of Compliance for these Orders of Conditions were issued in 2004.

Some of the Commission's upcoming activities in 2005 will include the continued conservation of open space properties, maintaining the conservation land throughout the town to provide a rural environment for the residents to enjoy, working with potential developers in

seeking permanent conservation easements for path systems and similar ideas in addition to a variety of other conservation-oriented projects.

The Community Development and Planning Office staff coordinates all meeting schedules and is open Monday through Friday, 9:00 AM to 2:00 PM. As always, this office welcomes citizen's questions, comments or suggestions. It is the continued policy of the office to provide the highest level of service to all of Lancaster's citizens; should you wish to contact us, feel free to either stop by the office at the Town Hall, 695 Main Street or call 978-368-4007.

Respectfully submitted,

Hal Mahon, Chair
Jean Lidstone, Vice-Chair
Thomas Kennedy
John Ledoux

Thomas Early
Peter Farmer
Ara Tyler
Francis Tyler, Associate Member

COUNCIL ON AGING

The Council on Aging is pleased to present to the residents of Lancaster its annual report for the year 2004.

For a better understanding of our function, we would like to present some historical information on who we are and what we do.

Councils on Aging in Massachusetts are established pursuant to Chapter 40, Section 8B of the Massachusetts General Laws. Lancaster accepted this provision at an annual town meeting over twenty-five years ago. In 2003 we developed our mission statement:

MISSION STATEMENT: Adopted at the Lancaster Council on Aging meeting on November 20, 2003

The mission of the Lancaster Council on Aging is:

- **to enhance the quality of life for seniors, sixty years of age and older, in the community by assessing their needs;**
- **to design, create and advocate for programs that meet the established needs of the seniors;**
- **to encourage independence and where possible assist in keeping seniors in their own home environment; and**
- **to educate and enlist support of town, state, federal and private organizations who can assist the senior population.**

These services to seniors and or families will be provided in a dignified and efficient manner and maintaining the highest standards of privacy and confidentiality for all those involved.

This board is comprised of twelve Lancaster residents, (nine appointed by the BOS and one representative from the Board of Health, Recreation Department, and the Lancaster Housing Authority) who are dedicated to helping older people of the community. Helena Baggott, who's term expired during this year chose not to be re-appointed and the BOS appointed Maryalice Frain for a three-year term. They meet several times a year to set policy and to provide input on the needs of seniors and give direction to the activities provided by the council. The scope of our activities may vary but our functions include advocating for elders, offering social, recreational, or educational programs; and providing a link between elders and our town government. Our

council also provides referral and information services.

A daily congregate nutrition program was provided during the first three months of the year. Due to regulation changes by the funding source for the meal site director this position ceased, and we have been unable to locate another funding source. During the months in operation we served 414 residents in a 46 day period. Our meals on wheels program was in operation during the entire year, with 4721 meals delivered on 252 days. Lancaster is one of the few communities that also provides vegetarian meals to our residents. Our most visible activity is the COA van, provided by the Montachusett Regional Transit Authority,

which brings seniors and disabled non seniors to various places including shopping, lunch, medical, post office, pharmacy, barber shops, etc. This van was in operation 244 days for 2,242 hours of operation, and logged 14,455 miles, making 6,579 one way trips.

The COA works in conjunction with many other local, regional and state agencies, both public and private. Some of these include AARP tax service assisting seniors in doing their income tax's, Fuel Assistance intake for all residents, Food Stamps, the Central Massachusetts Area on Aging, Nashoba Valley Nursing, Montachusett Home Care Corporation, Montachusett Opportunity Council, WHEAT, James 2 kitchen and the Lancaster Housing Authority. SHINE counseling was also available for Lancaster seniors. Forty low-income seniors were able to receive Farmers Market coupons. Referrals and advocacy have been made to these agencies for seniors with follow up if warranted. The Board of Assessors conducted a workshop to explain the various senior tax exceptions. The Council on Aging also coordinated the senior tax work off program were eligible seniors did volunteer work for the town in exchange for having their property taxes reduced for up to \$750. Residents are eligible for all of the above services and programs if they are sixty years of age or older and live in Lancaster.

The COA staff consists of a part time director, part-time dispatcher, the meals on wheels driver and two part-time van drivers. Many volunteers assisted with the meals program, newsletter distribution, coffee hour, blood pressure clinics and other activities. Volunteers provided many hours of service to the elders of Lancaster.

Funding for our COA program and activities comes from the town, from MART and the

federal agency known as Experience Works (that had provided the site manager for our congregate meal program until the funding stopped), and from what is known as the formula grant from the Massachusetts Executive of Elder Affairs.

Below are some of the highlights that occurred during the 2004 year.

Over 1500 telephone calls were logged in at the COA office; many were also received at the meal site when it was in operation and on the van cell phone. These calls were for meals, van rides, information and referral, home repair, medical insurance issues, prescription information and housing questions. These calls came from the seniors themselves or concerned family or friends. All questions were refereed to the proper agency if the COA office was not able to answer them. The Montachusett Home Care Corporation provided to Lancaster Seniors 590 homemaker hours, 3,725 personal care hours, 145 case manager visits, 26 crisis visits, 3,319 nursing home ombudsman visits, plus several other services. Monthly blood pressure clinics were held at Bigelow Gardens and at the town hall. Over one hundred screenings were completed. One hundred and twenty five seniors took part in the two flu clinics held in the town hall that was promoted for the Board of Health in the Council on Aging newsletter. This professionally printed monthly newsletter contains the van schedule for the month plus highlights of other activities and issues of concern and importance to seniors. It is distributed through various outlets in town and at various senior events. It is our hope to mail this monthly newsletter to all Lancaster seniors sixty and over. We were able this year to enter all seniors in a COA program for record keeping. This will make the mailing possible.

The director spoke at community education events in town regarding the COA's role in the community. Many seniors also availed themselves of the two times a week bingo games at Bigelow Gardens and the coffee hours held there. Valentine's Day dinner and a barbeque were two additional fun events that occurred this year.

Of the 1,030 seniors based on the 04 census, 200 had some contact with COA-run or supported activities or programs. Fifteen non-elders were also served.

More programs could be provided in Lancaster, and we could increase

participation in our present programs tremendously if we had our own space. Some of the new and exciting programs that would be established once a senior center is in operation include computer classes, social events, speakers, card tournaments, cooking classes, legal and financial seminars, exercise, friendly visitors programs, expanded arts/crafts, expanded health clinics, dancing, movies, hobby groups, support groups, billiards/pool, Thai chi, men's programs, women's programs, self defense, board games, telephone reassurance, fuel assistance, Saturday and Sunday events (breakfasts, etc.) and more.

GOALS OF THE LANCASTER COUNCIL ON AGING

- enable seniors to stay in their home even if their full range of daily activities is limited because of illness or frailty
- connect those in need with service providers
- respond to individual needs
- work with and support families or caregivers of the elderly
- advocate for quality services
- support grandparents raising children
- promote community
- provide volunteer opportunities
- help people deal with crisis and changes in interpersonal relationships and loss
- assist with pre-retirement and retirement planning
- enrich life through educational, social and recreational opportunities
- prevent abuse, neglect and exploitation
- provide transportation and nutritional services

The COA is always looking for input from the community, especially from those sixty and over.

COA BOARD MEMBERS

Mary J. MacLean, Chair
Marjorie Corbley-Whittier, Secretary
Hazel Crossman
Vera Davis
Maryalice Frain

Eva Kosinski
Mary Vincent
Ex-officio, Henry Richter
Ex-officio, Joan Mitchell
Ex-officio, Shawn Winsor

SENIOR TAX ABATEMENT PROGRAM

(Elder Volunteer Property Tax Work-Off)

Administered by the Council on Aging

The 2004 Senior Tax Abatement Program got off to a great start this year compared to 2003. The program ended in November for this tax year. During the year eighteen people were involved, with four individuals volunteering in two different departments. Ten seniors earned the maximum amount allowed which was \$750.00. Ten town departments had people assigned to them: selectmen's office, planning department, Council on Aging, Historical Commission, Town Clerk's office, library, fire and police department, recreation and the D.P.W.

The town meeting voted that the sum of \$15,000 be allocated for this program, or 2,222 hours. Out of this amount \$10,954.32 was utilized, which was 1,624.5 hours. Nearly half (737 hours) were used by the planning department in updating and sorting years of accumulated maps, reports, etc. generated by and for this department. The Council on Aging, fire department and

recreation departments all had over one hundred hours each.

For anyone not familiar with this program, at a town meeting Lancaster accepted the state statute to grant abatements for real estate tax payers over sixty years old to have their property taxes reduced by volunteering their services to the municipality. A subsequent town meeting vote increased this to \$750.00, the maximum currently allowed by law.

Credit for service cannot be at a rate higher than the state's minimum wage. This rate is currently \$6.75 an hour. This translates to 111.25 hours a year per person. With \$15,000 allocated and at the rate of \$750.00 per participant, there is placement for twenty (20) individuals.

As we head into the current year several individuals are involved with the above departments.

REPORT OF THE LANCASTER DOG OFFICER

This report will reflect dog complaints from July 2004 to March 2005.

I have been acting Dog Officer for the Town of Lancaster since July 2004. There have been no hearings regarding any dog complaints during this time. The Town Clerk's Office has collected any fines for unlicensed animals.

During my time as acting dog officer I have responded to more than 50 dog calls. I have

Stephen Mudgett
Acting Dog Officer

also extended an open hand to the newly formed Animal Control Commission, offering to help them in any possible to establish an updated and efficient complaint procedure to best serve the needs of Lancaster residents.

I would like to personally thank the Police Department, the Communications Center and the residents of Lancaster for their cooperation and support.

LANCASTER FIRE DEPARTMENT

The fire department responded to approximately 217 emergency calls last year. The breakdown of these calls is as follows:

| | | | |
|------------------------|----|-------------------------|----|
| Automatic Fire Alarms | 83 | Illegal Burns | 9 |
| Brush Fires/Outdoor | 9 | Life flight | 1 |
| Car Fires | 9 | Lightning Strike | 1 |
| Chimney Fires | 5 | Mutual Aid | 14 |
| Cooking Fires | 5 | Medical Assist | 2 |
| CO investigation | 3 | Motor Vehicle Accidents | 35 |
| Delayed ignition (oil) | 5 | Service Calls | 9 |
| Electrical Fires | 4 | Smoke Investigations | 9 |
| Explosives/bomb | | Sprinkler Malfunction | 1 |
| Investigation | 1 | Structure Fires | 7 |
| Hazardous Spills | 3 | Water Rescue | 2 |

Improvements

Appointment of a Fire Chief - In September, the town filled the fulltime position of Fire Chief. Since then, there have

been several changes to structure and organization of the fire department.

Establishing a Training committee - The department has established a three member training committee. This group has the responsibility of identifying and delivering the various programs required under statute and supported through a cooperative effort with the Massachusetts Fire Academy. In addition, specialized training and training with mutual aid departments will be provided. Minimum standards are being established for attendance to these programs.

Appointment of a Safety Officer – Recognizing the hazards associated with the firefighter position and the environments in which we work, we have assigned an officer to the task of Safety Officer. By establishing this position and activating this function at a scene, we provide another layer of precaution and protection for the people we serve and for the firefighters.

Minimum Standards for Response – The department is collecting data in preparation for establishing a minimum level of response to emergency calls on a monthly basis. This will assist the town in insuring a timely response with adequate, trained help when responding to an emergency.

Maintaining Equipment – During the fall period, much time, effort and funding was spent on servicing and repairing vehicles, protective clothing, radios, pagers and Scott packs. An extensive effort was put forth to identify areas that represented risks to firefighters or would hinder a proper response to an emergency. This effort continues into the new fiscal year with the theme of “**taking care of what we have**”.

Improving Our Response – The department now responds routinely to all motor vehicle accidents reported as personal injury or of unknown injury. The primary functions are initial patient care, scene safety in the roadway, hazardous spills, roadway clean up, fire suppression and patient extrication. This change has provided scene safety for all personnel, improved response times to patient care, and minimized the use of personal cars responding to accident scenes.

Building Maintenance – The central station has increased its fuel storage capacity and the heating systems have been repaired. The roof leaks are being repaired with the new roof construction, which started in December. Plans are being evaluated for the two bay expansions approved last year. The south station is still experiencing roof leaks but repairs are being identified.

Grants – The fire department received \$62,000.00 dollars in a federal grant. This assisted in installing a fire alarm system in central station, replacing radios, replacing turnout gear and upgrading computer systems. Although we were denied a grant for a new tanker, we have applied for a state grant of \$25,000.00. By applying for these grants, we are able to identify and purchase items which the town may not otherwise be able to purchase in a timely manner. The fire department will continue to seek opportunities for funding outside of the town budget.

LANCASTER BOARD OF HEALTH

About Boards of Health...Boards of Health are composed of people from every walk of life who care about the well-being of their community. They are elected to a term of office and are given the legal authority to set policies and make regulations to safeguard public and environmental health. In 1799, Paul Revere was Chairman of the Boston Board of Health, which was the first local health board in Massachusetts. They were given broad powers to control the “filth and offal” that contaminated the environment and produced deadly disease epidemics.

