

SELECTMEN'S MEETING  
TUESDAY, MARCH 10, 1992  
SECOND FLOOR MEETING HALL  
MAIN ST., AYER, MA.

7:30P.M. Open Session

The Board met with Chairman McKinney and Selectman Jones. Selectman Slarsky not present due to Redevelopment Meeting in Lascaster with the Land Bank re: the future redevelopment of Fort Devens.

The minutes of February 25, 1992 were read and accepted.

The Weekly Warrant was examined and approved, with the exception of \$500.00 in longevity removed from the warrant.

P/R: \$35,509.38

EX.: \$245,499.00

The Board approved a One Day Beer & Wine License for the Ayer Sportsmen's Club for the following dates: April 4, 9, 11, 18, 26 & 26, 1992.

Mr. Higgins presented the Board, on behalf of Sharon Summers, Town Accountant, the Hybricon Financial Status Report. Hybricon is the Town's last active UDAG. Hybricon has drawn down all available funds. The Hybricon Close Out Agreement will be submitted to the Town by HUD within the next week. Selectman Jones moved the Board endorse the Financial Statement prepared by Town Accountant, Sharon Summers in anticipation of the Close Out Agreement, seconded by Chairman McKinney, Vote: unanimous.

Mr. Higgins requested the Board endorse the Town's application to LOCCS (letter of credit control system) Voice Response Access Authorization re: U.S. Dept. of Housing and Urban Development (HUD) due to the Town of Ayer's access line having expired. Selectman Jones moved the Board endorse the new application, seconded by Chairman McKinney, so moved.

The Board met with William Marshall, Chairman of the Fort Deven's Re-Use Committee. Mr. Marshall opened the discussion by thanking the Board of Selectmen for giving them the opportunity of coming before them. Mr. Marshall opened the discussion by stating the charge given to them by the Board of Selectmen being to formulate a recommendation for the economic development of Fort Devens as the Army downsizes its facility. Mr. Marshall stated at a Re-Use meeting held on 1/21/92 the committee members expressed concern over the delay and preliminary plans for the Reserve Enclave on North Post. Mr. Marshall stated this checker-boarding proposal interfered with the continuity of the developable property and claimed prime land and buildings that could be used

in a more desirable economic configuration. The Re-Use Committee recommended the Board contact the Dept. of the Army and inform them that the Town of Ayer wished to be heard before a final decision was made re: the enclave property. The Committee suggested the south post be considered training area to allow the least disruption to the re-use of the remaining portion of the installation.

Mr. Marshall stated the committee approached its task of recommending the best possible use of Fort Devens as it related to the Town of Ayer in an enthusiastic manner. Mr. Marshall presented to the Board a Report dated February 28, 1992 and reviewed the list and explanations of the alternatives.

1. Maintaining Fort Devens under a single control, either as a Federal entity or as a Development Authority.

Mr. Marshall reviewed the map of the installation with the Board and stated that the original Town lines were not a consideration in the construction of the infrastructure of the Post, town lines are blurred from distinction. This present infrastructure creates major problems for the individual municipalities if Fort Devens is ceded back to the individual towns.

Two proposals considered by the Re-Use Committee to keep Fort Devens as a single entity were discussed:

A. Federal Compound: to be maintained by the Corps. of Engineers with the General Service Administration for leasing the sale of land and buildings. This proposal would maintain the integrity of the post and give the Federal Government flexibility in consolidating a variety of governmental agencies in one central location.

B. Creation of a Fort Devens Development Authority: The Dev. Auth would be the single source of responsibility for the planning and development of that portion which will be available for re-use of Fort Devens. The four Towns as well as State and Elected officials would have to approve this Redevelopment Auth.

Mr. Marshall reviewed with the Board the Redevelopment Auth's Charter:

1. Local towns petition State legislators to establish the Dev. Corp. through legislation/its composition will be public and tax exempt.
2. Board of Directors consist of 5-9 members one of each to be appointed by each of the four towns Boards of Selectmen and one member appointed by the land bank to ensure interest of Towns.
3. Mission of the Dev. Corp. to develop a economic plan to aid public/private enterprise in the speedy and orderly conversion & redevelopment.

4. The Dev. Corp. would be a single entity to deal with intricacies of requirements at Federal, State, local levels & provide the focal point for private businesses considering establishing facilities at site.
  5. The Dev. Auth would be the purchaser of property from the Fed. Gov. as it becomes available. Ownership of the land and buildings would be municipal real estate tax-free until property is leased or sold, tax revenues would then be paid to the Town which the buildings and land rests.
  6. The Rev. Auth. could be funded initially through grants from the Fed. Gov., legislator or Land Bank.
  7. The Rev. Auth. would pay for infrastructure improvements. It would co-ordinate with municipalities for public safety services & bring water/sewer up to standard and co-ordinate with utilities.
  8. The Rev. Auth. would develop an economic development plan under the Board of directors. The plan would be developed to divert industrial traffic away from residential areas through an entrance/exit ramp to Rt. 2.
  9. The Rev. Auth. would have all necessary powers needed for development of its mission. The Master Plan will not be undertaken until Public hearings have been held.
  10. By-laws of the authority will be written to have all of the rights and obligations of a tax exempt public entity.
2. THE INSTALLATION REVERTS BACK TO THE INDIVIDUAL TOWNS:  
Should Fort Devens not be retained as a single economic entity.
1. A comprehensive Plan be developed with all the Boards of the Town to create a zoning requirement to allow the best use consistent with abutting property.
  2. The Re-Use Committee recommends procuring a guaranteed up-grade access from Ayer through the installation to Rt. 2.
  3. A entrance/exit ramp be constructed on Rt. 2.
  4. To actively procure grants from Federal/State to allow substantial reductions in price on certain parcels of land.
  5. To work diligently with other municipal to create economic benefits but require overlapping of town lines.
  6. Encourage the Selectmen to aggressively pursue all opportunities to benefit the Town of Ayer in negotiations with the Dept. of Defense, Federal Agencies, Com. of Mass. and other municipal involved.

3. HAZARDOUS WASTE CLEANUP: 50 sites have identified ranging from minor to sever Super Fund problems. The Town of Ayer demand each site is cleaned up.

Petition the legislature for land that is deemed safe and free from hazardous waste be allowed to be transferred to non-Federal ownership without waiting for the entire post to finish hazardous waste clean-up.

Mr. Marshall stated all the items have merit and should be considered by the Board of Selectmen. The Re-Use Committee moved and voted that the Re-Use Committee make the following recommendations:

1. The Town of Ayer must update its Master Plan for all the land within its boundaries.

2. The Board of Selectmen of the Town of Ayer request the creation of Fort Devens Redevelopment Authority. The Authority would be responsible for the purchase of real property and buildings and the creation and implementation of a Master Plan for the economic redevelopment of Fort Devens. (see report attached to minutes of 3-10-92)

8:00 PUBLIC HEARING: Transfer of stock Carlin's Restaurant from Philip Berry to David Berry.

Chairman McKinney opened the Hearing by reading the Legal Notice advertised in the Nashoba Publications the weeks of 2-26-92 and 3-4-92.

The Board met with Philip Berry, David Berry and Charles Lessa for permission to transfer 99 shares of capital stock to David Berry and 1 share to Philip