About your Board of Health...Today our health is threatened not only by an epidemic of chemical contamination, the inadequate disposal of wastes, and the emergence of new diseases, but by developing threats from terrorists to our water, air and food supply.

Under Massachusetts General Laws, local regulations and citizen direction, Boards of Health are responsible for disease prevention and control, protecting the environment and promoting a healthy society. Boards of Health serve as the regional arm of both the Massachusetts Department of Public Health and the Department of Environmental Protection.

Your Board consists of three members elected for graduated three-year terms. To fulfill their duties, they develop policies and procedures, oversee inspections to maintain minimum standards for sanitation in housing and food service (via Nashoba Associated Boards of Health Sanitarians William J. Brookings and Bridgette Braley, our local Agents) and assure that the basic health needs of the Town of Lancaster are being met.

Board Members

- Shawn S. Winsor, Chairman (term expires 2007) – Housing Specialist, RCAP Solutions/Dept. of Housing & Community Development; Mass. Assoc. of Health Boards Advanced Training Certification; Lead Determination Inspector; Pesticide Applicator; Stormwater Management Committee; Council on Aging; NABH Executive Committee
- Robert L. Baylis, Vice Chair (term expires 2006) – owner, Main Street Automotive Service Center; Mass. Assoc. of Health Boards Advanced Training Certification
- Vera B. Davis, Clerk (term expires 2005) – Community Health Nursing Masters Degree; Lancaster Council of Aging

Board Employees

- Nashoba Associated Boards of Health – Agent for Lancaster Board of Health
- Eileen M. McRell – Dept. Head/Administrative Assistant (since 1990)
- D. Susan Thompson – Burial Agent (since February, 2004)

Board Duties/Additional Powers and Authority

- homeland security/health
- inspections and enforcement
- records and reports
- noise, nuisances and complaints
- health care and disease control
- pesticides and herbicides

- housing and dwellings
- pools, beaches and camps
- hazardous and toxic wastes
- water purity; well permits
- solid waste and septage
- porta-potty permits
- rubbish and garbage
- residential and daycare centers

- food safety and service
- body art, trash hauler and tobacco sales licenses
- smoking; air quality
- cemeteries, funeral directors, burial permits

Board Activity

Another active year for the Board encompassed a broad range of health, sanitary and environmental issues. The deliberate disposal of discarded furniture, mattresses and refrigerators on public roads and private land continues to be a major problem, plus the creation of illegal dumpsites. The Board of Health has no budget for picking up trash. Our five licensed trash haulers are Tully Recycling Corp., Sons of Kristoff, and Waste Management for residential, and BFI and McRell Rubbish for commercial. Because of liability issues residents are urged to contract only with these approved businesses. Permit fees for twelve trucks brought in \$1,500.00. Recycling is available through several of our haulers, as well as at the popular Lancaster Recycling Center. Martha Ford and her dedicated volunteers run the program for residents, non-residents and small businesses, accepting paper, glass, metal, and plastic, as well as bulk metal, clean clothes, household items, yard waste, auto tires and fluids and Christmas trees. Recently the Recycling Center has been able to accept computers and other electronics. New residents who call our Office for a trash hauler list are always sent a Recycling Center flyer too. Regular patronage not only reduces rubbish disposal costs, but also contributes to a cleaner environment.

Board members and staff attended seminars and training programs to obtain a better

understanding of public health issues. The MAHB Advanced Certification Program is designed to provide support and technical instruction to create a common competency covering science, law and policy. Topics included: Community Health – elders who refuse assistance/hoarding; BOH finances; Environmental Science - private wells, Title 5 update, zoonotics; Emergency Preparedness – state resources; strategic national stockpile, mass vaccinations and emergency dispensing sites; isolation and quarantine; the Massachusetts Alert Network; and establishing a local Emergency Response Plan. Homeland security via emergency preparation has become the #1 priority. BOH members were equipped with personal protective equipment for investigations and responding to a potential hazardous scene.

West Nile Virus (WNV) surveillance of birds and mosquitoes was coordinated with our Office and the Department of Public Health. Reporting of dead black birds for WNV testing was less than in 2003, although mosquito complaints were more numerous. Many residents have requested the return of the Mosquito Control Project (year-round mosquito control spraying) which was discontinued due to lack of funding by the Town. These pests are more than an annoyance -- the Center for Disease Controls predicts a possible epidemic of Eastern Equine Encephalitis (EEE - Triple E) due to the wet 2005 winter. This is a

serious concern because there is a growing horse population in Lancaster. Tips to prevent producing your own mosquitoes by eliminating sources of standing water around your yard were distributed; as little as one-half inch of standing water can host larvae breeding.

Cards illustrating life-sized dog and deer ticks were distributed to increase awareness of Lyme Disease, which was prevalent again this year. Beavers were also a dam nuisance. Their engineering can cause flooding damage to roads and wetlands and Giardia, a water-borne disease. Jim Garreffo, Director of the Nashoba Associated Boards of Health (NABH) investigated beaver and muskrat-related threats to public health and safety and issued two emergency removal permits for the Spec Pond Association and the Sterling Country Club, per the amended state trapping law and the MSPCA's 'Living With Wildlife' guidance document. Cats and small dogs are at risk of attacks due to the increase in the coyote population and other predators. Conflicts with wildlife will continue because the rate of expansive building equals loss of animal habitat.

Our Office has received over 1400 calls and 500 visitors seeking help, and has given each information and/or referrals for questions and complaints. We attempt to answer all inquiries. For example, in doing research this year we learned that a flock of chickens cannot be considered pets. We supply customers with LBOH regulations, public records, DPH disease fact sheets, safety pamphlets, well testing guides, 'horse

sense', bird and reptile booklets, mold, lead paint and bat removal methods, cold weather assistance flyers and numerous lists (Title 5 Inspectors and Installers, Soil Evaluators, Excavators, Well Drillers). We collected \$174.75 for Regulations sales and fees; however, most materials are free.

Ten "Septic System Status Forms" were approved for the Lancaster Sewer District Commission to facilitate their sewer expansion, particularly in the George Hill Road area. Form 3A Certificates of Compliance to claim Title 5 income tax credits on Schedule SC for septic system repair/replacement or sewer connection expenses are available here.

The Board reviewed four subdivisions, two commercial properties, and a gravel pit reclamation, working closely with Noreen Piazza of the Community Development Office, Planning Board and Conservation Commission. It has been a pleasure exchanging information and addressing joint complaints (structure safety, unregistered vehicles, etc.) with Richard J. Pauley, the new Building Commissioner. Violations of the State Housing and Sanitary Codes often overlap with the State Building Code, so mutual inspections are practical, efficient and complete. Members attended six Housing Court Hearings, usually with someone from NABH for resolution of an assortment of cases such as failed septic systems, lead paint, and drainage. Chief of Police Kevin Lamb served court summons for us; complaints ranged from no heat or water, to mold, noise levels, air quality and unemptied portable outhouses.

What's new?

State legislation included an emergency regulation requiring all community and

NTNC water systems to monitor for percholate, which can disrupt thyroid

function, and the Smoke-free Workplace Law, effective July 5, 2004 to protect employees and the public from secondhand smoke. The local health board can respond to complaints, conduct periodic inspections, and issue tickets for offenses. We have free smoking cessation brochures and “No Smoking” signs for walls and vehicles from

Try-to-Stop Tobacco Resource Center. Also available is the new Multiple Chemical Sensitivity (MCS) brochure developed by the MDPH Center for Environmental Health to increase awareness of this disease. MCS, which is hard to recognize and diagnose, is hypersensitivity to common chemical substances.

Town Health

Nashoba Nursing Service, our “Town Nurse,” continued to provide essential skilled services for the Board of Health in community assessment, policy development, health promotion, and disease prevention and control. They must report, investigate and follow up on 52 communicable diseases to the State. Five cases of Lyme Disease, Hepatitis A and gastrointestinal diseases were confirmed in Lancaster; but no tuberculosis or outbreaks. An increase in housing complaint cases has required social services and/or other professionals. NNS staffs the free monthly “Well Adult Clinic” at the Town Hall, offering blood pressure testing, blood sugar screening and medication monitoring. Health care and hospice visits are made to the home; Bereavement, Caregivers and Alzheimer’s support groups meet at Nashoba Nursing Service & Hospice in Harvard.

In spite of the nationwide flu shot confusion, 109 influenza and three pneumonia vaccinations were given to qualified residents, including EMTs and children. The Center for Disease Control has revised its priority target list for 2005 because of the vaccine under/over supply. Children and

caregivers will now be inoculated first before the elderly. Paula Brodie, NNS Director, said the focus for the coming year will be on home safety and wellness education. The LBOH Office gave “Women’s Wellness Tips” planners to Arthur Levesque, Council on Aging Director, for his Christmas stocking deliveries to the elderly. We also initiated the Thermometer Exchange Program with him; to date, more than 85 people have traded the banned mercury types for digital models. Board of Health member Vera B. Davis has spread the Massachusetts 5-A-Day Coalition fruit and vegetable nutrition message to our grade school lunch programs to encourage healthy eating habits in children and adolescents.

A total of twenty dogs and nine cats were immunized at the LBOH/NABH annual Rabies Clinic. Our Office provided rabies prevention pamphlets for this event, and to the Volunteer Humane Society and to the Town Clerk for dog licensing. Residents are reminded that rabies shots are required by law for cats and ferrets. Cat vaccination certificates are forwarded to us by the Town Clerk; 138 are on file.

NABH/NNS/Dental Program See the Nashoba Associated Boards of Health Annual Report for Lancaster in the pages following.

Burial Agent

Town Clerk and Burial Agent Sue Thompson reports that she issued 55 Burial Permits in 2004; 13 decedents were buried in Lancaster and 42 interred out of Town.

A Message from Your Board

Your Lancaster Board of Health continues to provide complete health and safety services to the Town's residents with professionalism, communication, and public service.

The last year has been unusually busy for this Office as our job description continues to evolve. Our role in Homeland Security continues to solidify as we are being called on repeatedly from the State to prepare and organize the reality we face in our community. State and Federal funding continues to support our work in this effort and through Nashoba Associated Boards of Health we were able to obtain computer equipment and related supplies based on Homeland Security funding. Our role has expanded this year in issues of 40B projects, water quality and quantity, and flu vaccine.

We continue to coordinate with the Nashoba Associated Boards of Health on inspections, nursing services, and administration of our legally required duties and responsibilities. The simple truth is that without their constant dedication and competency we

would be limited in the scope of services we are able to affordably provide to Lancaster residents. We wish to publicly thank Director James Garreffi, Nursing Director Paula Brodie, Sanitarian Bill Brookings, and Bridgette Braley with Inspectional Services, for their knowledge and reliability. They, with their equally productive staff continue to provide the services we require and deserve.

We also wish to thank our Administrative Assistant Eileen McRell. She is truly the glue that keeps our Board together. Her ability to interact with customers daily and decipher complicated legal issues impresses us day after day. We look forward to collaborating with her in this new year.

In conclusion, our Board continues to maintain our promise to the people of Lancaster that we will work hard and maintain the highest level of dedication. We will provide honest work, with an honest budget. Thank you for allowing us to work for you.

Respectfully submitted,
Shawn Winsor
Robert Baylis
Vera Davis

NASHOBA ASSOCIATED BOARDS OF HEALTH

Nashoba Associated Boards of Health continues to serve the local Board of Health in meeting the challenges of environmental and public health needs in **Lancaster**. In 2004 particular efforts were made to respond to a series of new service demands in the Environmental Division while adjusting to changes in the Nursing Division created by national trends in health care. Some of the new service demands included:

- Maintaining Nashoba's internet web site (www.nashoba.org) to provide information for the public.
- Through our involvement in the Bioterrorism Regional Coalition we are keeping the Lancaster Board of Health up-to-date on matters of emergency preparedness planning.
- Response to the possible West Nile Encephalitis (WNV) surveillance effort through coordination with MDPH, through the collection of suspected bird samples, submittal to the MDPH lab, and follow-up when the lab results were obtained.
- Response to health related impacts of beavers through coordination with the local Board of Health in the issuance of the necessary permits.
- Response to state mandated changes in regulations requiring more frequent beach sampling through sample collection, submittal for analysis, and follow-up when results were obtained.

We look forward to continuing our work with Lancaster's Board of Health. Included in highlights of 2004 are the following:

- Through membership in the Association Lancaster benefited from the services of Nashoba staff including: **Registered Sanitarians, Certified Health Officers, Registered Nurses, Nutritionists, Registered Physical & Occupational Therapists, Licensed Social Workers, Certified Home Health Aides, and Registered Dental Hygienists**
- Reviewed **72** Title 5 state mandated private Septic System Inspections for Lancaster Board of Health. Received, reviewed, and filed these state mandated (but unfunded) Title 5 inspections. Corresponded with inspectors regarding deficiencies; referred deficient inspections to Lancaster Board of Health for enforcement action
- Continued participation in pilot project for home health nursing staff to more effectively and efficiently maintain patient records through use of palm-held computers. Use daily downloaded data for scheduling, chart maintenance, and records access. Database refreshed daily by uploading at day's end.
- Provided health education programs in collaboration with the Lancaster Council on Aging.

By Lancaster's continued participation in the Association you can shape your future local public health programs and share in the benefits of quality service, under local control, at a reasonable cost.

Environmental Health Department

- **Environmental Information Responses 72 days**
The Nashoba sanitarian is available for the public regularly on Wednesday morning at the Lancaster Board of Health Office as well as other times when needed.
- **Food Service Licenses & Inspections..... 95**
Nashoba annually mails out and receives application from both restaurants and retail food businesses. Licenses are renewed for existing facilities. Plans are submitted and reviewed prior to initial licensing. Most licensees are inspected at a minimum twice a year. Where deficiencies are found, a re-inspection is scheduled to insure compliance. When a complaint from the public is received an inspection is also conducted. During this inspection health factors of food handlers is also investigated, and where appropriate medical consultation and laboratory testing may be required.
- **Housing & Nuisance Investigations..... 105**
Nashoba, as agent for the local Board of Health, inspects dwellings for conformance with State Sanitary Code, 105 CMR 410.00, issues orders for correction, and re-inspect for compliance. Similarly, complaints from residents concerning unsanitary conditions or pollution events are investigated.
- **Beach/Camp/School Inspections..... 33**
Camps are inspected at least annually at opening for compliance with State Sanitary Code, Chapter IV, 105CMR430.00. Public swimming beaches are sampled for water quality every other week during the summer and more often if a problem is suspected.
- **Septic System Test Applications.....64**
Applications from residents proposing to build or upgrade a septic system are accepted, a file created, and testing dates are coordinated with the applicants engineer.
 - **Septic System Lot Tests..... 295**
Nashoba sanitarian witnesses soil evaluations, deep hole tests, and, usually on a separate date, percolation tests conducted by the applicant's engineer which serve as the basis of the design of the septic system.
- **Septic System Plan Applications..... 42**
Detailed plans created by engineers hired by residents proposing to build or upgrade a septic system are received, filed, and routed to the Nashoba sanitarian for review.
 - **Septic System Plan Reviews..... 106**
Engineered plans are reviewed according to state code, Title 5, and local Board of Health regulations and review forms are created and sent to engineer for revision. Subsequent re-submittals by the engineer are also reviewed.
- **Septic System Permit Applications 41**

Applicants' approved plan submittals and Board of Health requirements are incorporated into a permit to construct the septic system.

- **Septic System Inspections 153**
Nashoba Sanitarian is called to construction site at various phases of construction to witness & verify that system is built according to plans.
- **Septic System Consultations..... 75**
During all phases of application, design, and construction the Nashoba Sanitarian is called upon for legal details and interpretation.
- **Well Permits..... 15**
 - **Water Quality/Well Consultations 162**
Private wells are regulated solely by local Board of Health regulations. The Nashoba Sanitarian assist the BOH by reviewing well plans, securing well water samples, and interpreting water quality test results.
- **Rabies Clinics - Animals Immunized 30**
Nashoba arranges for local clinics with cooperating veterinarians, arranging for dates and location, placing ads in local newspapers, and sending home flyers through local schools. In addition, since the recent raccoon rabies epizootic Nashoba has arranged for delivery of over 500 animal specimens to the State lab in Jamaica Plain.

Nashoba Nursing Service

- **Nursing Visits..... 248**
Nashoba's Certified Home Health Registered Nurses visit patients at home under their physician's orders to provide an assessment of physical, psychological, and nutritional needs. Skills include teaching/supervision of medications, wound care, ostomy care, IV therapy on a 24-hour basis, catheter care, case management and referral to other services as needed.
- **Hospice.....7**
Nashoba's Certified Home Hospice provides full range of terminal care services to patients who elect this program. In addition to nursing and therapy services, Hospice patients may benefit from nutrition, social work, and spiritual bereavement care as well as volunteer services.
- **Rehabilitative Therapy Visits..... 196**
Nashoba Therapists provide skilled physical, occupational, and speech therapeutic interventions through assessment, treatment and education. Their integration of client, caregiver, and medical outcomes aims at attaining maximum functional independence.
- **Medical Social Service Visits..... 22**
Nashoba Social Workers provide short-term assistance to patients at home for counseling and referral to community resources.

- **Home Health Aide Visits.....97**
Nashoba's Certified Home Care Aides provide assistance with bathing dressing, exercises and meal preparation.
- **Local Well Adult, Support Groups, & Other Clinic Visits..... 186**
Included in this are participants in the well adult, hepatitis, pneumovax and tetanus clinics. Flu immunization clinics served 109 persons. Other clinics included cholesterol, exercise, mental health and bereavement.

Dental Health Department

- **Nashoba Program (Funded Through Environmental Assessment)**
 - **Examination, Cleaning & Fluoride - Grades K, 2 & 4**
 - Students Eligible..... 189
 - Students Participating.....103
 - Referred to Dentist..... 10
 - **Instruction - Grades K, 1 & 5**
 - Number of Programs.....11
 - Students Participating 195
- **Fluoride Rinse Grant Program (State Supplied Materials, Nashoba Administered, Local Volunteers)**
 - Students Participating..... 271

HISTORICAL COMMISSION

Michael Sczerzen chaired the Historical Commission in 2004. The members were Elizabeth Colley, William A. Kilbourn, David Knott, Joy Peach, Sally Rouleau, Michael Sczerzen, and Jean Watson.

The Commission office is open every Tuesday to provide service to the public regarding historical research and genealogical information. Proceeds from research copy work were returned to the General Fund. The Historic District Study Committee appointed in 2002 had a significant number of vacancies and in the fall of 2004 four new members were

appointed by the Board of Selectmen. Sally Rouleau agreed to be the liaison member from the Historical Commission.

The vacant Memorial School suffered significant damage when windows were vandalized, and windows had to be boarded up. The Prescott Community Building (Center School) remains vacant. The Town Green Buildings Advisory Committee submitted their study recommendations to the Board of Selectmen.

Significant changes to property:

- The old brick store, now a duplex, on the corner of Packard and Main Street had

one side of bricks (Packard Street side) collapse and restoration brickwork was accomplished.

- The house at 415 Main Street, significantly damaged by a chimney fire in 2002, was refurbished and is now occupied.
- The historic marker at Lane's Crossing has been repaired and the Commission is waiting for the Sewer Department and DPW to repair the landscape on the Harvard Road island at the intersection of Rt. 117 before the new stone marker is placed and the bronze marker attached.
- The historic Atherton Bridge, which is on the National Register, needs to have the wooden flooring replaced as it has been deemed unsafe by Mass Highway Dept.
- The Rowlandson Boulder Site on George Hill (property owned by William Kilbourn) was placed on the state list of historic places.
- Work continues on the inventory form B for MHC for the Trivium School on

Langen Road, (Crownledge, built by Eugene V.R. Thayer, Jr., in the early 1900's).

- Research has begun on the Fairlawn, presently known as the White House, AUC, for submittal to MHC.
- The Eastwood Cemetery in Lancaster and Bolton has been recommended to MHC for consideration of National Register Status.

Accessions:

- Post card of the Thayer Pond with swans
- R. S. Thayer old Clinton Trust Company 1926 processed checks
- Tercentenary Celebration of the Capture & Release of Mary White Rowlandson, May 2, 1976
- Book, Laotuzu's Tao and Wu Wei, translation by Dwight Goddard given to Custis Farnsworth, July 1921 in exchange for gladiolus.
- One packing label from J.E. Farnsworth Co., Inc. Gladiolus Ranch, Lancaster, MA

TRUSTEES OF THAYER MEMORIAL LIBRARY

In its 142nd year of service to the patrons of Lancaster, the Thayer Memorial Library continued to focus its resources on

improving programs and services and stabilizing staff turnover.

Budget

Over calendar 2004 the Library operated in a budget environment that was relatively stable and without event. From January to June the Library operated on the final 6 months of FY2004's municipal

appropriation. Likewise from July to December the Library operated on the first six months of FY2005's municipal appropriation. The following table illustrates the Library's operating municipal

appropriations for each fiscal year, affecting calendar year 2004. In both cases the modest rise for each appropriation was due in large part to maintaining all staffing

levels throughout calendar 2004 and keeping pace with the rising costs of maintaining various building systems (fire suppression, HVAC, etc).

| Table 1 | | | |
|--------------------|---|--------------------------------|-------------------------------------|
| Fiscal Year | Months Utilized in Calendar 2004 | Municipal Appropriation | Δ% from Previous Fiscal Year |
| FY2004 | Jan. to June | 204,624 | 1.40% |
| FY2005 | July to Dec. | 209,300 | 2.37% |

Furthermore, the Library was able to meet all budget related requirements for public libraries serving populations between 5,000 – 9,999 as outlined in 605 CMR 4.00: M.G.L. c. 78, ss.19A and 19B in FY2004 and is anticipated to do so, as well, in FY2005. As a result of meeting all of the Commonwealth's requirements for public library service, the Library received its FY2004 State award of \$8,486, a 6.15% drop in funds from FY2003's \$9,042 award. In addition, the Library's FY2005 State Aid award of \$9,933 was a 9.85% increase over FY2004's. Highlights for meeting FY2004 and FY2005 MBLC requirements include:

- Maintaining the Library's Minimum Appropriation Requirement (MAR) provided by the Town for both fiscal years.
- Sustaining 38 hours of public service per week for both fiscal years.
- Spending at least 19% of total operating expenditures on purchasing books and other informational materials. Over FY2004, which ended in June, the Library's total operating budget including appropriated and non-appropriated funding sources was \$236,460, of which \$46,256, or 19.56%, was expended on materials.

The Town's appropriation covered about 65% of the required material expense with the balance coming from the Library's non-appropriated sources (trusts, revolving accounts, etc.).

While meeting all service standards provided by Commonwealth statutes and regulations, the Library would not be able to exist as it did throughout calendar 2004 without the good fortune of having non-appropriated sources of income available to augment municipal appropriations. Over calendar 2004, the Library spent \$48,895 in non-appropriated funds provided by income earned in trusts, revenue generated in revolving accounts, revenue awarded as State Aid to public libraries provided by the Commonwealth, and gifts donated by individuals, estates and foundations.

The Library expended a total of \$14,829 of *Trust* fund income to purchase books and materials (\$9,289), supplement maintenance expenses (\$1,250), purchase staff related services such as association dues and travel expenses (\$640), fund strategic planning and other professional activities (\$905) and pay the wages of our Special Collection Assistant (\$2,745). The Library manages three revolving accounts used to collect

revenue and to make targeted purchases. Over calendar 2004 the Library expended \$5,382 from its *revolving accounts* to purchase books and materials (\$4,715), maintain and supply its public copy machine (\$544), and replace damaged or lost books and materials (\$123).

The Library maintains several *gift accounts* established to accept donations from individuals, estates and organizations. The Library was again the beneficiary of generous gifts from the George K. Progin Estate of \$20,327 and the Rosemary Davis Memorial Fund of the Greater Worcester Community Foundation of \$1,290. Over the course of calendar 2004 the Library expended \$16,384 in gift expenditures from six of its gift sources. In addition to the general Gift fund and those mentioned above, the Library also expends from gifts received from the Friends of the Thayer Memorial Library and from the Nathaniel T. Dexter and Phyllis Kellogg Winkler memorial funds. Although expenditures from other non-appropriated sources of

revenue have remained relatively flat over the last year, expenditures from gift funds rose almost 400%! Purchases made with gift income included programs and events (\$10,252), books and other collection related materials (\$3,766) and equipment, including a state-of-the-art public computer (\$2,012).

The Library spent \$12,338 of its *State Aid* income over calendar 2004. Over 47% of the State Aid money spent in calendar year 2004 went towards building repairs and maintenance-related services (\$5,825). Other notable State Aid expenses included acquiring various computer related equipment and components including two computers and a network laser printer (\$4,275), purchasing books and other collection materials as well as processing supplies (\$1,538), office supplies (\$529), and other miscellaneous items and services (\$171). Finally, the Library expended \$2,590 in Library Expansion Mitigation funds beautifying the Library's landscape.

Building and Materials

The Library again faced building maintenance-related issues throughout the year particularly with regard to its HVAC system. In January, after dealing with recurring instances of frozen pipes, the Library finally decided to turn off the water supplying the kitchenette until warmer weather returned. In February, fan coil unit number four (FCU #4), which feeds warm and cool air to the Technical Services office, failed and was replaced. In June, as part of the Library's annual maintenance contract, several problems were discovered including a coolant leak in FCU #1, the library's oldest unit, and the failure of the compressor for FCU #9. FCU #9 is the same unit which failed a year ago and was replaced in 2004

under warranty without any cost to the Library. A leak in the FCU #11 drain pan, which serves as the air conditioner in the Library's Museum, was discovered and replaced in September. Unfortunately, the leak was discovered after saturating a large section of the Museum's ceiling resulting in a good portion of its paint peeling off. No plans to re-paint the ceiling were addressed in calendar 2004. Finally, the sump pump located in the boiler room failed and was replaced in September as well. Over 64% of this and other maintenance-related work was covered by non-appropriated sources of income.

Again, progress was made throughout the year to improve the condition of the Library's grounds. In June, the Friends of the Lancaster Town Library, led by retired Library Trustee Susan Polansky and volunteer Kathy Suits, beautified the Libraries grounds by planting small shrubs and completing other basic landscaping duties. After the fine job completed in calendar 2003, the Library again contracted with F. W. Gorham Landscaping of Leominster in August to address issues beyond the expertise of the custodial staff and volunteers.

At the end of December 2004, the Library had a collection of 56,870 materials, up approximately 1% from 56,370 at the end of 2003 [note: the 2003 annual report states that the Library owned 62,197 materials of which 6,547 were e-books given to the Library by the MBLC. Since the 2003 report, C/WMARS no longer includes e-books purchased on behalf of the Thayer Memorial Library by other agencies to calculate total item counts. So, the 56,370 items mentioned in the above comparison is actually the total item count report in the 2003 annual report less e-books which numbered 6,547]. Although many of these items were immediately available to the public, almost all of the materials in the

Constance V. R. Thayer Dexter Special Collections Room (Special Collections) were accessible for a very limited time (M, W and Th 4 – 6 PM) when staff were available or by appointment. That said, the Board took an important first step in evaluating the condition of the materials found within the Special Collections by weighing the cost of conserving the History of the Indian Tribes of North America by Thomas L. McKenney. This volume received water damage in calendar year 2000 as a result of a leak in the Special Collections Room. The volume was taken to the Northeast Document Conservation Center (NEDCC) in Andover for assessment. Although the NEDCC offered several conservation options, the Board took no action. However as a result of this endeavor the Board recognized the need to re-evaluate the Special Collections access policy and the necessity to update the appraisal of many of the items within as part of a future long-range plan. The Library purchased 11 more print serial subscriptions in 2004 than in 2003 for a total of 67. In addition and thanks in large part to funding provided from the George K. Progin estate the Library was able to subscribe to six more attraction passes for a total of ten including two passes for Davis's Farmland and Mega Maze!

Circulation and Activities

As of the end December 2004, the Library had 5,153 registered borrowers up 7.65% from a year ago.

Not surprisingly, as the table below illustrates, overall circulation also continued to rise over 2004.

| Table 2 | | | | |
|-----------------|---------------|---------------|-----------------------|-------------------------|
| Circulation | | | | |
| 10-year Average | Calendar 2003 | Calendar 2004 | Δ% from Calendar 2003 | Δ% from 10-Year Average |
| 53,232 | 62,207 | 68,887 | 10.64% | 16.86% |

Analysis of annual circulation statistics demonstrates that this increase most likely occurred as a result of focusing collection resources on updating critical areas of the general collections including: the Children's

picture book, easy reader, DVD and compact disc collections, Young Adult fiction and non-fiction collections, Adult book-on-CD and DVD collections and museum pass collection.

| Table 3 | | | | |
|---------------------------|---------------------|----------------------|----------------------|----------------------------------|
| | Category | Calendar 2003 | Calendar 2004 | Δ% from Calendar 2003 |
| <i>Children's</i> | | | | |
| | Picture Book | 2,525 | 3,234 | 28.08% |
| | Easy Reader | 640 | 1,138 | 77.81% |
| | DVD | 287 | 823 | 186.76% |
| | Compact Disc | 12 | 52 | 333.33% |
| <i>Young Adult</i> | | | | |
| | Fiction | 928 | 1,838 | 98.06% |
| | Non-Fiction | 412 | 1,471 | 257.04% |
| <i>Adult</i> | | | | |
| | Book On CD | 300 | 422 | 40.67% |
| | DVD | 3,071 | 7,398 | 140.90% |
| | Museum | 182 | 355 | 95.05% |
| Total | | 8,357 | 16,731 | 100.20% |

The Library arguably provided more non-school related programming activities for all ages throughout calendar year 2004 than it ever has. In total the Library provided 110 (30 Adult and 80 children) programs, which is up over 89% from only a year ago when it provided 58 (9 Adult and 49 children) programs with a total attendance for all events of 2,504, up over 116% from 1,157 a year ago. In addition to providing story hours and a summer reading program, the children's department also added a Young Adult book discussion group and 11 additional programs of varying themes funded using money from the George K. Progin estate. In addition to providing another year of Rosemary Davis funded programs the Adult department implemented its own Summer Reading Program and a new series of Adult programming titled "Learn from Your Neighbors". All 13 programs in this series cost less than a total of \$150 to fund and provided Library patrons the unique opportunity to meet and become acquainted with some of Lancaster's notable and talented

residents. Likewise, in addition to 12 Adult book discussions, the Library collaborated with Lancaster resident Ms. Christiann Gibeau and started a Film Literacy series which discussed nine different films throughout the year. In addition, the Library sadly bid farewell and offers its sincerest thanks to Beverly Fine who announced after this year's 5th Annual Quilt Show that it would be her last. Finally, the 3rd annual "Food for Fines" program was held to assist families in Lancaster who had fallen on tough times in 2004. Patrons who donated non-perishable food to the cause had all of their late fees waived. The program commenced around Thanksgiving and ran until December 24. All food donations collected were distributed through the Lancaster Police Department.

Even when not in use for Library-sponsored events, the Library building was often still being utilized by some governmental or private agency. The Library has provided around-the-clock access to its meeting rooms

located on the building's ground floor. In calendar year 2004 Library's meeting rooms

were used 226 times, down 13% from 260 a year ago.

Donations and Volunteers

Money and gifts in-kind were received from many of the Library's benefactors including Helena Baggott, Bill Bartlett, Bob Baylis, Central Massachusetts Regional Library System (CMRLS), Peter Christoph, Kathleen Clancy-Irr, Bob Conroy, Kyle Conroy, Meredith Conroy, Esther Czekalski, Kathy Dugan, David Dunn, Maribeth Eugene, Ann M. Felber, Beverly Fine, Joanne Foster, Barbara Friedman, The Friends of the Lancaster Town Library, Stephanie Fuller, Steve Fuller, Christiann Gibeau, Bob Kadlec, Susan Kadlec, Mark Leonardi, Carlos LLanso, Dolores Londis, Frank MacGrory, Massachusetts Board of Library Commissioners (MBLC), Rose Marie May, Ann Mazzola, Frank Merlino on behalf of the George K. Progin Estate, Amelia Montjoy, Annette Morris, Albert Narbonne, New England Document Conservation Center (NEDCC), Alan Nichols, Dorothy Olson, Ann Paszko, Katherine Perkins, Susan Polansky, Marguerite Rittenhouse, Emily Rose, Jeanne Rose, Rosemary Davis Fund of the Greater Worcester County Foundation, John

Schumacher-Hardy, Leah Shoer, Kathleen Suits, Shirley Tangel, Cathleen Their, Peter Their, K. D. Volke, Renate Wehtje, Astrid E. Wendth and Charles Wilder, Hope Worth.

The Library's loyal corps of volunteers continued to play an invaluable role assisting the staff to deliver quality service to patrons. In total, volunteers donated 720 hours of service, saving the Town approximately \$5,774 in wages (based on the wages of an entry level page). In addition, the Library continued to employ the Town's tax abatement program and provided access to the Library's Museum, previously inaccessible except for special circumstances, which is now available on Wednesday evenings from 6 pm until 8 pm. Volunteering residents include: Cheryl Baylis, Janet Baylis, Maria Cross, Helen Dorval, Jessie Fahey, Ellis Fiori, Christiann Gibeau, Marcus Goodwin, Bill Kilbourn, Leonard Kelley, Ceil Kirby, Lily Narbonne, Margaret MacLaughlin, Norma McCarty, Michelle Quinn, Mike Scion and the Students from New River Academy.

Respectfully submitted
Joseph J. Mulé, Director

Members of the Board of Trustees:

Emily J. Rose, Chair
Frank MacGrory, Vice-Chair
Frank Streeter, Secretary
Susan Polansky (until May 2004)
Jacqueline Cashin
John Schumacher-Hardy
Michael Lukaszevich (elected May 2004)

Library Staff:

Joseph J. Mulé, Director
Anne White, Asst Dir, Adult Svcs
Susan Mellow-Conroy, Children's Librarian
Linda Ledoux, Senior Library Tech
Marcia L. Jakubowicz, Special Collections Asst
Charlotte Follansbee, Library Tech
Janet Baylis, Page
Nancy Record, Custodian
Cecilia Thurlow, Museum Greeter

MEMORIAL DAY COMMITTEE

We wish to thank the many people who helped to make this year's Memorial Day observance a solemn event: Parade Marshall **William Bartlett**; **Henry Richter**, Master of Ceremonies and Commander of the Everett Minigan American Legion Post 96; **Robert Decker** for giving the Invocation and Benediction; the **Lancaster Middle School Band**, under the direction of Wayne Gilbert and the **Nashoba Regional High School Band**, under the direction of Tom O'Toole; **Layne Sadler** for reading "General Logan's Orders" and **Emily Jacobs** for reading "Lincoln's Gettysburg Address;" **Nathanial Hawkins III**, who gave the Memorial Address; the Everett Minigan **American Legion Post 96** for

decorating the Town's war memorials and presenting the three-rifle volley; **Memorial Day Committee** members who picked laurel and made wreathes for the war memorials and **Annette and Tom Morris** who hosted the wreath-making sessions; the **Department of Public Works** for blocking Main Street for the parade and for their help in printing the programs; the **Police Department** for leading the parade and for blocking traffic to insure the safety of the marchers; the **EMTs** and **ambulance** for being on hand; all the **parade participants**; and the audience on the Town Green and all the **residents** who lined the parade route. Thanks to you all for respecting the solemnity of Memorial Day.

Committee Members:

Carol Sonia, Chairman
Cheryl Bartlett
Jennifer Lapen
Frank MacGrory

Henry Paszko
Mary Paquette
Karen Shaw
Roberta Winsor

MEMORIAL DAY

MONDAY
THE TOWN GREEN

9:00AM

MAY 31, 2004
LANCASTER CENTER

PARADE MARSHAL – William W Bartlett
COMMANDER OF AMERICAN LEGION – HENRY RICHTER

MASTER OF CEREMONIES-HENRY RICHTER

COMMANDER EVERETT MINIGAN
AMERICAN LEGION POST 96

Invocation..... Robert Decker
Pledge of Allegiance to the Flag..... Audience
Singing "America the Beautiful"..... Audience & Lancaster School Band
General Logan's OrdersLayne Sadler
Selection "You're a Grand Old Flag" Lancaster School Band
Conducted by Erica Schiffer
Lincoln's Gettysburg AddressEmily Jacobs
Selection "Londonderry Air"..... Lancaster School Band
Conducted by Erica Schiffer
Memorial Address..... Nathaniel C (Bud) Hawkins III
Call for wreath bearers Henry Richter
Call for the Heritage Group..... Henry Richter
Singing "The Star Spangled Banner"..... Audience & Lancaster School Band
Decoration of War Memorials Veterans
Three Rifle Volley..... Firing Squad
"Taps"..... Students from Lancaster Middle School Band
Benediction..... Robert Decker

Parade proceeds to North Cemetery, lead by Nashoba Regional High School Band
Directed by Tom O'Toole
Lancaster Middle School Band Directed by Wayne Gilbert

The Star Spangled Banner
Town Green
Nashoba Band

We are here to honor and pay tribute to the men and women who served our country in time of war. May we never forget what we owe them. Let us live our lives so that the ideals, the liberty, and the way of life they fought to preserve, may forever remain in us a living memorial to them.

The committee wishes to thank the audience and all who participated in making this day a solemn and memorable day

Memorial Day Committee Members

Cheryl Bartlett
Jen Lapen
Frank MacGrory
Henry Paszko

Mary Paquette
Karen Shaw
Carol Sonia
Roberta Winsor

MINUTEMAN REGIONAL HIGH SCHOOL

SCHOOL OF APPLIED ARTS & SCIENCES

758 Marrett Road, Lexington, Massachusetts 02421

www.minuteman.org

Minuteman Regional School Committee 2004

Charles Olmstead of Acton
Dr. Erin Phelps of Arlington
William Gates of Belmont
Kileen Burgoyne of Bolton
Donna Corey of Boxborough
Nancy Weiss of Carlisle
Dr. Michael Rudd of Concord
Frank Gobbi, Jr. of Dover

Rosalie Barton-May of Lancaster
Marjorie Daggett of Lexington
Kemon Taschioglou of Lincoln
Jeffrey Stulin of Needham (*Chairman*)
Alice DeLuca of Stow (*Secretary*)
Atty. Paul Lynch of Sudbury (*Vice-Chair*)
Mary Ellen Castagno of Wayland
Mary Shaw of Weston

Student Representative – Kaleb Abebe of Arlington

After several years of dedicated service, three members left the Regional School Committee in 2004. The entire Minuteman Regional School District thanks Joseph White of Belmont, Steven Koral of Bolton and Dr. Philip Cheney of Concord for their years of service and leadership.

Class of 2004 Graduate Achievement Highlights

- 94% of the Class of 2004 graduated into either college or employment in their field of study.
- 100% of Dental graduates passed the National Dental Board examination.
- 100% of Cosmetology graduates passed the state board examination.
- 100% of Early Childhood Education graduates were fully certified by the state Office for Child Care Services.
- Health Occupations graduates achieved 100% placement in either college or a job in the field.
- Science Technology graduates achieved 94% placement in either college or their field of study with 100% of biotechnology and electromechanical engineering students attending college.
- Commercial & Human Services graduates achieved 93% placement rate in either college or their field of study with 63% attending college.
- Construction-Trades graduates achieved 97% placement rate with 17 of 47 (36%) enrolled in college and 29 of 47 (61%) entering the workplace in their field of study.
- Sam DeLuca, a Biotechnology Academy student from Stow, was honored as an Outstanding Vocational Student of the Year by the Minuteman Regional School Committee, the Massachusetts Association of Vocational Administrators, the State Board of Education and state Commissioner of Education, Dr. David Driscoll.
- John Ehlke, a Computer Programming student from Lexington, graduated Valedictorian in the Class of 2004 and earned the prestigious University Scholar status for enrollment at the University of Massachusetts.

- Student speakers at the Class of 2004 graduation ceremony were Valedictorian John Ehlke of Lexington, Salutatorian Sam DeLuca of Stow and Class President Natasha Williams of Arlington.

Class of 2004 Graduates from Lancaster

| | |
|---------------------|----------------|
| Michael Algieri | Electronics |
| Kimberly Biskaduros | Health Science |
| Raymon Charles | Culinary Arts |
| Dennis LaRosee | Carpentry |

Sam Deluca of Stow – Outstanding Student of the Year, 2004

Sam DeLuca, a Biotechnology major from the Class of 2004 at Minuteman Regional High School, was honored as “Outstanding Vocational Technical Student in Massachusetts,” along with 45 others, at an awards banquet in Mechanics Hall in Worcester in April. A resident of Stow, Sam is the Son of Alice and Edward DeLuca.

Sam has excelled in academics, his technical program of study, and sports. He was ranked #3 in the Minuteman Class of 2004. Sam was co-captain of the Minuteman Math Team (the state vocational champion team), tri-captain of the Minuteman varsity swim team, and a member of National Honor Society, the cross-country and tennis team and SkillsUSA-VICA. He has been a student ambassador at various school functions including 8th grade tour days and Open Houses.

2004 Students of the Month

| | |
|-----------|--|
| January | Brittany Rice, Stow, Landscape Management |
| February | Kathy Montrevil, Cambridge, Cosmetology |
| March | Patrick Maloney, Stow, Electromechanical Engineering |
| April | Sam DeLuca, Stow, Biotechnology Academy |
| May | Cynthia Azua, Watertown, Graphic Communications |
| June | Jenna Caporiccio, Watertown, Office Technology |
| September | Sarah Priante, Stow, Culinary Arts |
| October | Kevin Maloney, Stow, Biotechnology |
| November | Nyomi Russell, Cambridge, Graphic Communications |
| December | Lynise Currie, Lancaster, Drafting & Design Technology |

National Honor Society

- The Minuteman Chapter of the National Honor Society proudly served the school and the community with thousands of volunteer hours maintaining a solid and diverse membership while inducting thirteen new members.

Overall School Highlights

- The Boys Basketball team won the division IV state championship after defeating Cathedral 56-47 at a game played on the Boston Celtics parquet at the Fleet Center in Boston.
- A new Freshmen Exploratory program was designed and implemented as a means to ensure that members of the Class of 2008 have a full opportunity to experience each of Minuteman's twenty-three technical programs before choosing a major. This new exploratory program runs half of grade 9 and allows students to develop a better understanding of their talents and interests while exposing them to diverse careers.
- New and/or updated college articulation and advance credit agreements with numerous top colleges in 26 different career areas.
- Community Education services, including After School programs for middle school students, Adult High School services, Evening and Continuing Education courses and Summer School programs and camps, provided to member town residents continued at one of the highest participation and success levels in the state.
- The Facilities Management Department completed major campus renovation and facility improvement projects including conversion to gas heating, upgrading athletic fields, and renovation of the school's administrative offices.
- Numerous staff development efforts focused on obtaining national rather than just state certification in graphics & digital media, culinary arts, and collision repair (ASE)

MINUTEMAN REGIONAL VOCATIONAL TECHNICAL SCHOOL DISTRICT OPERATING FUND

COMARISON OF BUDGET TO ACTUAL FOR FY 04

| REVENUES | FY 03 ACTUAL | FY04 BUDGET | FY04 ACTUAL/ ENCUMBERED | TRANSFER/ RECEIPTS | AVAILABLE |
|----------------------|-------------------|-------------------|----------------------------|-----------------------|-----------|
| DISTRICT ASSESSMENTS | 7,497,855 | 7,956,233 | 7,956,233 | 0 | 0 |
| CHAPTER 70 AID | 2,530,950 | 2,064,385 | 2,064,385 | 0 | 0 |
| CURRENT TUITION | 304,528 | 445,369 | 445,369 | 0 | 0 |
| TRANSPORTATION REIMB | 800,334 | 471,879 | 471,879 | 0 | 0 |
| CHOICE | 592,598 | 110,000 | 110,000 | 0 | 0 |
| OTHER PROGRAM INCOME | 230,233 | 242,021 | 242,021 | 0 | 0 |
| CERTIFIED E&D | 15,185 | 93,873 | 93,873 | 0 | 0 |
| PREV YEAR'S TUITION | 3,701,837 | 3,757,593 | 3,757,593 | 0 | 0 |
| TOTAL | 15,673,520 | 15,141,353 | 15,141,353 | 0 | 0 |
| EXPENSES | | | | | |
| BUILDING TRADES | 67,015 | 72,571 | 71,503 | (1,068) | 0 |
| COMMERCIAL SERVICES | 15,169 | 15,833 | 16,590 | 757 | 0 |
| ELECTRONICS | 29,602 | 32,230 | 32,314 | 84 | 0 |
| GRAPHICS | 64,068 | 56,977 | 63,210 | 6,233 | 0 |
| HEALTH INSTRUCTION | 20,105 | 19,260 | 18,460 | (800) | 0 |
| METAL FABRICATION | 28,592 | 32,336 | 32,036 | (300) | 0 |
| POWER MECHANICS | 11,072 | 14,493 | 14,193 | (300) | 0 |
| TECHNOLOGY | 79,199 | 78,214 | 74,322 | (3,892) | 0 |

| | | | | | |
|-------------------------|-------------------|-------------------|-------------------|----------------|----------|
| AFTSCH PROGRAM | 12,938 | 13,876 | 15,594 | 1,718 | 0 |
| REGULAR OCCUPATIONAL | 4,068 | 4,063 | 2,975 | (1,088) | 0 |
| SPECIAL TRADES | 26,595 | 26,832 | 26,194 | (638) | 0 |
| SAFETY | 12,834 | 10,655 | 10,655 | 0 | 0 |
| COMMUNICATIONS | 33,817 | 34,599 | 34,062 | (537) | 0 |
| HUMAN RELATIONS | 14,738 | 19,256 | 19,256 | 0 | 0 |
| MATH | 39,778 | 40,090 | 39,710 | (380) | 0 |
| SCIENCE | 51,223 | 52,636 | 52,003 | (633) | 0 |
| PHYSICAL EDUCATION | 1,328 | 5,660 | 4,960 | (700) | 0 |
| ATHLETICS | 88,333 | 91,024 | 90,324 | (700) | 0 |
| BUSINESS INSTRUCTION | 4,257 | 3,279 | 3,389 | 110 | 0 |
| FOREIGN LANGUAGE | 9,610 | 17,053 | 15,538 | (1,515) | 0 |
| ART | 4,601 | 6,423 | 6,423 | 0 | 0 |
| MUSIC | 250 | 0 | 0 | 0 | 0 |
| ALTERNATIVE EDUCATION | 0 | 7,761 | 7,761 | 0 | 0 |
| INSTRUCTIONAL RESOURCES | 80,836 | 80,780 | 86,516 | 5,736 | 0 |
| PUPIL SUPPORT | 66,897 | 54,347 | 56,969 | 2,622 | 0 |
| PRINCIPAL | 83,660 | 90,005 | 97,609 | 7,604 | 0 |
| VOC COORDINATOR | 6,838 | 4,875 | 4,875 | 0 | 0 |
| COMPUTER SERVICES | 8,152 | 20,466 | 27,123 | 6,657 | 0 |
| DEAN | 2,650 | 3,075 | 2,875 | (200) | 0 |
| DISTICT PROGRAMS | 262,554 | 242,132 | 250,304 | 8,172 | 0 |
| LEGAL FEES | 36,190 | 66,950 | 66,950 | 0 | 0 |
| AUDIT FEES | 45,000 | 87,780 | 87,780 | 0 | 0 |
| SUPERINTENDENT | 5,128 | 2,692 | 2,692 | 0 | 0 |
| PLAN/ACADEMICS | 46,444 | 32,225 | 28,766 | (3,459) | 0 |
| BUSINESS OFFICE | 19,594 | 11,276 | 11,324 | 48 | 0 |
| RISK INSURANCE | 193,062 | 205,535 | 210,778 | 5,243 | 0 |
| RETIRE/EMPLOYEE BNFT | 1,469,429 | 1,548,583 | 1,568,944 | 20,361 | 0 |
| TRANSPORTATION | 1,048,873 | 989,799 | 989,799 | 0 | 0 |
| CAFETERIA | 7,536 | 6,874 | 6,874 | 0 | 0 |
| OPER & MAINTENANCE | 1,069,250 | 927,044 | 992,057 | 65,013 | 0 |
| EQUIPMENT PURCHASES | 249,696 | 54,458 | 54,458 | 0 | 0 |
| DEBT MANAGEMENT | 0 | 0 | 0 | 0 | 0 |
| SALARIES | 10,120,341 | 10,057,336 | 10,086,715 | 29,379 | 0 |
| TOTAL | 15,441,322 | 15,141,353 | 15,284,880 | 143,527 | 0 |
| EXCESS REVENUE | 232,198 | | (143,527) | 143,527 | 0 |

NASHOBA REGIONAL SCHOOL DISTRICT

The Nashoba Regional School District is committed to educate all students to their fullest potential. This mission, while not new, is the phrase crafted by the Strategic Planning Committee whose task is to capture the essence of who we are and what we are about. The Strategic Planning Committee is one such group and they are drafting the language that will speak to what we are about, where we want to go, and what some of the activities are that will make this mission a reality for each son and daughter who walks through the doors of Nashoba schools.

This year has seen a number of activities like this opening the conversations from all who have a stake in the work that we do. Strategic Planning, Curriculum Task Forces, School Advisory Councils, and the Professional Development Committee are but just a few of the active groups of people who are steering the work that makes up Nashoba Regional School District. Briefly, to date these groups have:

- Strategic Planning Committee: Drafted a mission statement and vision statement.
- Math Task Force: Outlined a process for recommending students for grade nine placements, modified the sequence for math in middle schools, and is having ongoing conversations about differentiated instruction in math courses.
- Early Childhood Committee: Evaluated the effectiveness of the pilot program for All Day Kindergarten after two years.
- Professional Development Committee: Planned, executed, and evaluated the effectiveness of the professional development activities

and schedule for the expanded early release program.

Additionally, the District has embarked on a partnership with our towns to define capital expenses. A committee of school and town membership worked to review, edit and define the language in the regional agreement. The Tri Town committee has reviewed this position and it has been approved by the Nashoba Regional School Committee. To amend our regional agreement the recommended changes will be forthcoming at the annual town meeting. This work is an example of how our town and school leaders are nurturing a respectful working relationship.

Overall, the Tri Town meetings provide a great opportunity to keep the lines of communication open among the towns and school district. We have also taken strides to reach out to the communities and communicate better. The District has a new and easier website for up to minute information about what is happening, where to go to find what you need, and links to all of our schools. There is also new telephone software that allows us to call parents in all of our schools to share important information about upcoming events, cancellations, and school news. The Superintendent's Report is published to the web site with each school committee meeting, and among these three tools, the district has been able to keep all parties up to date with what's happening in the District.

Educationally, the District continues to perform at high levels for all students within the District. All of our students are passing the tenth grade MCAS. We had over fifty three students qualify for the Abigail Adams

Scholarship for free tuition to an instate college or university.

Throughout all of our grades where MCAS is administered we are showing continued success. One indicator of the District's goal to become more unified is the scores on the mathematics, reading and writing tests at grades three, four, six and eight. As these scores come closer together it aligns with our emphasis of having high expectations for all learners.

The FY 2005 Budget process was thorough and exhaustive. It was a necessary exercise for a new superintendent and it allowed me to get to know each department from the ground floor. We have repeated this process and have built on our success in getting a very clear budget assembled. While it is always important to talk about the ability to finance a high performing school system, it continues to be necessary to share with the school committee and the communities at large where we need to improve and how

Respectfully submitted,
Michael L. Wood
Superintendent of Schools

School Committee

Nancy Fleming, Chair, Stow
Don Adams, Vice-Chair, Lancaster
Tricia Kelly, Bolton
Cathy Giunta, Bolton
Mary Beth Yentz, Lancaster
Monica CampoBasso, Lancaster
Chris Way, Stow
Ellen Sturgis, Stow
Kristen Squires, Ex-Officio Student Rep, NRHS

my staff believes it can be done in the most cost effective manner possible.

The FY 06 Budget process will be equally thorough and will build on key areas that have been identified both last year and this year as critical needs. One area is the ability to offer a comprehensive program of studies at Nashoba Regional High School. A second area is a need to focus student learning in math and science through innovative instructional, curriculum and assessment strategies that are both engaging and student centered. Lastly, we will continue to focus our resources for ongoing teacher training and development to sustain the quality of the teaching we see in our classrooms.

I am pleased with the work of our administrators, staff, and students. They work very hard and get rewarding results. It is clear that we are on the right track to carry on the achievement record we have established.

District Administration

Michael L. Wood, Superintendent
John Antonucci, Asst Supt Business & Finance
Sally Sullivan, Director of Teaching and Learning
Marianne Boswell, Director of Technology
Lois Ducharme, Director of Special Education
Bill Spratt, Director of Facilities
Ann Farrell, Nurse Leader
Cynthia Maxfield, Early Childhood Coordinator

**Nashoba Regional High School
Class of 2004**

NicolaiPatrick Adamsky
 Kristina Anne Alving
 Elizabeth Anne Amara
 *Barrett Edward Amos
 Dustin Robert Ashman
 Daniel Paul Baer
 Kristen Marie Balukonis
 Reginald Bradford Bates III
 Alyssa Nicole Beaton
 *Andrine Denise Belliveau
 Amanda Leigh Berthiaume
 ***Alexander Timothy Birse
 Samantha Nicole Bleier
 Richard Edward Bolton III
 Laurel Marie Brazao
 Janna Marie Breitenwischer
 Julia Mary Brodmerkle
 Philip Charles Brown
 James Andrew Broyer
 * ***Rachael Diane Buchanan
 Zahra Ain Bukhari
 * ***Alexander Miller Busch
 * ***Jonathan Miller Busch
 David Andrew Case
 John Galvin Charamonde
 *Corey Simon Cisneros
 Jillian Kathleen Clark
 Jonathan David Clark
 Allison Elizabeth Coan
 *Julia Ruth Coffey-Esquivel
 **Andrew Colangelo
 Adam Richard Cole
 Amanda Kristine Colosi
 Samuel Lyons Combs
 Christina Anne Connelly
 Casimiro Lourenco Costa Jr.
 Vanessa Iris Costa
 Mary-Theresa Gertrude Cournoyer
 Jennifer Nicolina Cumming
 *Jamie Marie Curley
 Matthew Scott Curll
 James Preston Cutler, Jr.
 Alida Louise D'Angona

Brittany Leigh Davis
 Kristen Marie Devaney
 Allison Diana Dion
 Chrislyn Apphia Doran
 Tara Marie Dorazio
 *Alexander William Elliott
 Amanda Marie Fagan
 Josefina Falch
 Jenna Michelle Feely
 Elizabeth Lynn Fenwick
 Justin David Ferrante
 *Jamie Lauren Fierce
 Nils Clement Fischer
 *Corey Titus Fitzpatrick
 Trevor John Flynn-Alling
 Cecilia Ann Maria Fohy
 Nathan John Fox
 Erik Alexander Fraser
 ***Tyler James Garsik
 Amanda Kathleen Gaughan
 Kathryn Ann Glowa
 Andrew Robert Grady
 *Tiffaney Marie Graham
 Kaleigh Maureen Gray
 Samuel Allan Hahn
 John Douglas Hammond
 Matthew Anthony Hilliger
 Simon Juul Hindsgaul
 *Caitrin Elizabeth Hogan
 Colleen Faith Hoseason
 Kristin Lee Innamorati
 Jessica Lynn Johnson
 Rebecca Leah Johnson
 Bryan Robert Johnston
 Kelly Lorraine Jones
 Jessica Beth Juliani
 Meghan Patricia Kelly
 Anna Lee Ketola
 Timothy Gardner King
 Mandy Krueger
 Justin Daniel Kukla
 *Allison Hall Lamere
 Timothy Gerard LaRosee

Amy Elizabeth Leach
 Brett Johnson LeBaron
 *Lucy Xing Liu
 Jaron Elizabeth Lively
 *Heather Michelle Locke
 Matthew William Locke
 *Carolyn Dorothea Loeb
 Stacey Lyn Lopilato
 Reva Shiloh Loudermilk
 *Katherine Anne Lynch
 Kate Anna MacAloney
 Caitlin Dunn Mancini
 Jessica Patriacca Mantenuto
 Dustin Hayward Marshall
 Kimberly Evan Martinek
 *Susan Elise Matesanz
 Logan Whitney Maxim
 Owen McFarlin Maxwell
 Kathryn Marie McConnon
 Mallory Ann McCullen
 Heather Erin McManus
 Kyle Norton McQuoid
 Kevin Joseph Melanson
 Ryan Patrick Merriam
 Stephanie Jane Moergen
 Alison Rae Mong
 Joel Andrew Mongeon
 Bailey Eastman Moore
 * ***Nathan Sholl Morrison
 Casey Elizabeth Morrissey
 Maria Katerini Mpelkas
 Jonathan Gary Nelson
 Robert Jeffreys Nichols
 ***Meghan Ashley O'Brien
 *Kerry O'Loughlin
 Shawn Michael O'Neil
 Elizabeth Anne Ordnung

Olivia Lillann Osvold
 Joseph Anthony Pane
 * ***Laura May Peterman
 Andrew Gerald Piermarini
 Robyn-Lyn Piermarini
 Alexandra Christine Rose Pradas
 Brian David Publicover
 Rose Ann Quinn
 Sheri Lee Quinn
 Matthew Alan Rainha
 *Katie Ricker
 Liza Marie Rios
 Erica Lynn Rivas
 Glenn Alan Roser
 Pauline Eveline Roukens
 Daniel Marc Rundlett
 *Kristin Faye Sahagian
 *Mitchell Shellim Samson
 *Owen Michael Sanderson
 Amanda Danielle Scappaticci
 Jaclyn Marie Scobo
 Jennifer Marie Seuss
 Andrew Joseph Shaffer
 Hannah Mercy Shields
 Nathaniel Clark Slade
 Mitchel Alan Sliwa
 Theodore Raymond Staake
 John Tracy Walker
 Christopher Koehler Ward
 *Alexander Daniel Welch
 Teresa Anne Wheeler
 *Eric Mandler Winters
 Matthew Grisha Zayka

 * National Honor Society
 ** Certificate of Completion
 *** Department Honor Cord

Class of 2004 Scholarship Recipients

| | | | |
|--|------------------|--|-----------------|
| 2003 Chamber Foundation Scholarship | Anne Murphy | Nashoba Regional Scholarship Foundation | Nathan Morrison |
| AFL-CIO Scholarship | Susan Matesanz | Nashoba Regional Scholarship Foundation | Jon Busch |
| Andrew Janda Memorial Scholarship | Adam Cole | Nashoba Regional Scholarship Foundation | Elise Tarbi |
| Arrowhead Award | Anne Murphy | Nashoba Regional Scholarship Foundation | Susan Matesanz |
| Arrowhead Award | Courtney Philbin | Nashoba Regional Scholarship Foundation | Anne Murphy |

| | | | |
|---|------------------------|--|-------------------|
| Berlin Women's Evening Guild | Julia Brodmerkle | Nashoba Regional Scholarship Foundation | Courtney Philbin |
| Bonnie Potter Scholarship (Bolton Cons. Trust) | Colleen Hoseason | Nashoba Regional Scholarship Foundation | Barrett Amos |
| Bolton Fair Scholarship | Owen Sanderson | Nashoba Regional Scholarship Foundation | Corey Fitzpatrick |
| Bolton Fair Scholarship | Adam Cole | Nashoba Regional Scholarship Foundation | Alex Busch |
| Bolton Fair - Noel Hanson Scholarship | Colleen Hoseason | Nashoba Regional Scholarship Foundation | Devin Gribbons |
| Bolton Garden Club Scholarship | Alex Busch | Nashoba Regional Scholarship Foundation | Carolyn Loeb |
| Bolton Lions Club Scholarship | Alex Birse | Nashoba Regional Scholarship Foundation | Andrine Belliveau |
| Bolton Lions Club Scholarship | Tiffaney Graham | Nashoba Regional Scholarship Foundation | Kate Macaloney |
| Booster Club Scholarship | Courtney Philbin | Nashoba Regional Scholarship Foundation | Kristin Sahagian |
| Booster Club Scholarship | Heather Locke | Nashoba Regional Scholarship Foundation | Jamie Curley |
| Booster Club Scholarship | Devin Gribbons | Nashoba Regional Scholarship Foundation | Corey Cisneros |
| Booster Club Scholarship | Jamie Fierce | Nashoba Regional Scholarship Foundation | Allison Lamere |
| Booster Club Scholarship | Katie Ricker | Nashoba Regional Scholarship Foundation | Meghan O'Brien |
| BOSE Award of Excellence | Mitch Samson | Nashoba Regional Scholarship Foundation | Laura Peterman |
| Central Mass Conf. of Football Officials Schol. | Nathan Morrison | National Football Foundation Joseph R. Mewhiney | |
| Class of 1998 Scholarship | Jillian Clark | Central Mass Scholar Athlete Award | Nathan Morrison |
| Clinton Savings Bank | Adam Cole | National Honor Society | Rachael Buchanan |
| Comcast Leaders and Achievers Scholarship | Devin Gribbons | National Honor Society - in memory of Elisabeth McCord | Owen Sanderson |
| Craig R. Gibbons Memorial Scholarship | Tim King | Paul R. Holman Scholarship | Alex Birse |
| Don Willson Scholarship | Mary-Theresa Cournoyer | Pierino Bonazzoli EMT Award | Alyssa Beaton |
| Dorothy F. Dewhurst Scholarship | Katherine Lynch | Pierino Bonazzoli EMT Award | Alex Busch |
| Edna Holman Scholarship | Amanda Gaughan | Presidential Freedom Scholarship | Susan Matesanz |
| Friends of Drama Scholarship | Amanda Gaughan | PTSA Scholarship | Jaron Lively |
| Hale Parent Support Group Scholarship | Timothy Larosee | PTSA Scholarship | Cecilia Fohy |
| Hale Parent Support Group Scholarship | Meghan O'Brien | Renaissance Electronics Corporation Scholarship | Anne Murphy |
| Howard P. Davis Scholarship | Sam Combs | Renaissance Electronics Corporation Scholarship | Mitch Samson |
| Joan Sullivan Memorial Award | Jon Busch | Richard M. Threadgould Jr., Memorial Scholarship | Jillian Clark |
| Joanna Basteri Memorial Scholarship | Katie Ricker | Robert C. Chiulli Memorial Educational Fund | Kelly Jones |
| Julianne Reisner Memorial Scholarship | Andrine Belliveau | Robert C. Chiulli Memorial Educational Fund | Reva Loudermilk |
| Julianne Reisner Memorial Scholarship | Barrett Amos | Robert W. Skinner Memorial Scholarship | Timothy LaRosee |
| Julianne Reisner Memorial Scholarship | Jon Busch | ROTC Scholarship - Full Tuition | John Charamonde |
| Julianne Reisner Memorial Scholarship | Elise Tarbi | Ruth Amelotte Memorial Music Scholarship | Jessica Juliani |
| Lancaster Current Topics Club Scholarship | Anne Murphy | Salvatore Paratore Music Scholarship | Amanda Gaughan |
| Lancaster PTO/Andrew | Dan Rundlett | Shaw's Scholarship | Katie Straney |

Foster Memorial
Middlesex West Chamber
of Commerce
Miriam Edes Scholarship
Nashoba Pop Warner
Scholarship
Nashoba Pop Warner
Scholarship
Nashoba Pop Warner
Scholarship
Nashoba Pop Warner
Scholarship
Nashoba Pop Warner
Scholarship
Nashoba Pop Warner
Scholarship

Lucy Liu

Allison Lamere
Jillian Clark

Adam Cole

Jenna Feely

Colleen Hoseason

Lucy Liu

Stanley McRell
Scholarship
Stow Garden Club
Stow Lions Club
Scholarship
Stow Lions Club
Scholarship
Stow Soccer Club

Stow Women's Club
Scholarship
Teradyne Alex d'Arbeloff
Scholarship

Owen
Sanderson
Tyler Garsik
Zahra Ain
Bukhari
Nicolai Adamsky

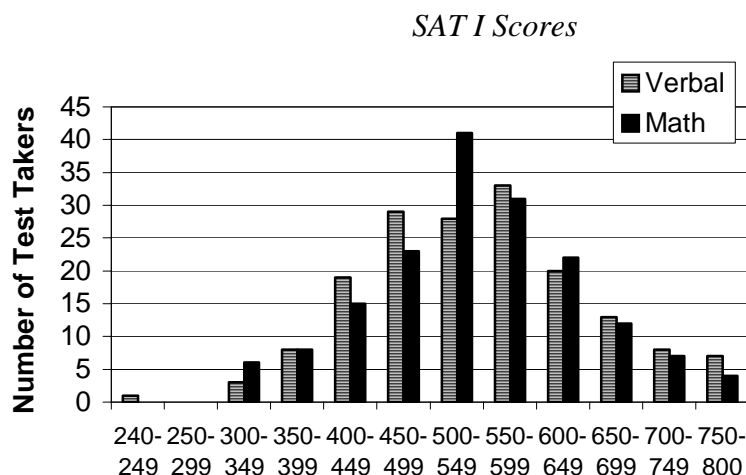
Elise Tarbi

Chrislyn Doran

Kate Macaloney

STANDARDIZED TEST RESULTS

STANDARDIZED TEST RESULTS



Approximately 94% of the Class of 2004 took the SAT I

| | | 2004 | 2003 | 2002 |
|-------------|--------------------|------------|------------|------------|
| Nat'l | Mean Verbal | 508 | 507 | 504 |
| NRHS | Mean Verbal | 542 | 549 | 561 |
| Nat'l | Mean Math | 518 | 519 | 516 |
| NRHS | Mean Math | 538 | 559 | 570 |

SAT II Scores

| TEST | 2004 # Tests/ Mean | 2004 National Mean | 2003 # Tests/ Mean | 2002 # Tests/ Mean |
|--------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Eng. Writing | (47) 635 | 604 | (75) 592 | (47) 611 |
| Eng. Lit. | (7) 589 | 590 | (9) 586 | (12) 613 |
| US History | (23) 654 | 603 | (31) 619 | (15) 664 |
| Math IC | (24) 606 | 586 | (41) 601 | (22) 599 |
| Math IIC | (18) 678 | 669 | (28) 673 | (23) 686 |
| Biology (E) | (8) 605 | 584 | (7) 570 | (10) 568 |
| Biology (M) | (46) 607 | 617 | (48) 609 | (25) 628 |
| Chemistry | | 612 | (29) 638 | (20) 649 |

October 1, 2004 Enrollment by School

| | |
|-----------------------------------|-------------|
| Pompositticut School | 289 |
| Center School | 261 |
| Hale Middle School | 266 |
| Mary Rowlandson Elementary School | 461 |
| Luther Burbank Middle School | 240 |
| Florence Sawyer School | 746 |
| Nashoba Regional High School | 855 |
| Total | 3118 |

October 1, 2004 Enrollment by Grade

| | |
|--------------|-------------|
| PreK | 96 |
| KP | 150 |
| KF | 101 |
| 1 | 248 |
| 2 | 240 |
| 3 | 226 |
| 4 | 229 |
| 5 | 251 |
| 6 | 238 |
| 7 | 254 |
| 8 | 230 |
| 9 | 218 |
| 10 | 217 |
| 11 | 227 |
| 12 | <u>193</u> |
| TOTAL | 3118 |

PERSONNEL BOARD

Cindy McLaughlin has stepped down from the position of chair, but continues to serve on the board. Aron DiBacco has stepped into the position of chair. Audrey Ross has

joined the committee and Trish McNally has resigned. Effective the 2004 Town meeting, the Board has three members rather than five.

Follow up from 2004 Annual Report

All of the following were on our report last year, but we have received no response to our drafts or inquiries regarding any of them, and so assume they are no longer priorities for the town. With this letter we will be dropping these items from our “to do” list:

- Time Clock policy: The town has decided not to implement the time clocks in Town Hall, so there is no need for policy guiding their use.
- Complaint Policy
- Rest and lunch break policy
- Online sign-up site for potential volunteers

Goals for 2005

Some of the following are carried over from our 2004 goals and some are new:

Communications:

- Hold regular meetings at 7pm on the second Tuesday of each month, timed to correspond to the monthly Town

Administrator's department head meetings. Continue to hold special meetings as needed.

- Attend Town Administrator meetings to develop ongoing contact with Department Heads and stay aware of events that may impact our work.

- Work closely with the Board of Selectmen and Town Administrator to coordinate how we can most usefully serve the employees of Lancaster.

Process Flow/Record Keeping:

- Review current personnel processes to make sure flow of information and responsibilities is complete and appropriate
- Review which records are kept where to make sure the system is as secure, simple and useful as it can be.
- Arrange with the payroll office to receive an electronic staff list each month so we can confirm that our records are up-to-date.

Interview & hiring policy and procedures:

- We believe it would serve the town to have interviewing and hiring policies and procedures in place, and will continue to refine and implement them.

Classification Plan:

- Review the Classification plan to confirm we have up-to-date descriptions for all current jobs.

Evaluations:

- The Performance Evaluation forms have been modified. These are ready now and will be e-mailed to all appointing authorities. After distribution, all evaluations filled out on earlier forms will be returned to be resubmitted on the up-to-date form. Our intention is to have consistent methods of evaluation for all employees.
- Begin tracking when each employee's evaluations and step increases are due and make sure they are being completed in a timely fashion.

- Review performance evaluations to confirm or correct our sense that many supervisors use the "exceptional" rating more generously than was intended. If this rating is used more than we feel is appropriate, we will be thinking about ways to change the culture to change this behavior. We are sensitive to the problem that a shift from "exceptional" to "satisfactory" could reflect badly on an employee, and will be thinking of ways to make it clear that this reflects a scale readjustment and not worsening performance.

Benchmarking:

- Benchmark Lancaster salaries against comparable data from comparable towns. We began this project independently, but tabled it to tie into the larger benchmarking project being lead by the Finance Committee.

Housekeeping:

- Get all documents in the Personnel Manual into electronic format available to town employees. We will wait to see what decision is made about getting a "virtual town hall" web site. If a package is purchased that makes posting documents and maintaining information easy, we will wait until that is implemented rather than adding to the already heavy workload on the volunteer maintaining the current town website.
- Make a few small corrections to the bylaws at town meeting.

Respectfully submitted,
Lancaster Personnel Board

PLANNING BOARD

Calendar year 2004 proved to be a productive year for the Lancaster Planning Board. During the course of the Board's 24 meetings, a wide range of activities occurred ranging from definitive subdivision reviews, ANR plan reviews, and numerous site plan reviews. The Planning Board reviewed several significant applications in 2004, the highlights of which are listed below:

Zoning Bylaw Amendment

Proposed Earth Product Removal Bylaw Amendment Amending:

- Section 3.20 Use regulation schedule
- Section 12.11 Exceptions
- Section 12.12 Authorization by Board of Selectmen

Approved: Amendments not approved. Amendments indefinitely postponed on 4/26/04.

Subdivisions

- Definitive Subdivision, Runaway Brook
18-lot residential development in Lancaster and 17 lots in Sterling, off Chase Hill Road
Approved: 2/23/04
- Preliminary Subdivision, Sunset Ridge
4-lot residential development, off Goss Lane
Approved: 5/4/04
- Definitive Subdivision, 630 South Meadow Road. Robert and Mildred Dulmaine
2-lot residential development, located at 630 South Meadow Road
Approved: 11/1/04
- Preliminary Subdivision, Olde Union Turnpike Park
4-lot commercial development, located off Old Union Turnpike
Approved: 12/13/04
- Definitive Subdivision, Sunset Ridge
9-lot residential development, located off of Goss Lane
Approved: Continued until 2005

Site Plans

- YMCA Camp Lowe, Fort Pond Inn Road
Site plan approval for expansion and improvement of the overall site
Approved: 7/6/04
- D'Ambrosio Eye Care Center, Old Union Turnpike

Modification to site plan for changing the orientation of four parking spaces
Approved: 1/26/04

- Sandee's Restaurant, 162 Main Street
Site plan approval for a restaurant building and parking lot
Approved: 5/18/04
- Lancaster Auto Auction, Lunenburg Road
Site plan approval for an auto auction building and parking lot
Approved: 4/5/04
- Wagner Toyota, Old Union Turnpike and Lunenburg Road
Site plan approval for an automobile dealership building and parking lot
Approved: 6/7/04
- Sandee's Restaurant, 162 Main Street
Modification to site plan for fencing, dumpster placement, orientation of parking spaces, landscaping
Approved: 11/22/04
- RFK Children's Action Corps., Old Common Road
Site plan approval for new buildings, parking lot, walkways, recreational areas
Approved: 12/13/04
- Lancaster Auto Auction, Lunenburg Road
Site plan approval for an auto auction building and parking lot
Approved: 12/13/04

Special Permits

- Central Mass. Indoor Sports Complex, Fort Pond Road
Special Permit for:
 - Section 3.23 (H) Health and fitness center as principal use
 - Section 5.28 (f) Extended driveway in excess of 1000 feet
 - Section 13.22 Building design for building visible from a public way or public property
 - Section 13.76 (c) vi Use that will render impervious more than 15% of a lot*Approved: 1/26/04*
- John Horne, Kaleva Road Lot
Modification to Special Permit for:
 - Section 4.50 Lot shape
 - Section 5.28 (f) Extended driveway in excess of 1000 feet
 - Section 13.76 (c) vi Use that will render impervious more than 2500 square feet of a lot*Approved: 1/12/04*

- Samuel Kaufman, Brockelman Road Lots
Special Permit for:
 - Section 4.50 Lot shape
 - Section 5.28 (F) Extended driveway in excess of 1000 feet*Approved: 4/5/04*
- International Golf Course, Mill Street Extension Lots
Modification to Special Permit for:
 - Section 13.76 (c) (ii) and (iii) Use regulation in the Water Resource District*Approved: 6/7/04*

ANR Approvals

- International Golf Course, Mill Street Extension and Bolton Station Road, 7 building lots, 1 open space lot
Approved: 3/15/04
- Samuel Kaufman, Brockelman Road, 4 building lots
Approved: 4/5/04
- Jack Costedio, North Main Street, 2 building lots, 1 non-buildable lot
Approved: 4/5/04
- Wagner Toyota, Old Union Turnpike and Lunenburg Road, 1 building lot
Approved: 4/5/04
- Stephen Harper, White Pond Road, 4 building lots
Approved: 4/20/04
- Dean Hickey and Patrick Burke, Old Union Turnpike and Fire Road 2, 4 building lots
Approved: 6/7/04
- David Kilbourne, Sterling Road and Deershorn Road, 2 building lots
Approved: 6/21/04
- Douglas MacLean, Stagecoach Road, 1 building lot, 1 non-buildable lot
Approved: 8/23/04
- David and Cindy Brockelman, Brockelman Road, 2 building lots
Approved: 8/9/04
- Eagle Estates LLC, Eagle Ridge development, 2 building lots
Approved: 8/23/04

- Tony Samsel, North Main Street, 2 building lots
Approved: 9/13/04
- Roger and Linda Oetman, Goss Lane, 2 building lots
Approved: 8/23/04
- Steven and Stephanie Hilliger, Brazao Lane, 2 building lots
Approved: 9/13/04
- Joanne Dellavalle, George Hill Road and Bradbury Road, 2 building lots
Approved: 9/27/04
- Eagle Estates LLC, Eagle Ridge development, 15 building lots
Approved: 11/1/04

User Fees

During the year, the Planning Board collected \$26,621.55 in fees from applicants appearing before the Board. These funds are used to cover the cost of engineering

reviews and legal services associated with the review of subdivisions and site plan applications.

61A Option to Purchase Land

The Board of Selectmen received one Chapter 61A application, and the Planning Board was asked to review this application for possible purchase by the town. This property was for a parcel bounded by

Sterling Road and Deershorn Road, consisting of 59.9 acres, owned by David Kilbourne. The Planning Board recommended that the town not use its funds to acquire this parcel.

Other Business

In May of 2004, Town Meeting voted to reinstate the Planning Director position on a permanent, part-time basis. In July 2004, Bruce Hamblin, who had been providing planning services to the town on a voluntary basis since May of 2003, was hired to fill this position. Mr. Hamblin brings to the position 26 years experience in the federal government as a Grant Manager and over 15 years experience in city, town, county, and regional planning. His primary duties will be to oversee the creation of a new Master Plan to replace the 1967 document and to provide planning support to town

departments, the Planning Board, the Board of Selectmen, the Board of Appeals, and other boards and committees. He will provide technical assistance to the Planning Board and Board of Appeals on subdivisions, site plans, and 40B comprehensive permit applications. In addition, he will research funding opportunities and prepare grant applications, as well as undertake short-range and long-range planning studies.

During the summer, the Planning Director, with the assistance of the Planning Board

and Board of Selectmen, prepared a community satisfaction survey distributed to all households in town. A surprisingly high number (16%) of Lancaster residents responded to the survey. The results of the survey will be used to provide valuable citizen's input into the new Master Plan.

The Planning Director helped prepare a successful grant application which brought \$1.2 million dollars, shared equally by the towns of Harvard, Sterling, Lunenburg, and Lancaster, to help income-eligible homeowners to rehabilitate their homes. Successful applications were also prepared by the Planning Director which resulted in Lancaster receiving \$30,000 to help support creating the new Master Plan and \$10,000 in second mortgage funding to be awarded in conjunction with Citizens Bank to assist income-eligible first-time homebuyers purchase their first Lancaster residence.

Mr. Hamblin will also be instrumental in the initiative to create a new Master Plan for the town. The Planning Board will be hiring a consultant to help in the year-long process of developing this plan. The town's last Master Plan was created in 1967, serving us well and resulting in changes to our Zoning Bylaw that have maintained the character of Lancaster over the past 37 years. Times have changed and we need to take a fresh look at where we are, examine our current needs, and develop a plan to guide Lancaster toward our vision for its future. In doing so, the Board will establish a Master Plan Committee with a cross-section of residents and town board members in order to facilitate the creation of the Master Plan.

Respectfully submitted,
Victor Koivumaki, Chair
Jeanne Rich, Vice-Chair
Norman Kennedy

Town residents are encouraged to participate.

The Board anticipates that 2005 will be equally busy and productive as there are several projects already before the Board for consideration. The Board will also continue to work with the Lancaster Board of Appeals in reviewing Chapter 40B applications for Comprehensive Permits.

The Planning Board wishes to thank the community and the Board of Selectmen for their continued and future support of the Board's efforts to plan for the future enjoyment and well being of our community.

The Lancaster Planning Board is a five-member elected board whose charge is to ensure compliance with a wide array of land use regulations in Lancaster. The Planning Board meets on the second and fourth Mondays of each month at 7:00 PM in the Town Hall Auditorium. All citizens are welcome to join the Board for these meetings and public involvement is always encouraged. The Community Development and Planning Office staff coordinates all meeting schedules and is open Monday through Friday, 9:00 AM to 2:00 PM. As always, this office welcomes citizen's questions, comments or suggestions. It is the continued policy of the office to provide the highest level of service to all of Lancaster's citizens and should you wish to contact us, feel free to either stop by the office at the Town Hall, 695 Main Street or call 978-368-4007.

Eugene Christoph
Gail Sullivan

POLICE DEPARTMENT

This past year has again been a very busy year for the Lancaster Police Department. As I begin my eighth annual report I find it necessary to advise the Townspeople that included in my next fiscal year's budget is a request to add an additional police officer to the existing police force. The police department has been in desperate need of a police officer to conduct investigations for numerous years but the financial status of the Town hasn't been such that I felt comfortable making the request, but at the same time I have made both the Board of Selectmen and Finance Committee aware each year that the need existed. The time is now -- the Police Department desperately needs to expand. With the increase in the crime of identity theft, the unending use of computer technology, the increase in the use of cellular telephones, the mobility of criminals from one community to the next and the increase in the crimes related to drug usage, we can no longer rely on the patrol officers to conduct investigations at the same time they are on patrol and answering calls for service. We need an officer to specialize in investigating the above mentioned areas.

As the Town continues to grow and certain sections of town are built up with either homes or industry, the number of calls for service that the Police Department receives each year keeps rising. This year the number of calls increased from 6044 to 6121. The number of incidents of reported criminal offenses increased from 362 to 407, which is an increase of over twelve percent (12%). In spite of the increase in the number of crimes, our crimes solved rate was extremely high, as we have noted an increase in the number of residents calling when they observed an incident instead of not getting involved. This allows us to

collect better information quicker and allows us to distribute the information to other officers and departments immediately, which translates into a better apprehension rate.

During the course of the year, two of our full time officers chose to continue their careers with other agencies. Officer Brett Thompson took a lateral transfer to the Leominster Police Department and Officer Thomas Jones left to take a job in California. Both officers were an asset to our department and have been missed. In July of 2004, Officer Juan Ramos was appointed to fill one of the open positions; he has completed the police academy and began his full-time duties during the month of December. At the time this report was written the Board of Selectmen were in the process of filling the remaining position. When the position is filled, the total number of full time police officers, including myself, will be ten (10). The recommended Federal guidelines suggest that a community employ 2.3 police officers for every thousand of population; the population of the Town of Lancaster is approximately 7,000. This means that the Federal government recommends that the Town of Lancaster should have 16 full time police officers; as we currently have ten, we are well below the standard.

Again, as I mention every year, the one area that is without a doubt the major concern of the entire Police Department, as well as of a majority of the residents of the Town, is the number of motor vehicles using our roadways daily and the speed that some of these motor vehicles are traveling. The police department, with limited staffing, is doing everything we can to combat the problem. During the good weather, the radar trailer is set up at numerous locations within

the Town; we assign numerous extra radar patrols through the use of our community policing grant; and the officers on routine patrol spend as much time as they can enforcing the traffic laws. The number of motor vehicle citations issued during the year was 1371; the amount is down slightly from previous years but the number of motor vehicle accidents decreased from 197 to 175. This is a decrease of over twelve (12) percent. The decrease shows that our enforcement activities are working and the decrease should lower the cost of motor vehicle insurance to our residents. Speed and operator negligence are the major causes of most traffic accidents and again, we are asking everyone to slow down and drive cautiously.

As we are still participating in the war in Iraq and our awareness of terrorism

worldwide remains heightened we still have to remain prepared for any type of incident that may take place. The threat of terrorism has forced all cities and towns to allocate large amounts of funding for equipment and training, which we all hope we don't need to use but need to be prepared for.

As always, I would like to thank all my Police Officers, Staff, Dispatchers and all other Town Departments and Boards for all their assistance during the past year. Without their support the Police Department wouldn't be able to function as well as it does.

Respectfully submitted,
Kevin D. Lamb
Chief of Police

DEPARTMENT OF PUBLIC WORKS

The Board of Public Works reorganized this year with Douglas A. DeCesare as Chairman, John J. King Jr., Clerk and Daniel Favreau as member. In November of 2004 the department received the unfortunate resignation of Board Member Daniel Favreau due to personal reasons. Along with the Board of Selectmen, the Board of Public Works advertised to fill this vacancy and appointed Martin Gannon to the Board.

The Department purchased a new Front End Loader, a 10-Wheel Dump Truck and a Water Utility Truck in 2004. Some of the funds were acquired through Chapter 90

State Aid. These vehicles will benefit the various departments in performing their job effectively. Some of the major projects completed in 2004 consist of the Goss Lane Water Main replacement and the Langen Road Culvert replacement. Road Resurfacing construction will begin in the spring of 2005 through the Chapter 90 funds. Due to budget restraints over the past several years, the DPW is very short staffed in each division. It is our goal to gradually staff each division effectively in the coming year(s). Each year we lose employees going to better paying jobs. In order to maintain efficiency and keep employees that have been trained, we need to be able to compete

with the salaries out there. The Board would like to take this opportunity to thank all of their employees this past year for their hard work and dedication to the department.

HIGHWAY DIVISION

We were very fortunate this year to acquire a new front-end loader to replace the 1986 Hough that we had, and also fortunate to get a new 10-Wheel dump sander to replace our 1986 dump sander that was in very poor condition. At this time we have one dump truck in need of replacement and a 1994 one ton dump truck that has a cracked frame that's been repaired a few times and will not hold up much longer. As in each and every year the roads are maintained to be free of potholes, swept and edges cleared of overgrown brush. The Highway Department spent most of the year understaffed for the

HIGHWAY SAFETY

This year nearly every street sign in town was replaced to meet the new state regulations on lettering size and reflectivity. Also cross walks were painted and new signs marking the cross walks were

SNOW REMOVAL

This past year's snow removal operations have really taxed our small department. It is getting increasingly harder to find part time employees to assist us in our snow removal due to the pay scales offered, especially when a CDL license is required. We are very fortunate to have a dedicated crew that will work thru the 20 and 30 hour snow storms to keep our over 70 miles of roads open and safe, but we have lost a few to

WATER DIVISION

The water division had a very busy year in 2004. Mr. David Macora retired after 33 years of dedicated service to the town. We

The following are reports on each department's accomplishments, projects and issues undertaken throughout 2004.

needs required. We sweep each and every road, clean over 600 catch basins, and with the new regulations coming up these catch basins will need to be cleaned at least twice yearly. We installed quite a few new catch basins this year and have many more in need of repair or replacement. Also we replaced a few culverts flowing under our roads. We had quite a bit of paving lined up for this year but could not get a paving contractor in until late November and that would not have been possible to do with the colder temps. So we opted to pave this spring 2005.

installed. Numerous faded traffic safety signs were replaced where needed. We feel that the application of centerlines and fog lines is a must and will do so as our finances will allow.

retirement and it is very hard to find replacements with the same dedication. We are faced every year with more and more traffic through downtown and more demanding motorists that have to be on the road no matter what the conditions are. We are very proud of our plowing operations and take pride in the road conditions during storms even though we're such a small department.

would like to wish him a happy and healthy retirement. Last winter we had numerous calls for frozen water services due to the

extreme cold and no snow cover. The total gallons of water pumped last year were 261,194,000. The Department hired Oliveira Construction Inc. to install 8" x 12" water pipe on Prescott Street and Goss Lane. Mr. Roger Oetman gave the town an easement to the backside of our water tanks on Winsor Road for a new 12" water line that will supply the town; now the town has two 12" lines for water supply. In August when we flushed out the new water line, bacteria were present which is why we now have to treat the water with sodium hypochlorite. This is the reason some of the customers are getting rusty water from the treatment process reacting to the old water mains. Hopefully we will be able to stop treating the water by the summer of 2005. The Water Department would like to replace the old 6" water line on Langen Road this year. We get numerous complaints from this area; this new line would increase fire protection and water demand in the Ballard Hill area as well. The Department spent a lot of time marking water lines for the sewer job on

George Hill Road. We still have a lot of leaks in the center of town sewer area. We hire Water and Waste Pipeline Testing Inc. to do leak detection on our system twice a year to try and cut down on the amount of water we pump. In September we had a new water utility truck delivered; this truck will also plow snow for the Highway Department. The old truck has been repainted and hopefully we will get 10 more years out of it. The Water Department is down two men at the present time, and we hope to add one more to our staff. At the present time we only have one licensed operator in the water department. The new man and our second man will be taking the test for their license this coming year. In closing I would like to ask our water customers to try to conserve water this summer so we can keep within our permitted withdrawal amount from DEP. The Board of Public Works and the Superintendent are still working on another water source for the town; this process takes time to accomplish.

CEMETERY/TREE DIVISION

The Cemetery and Tree Division conducted 50 burials in 2004; for these services we collected \$7,375.00 and turned over to the general fund of the town. We sold 39 grave lots and collected \$8,775.00 into the perpetual care fund. We constructed 15 new four-grave lots for future use. About half of the avenues in Eastwood Cemetery are still gravel roads. After heavy rains, we spend a lot of time and material to re-grade these roads. It is hoped that some of these roads be paved in the future to allow for easier access and less maintenance to these lots. The regular summer maintenance of the cemetery consists of two full time employees and one part-time temporary employee. In 2004 and years past we have always counted on the five men from the

Department of Correction; this crew has been a tremendous help to the department over the years. This crew is no longer available to us for the upcoming spring/summer of 2005. This will leave the department very short staffed and put a burden on services and maintenance. Among the services we provide are mowing all six town cemeteries, pouring foundations for new monuments, raising sunken graves, planting trees, trimming trees throughout the town and cemetery. We also mow Thayer Field, the Mill Street ball field and four parks. During the winter months we removed 34 dead or diseased trees from the town's roadsides. We were called out several times after storms for limbs down and trees that needed to be removed. The

cemetery department also assists the highway department with plowing and

sanding in the winter months.

Respectfully submitted,
John P. Sonia
Superintendent of Public Works

RECREATION COMMISSION

Last summer the beach opened for business. The spring weather was cool so attendance was down. We did not run a swimming program at the beach because we were unable to find a WSI certified instructor. The Red Cross told us there are not as many people taking the course as in past years.

This winter we ran the basketball program with the help of Bob Knipe and Michael Raymond, who took over the program after Mike and Sherry Cushion retired from it. We would like to thank all of them for their efforts.

Lancaster Little League does a wonderful job in keeping Thayer Fields looking good. Many thanks to them.

As always we would like to enlarge our recreation properties in town. There are no fields for soccer use owned by the town. The lease of State property off Route 110 evidently fell through, as we have not heard from the Board of Selectman on that property. The tennis courts are in bad shape and have been closed for many years; they need to be replaced.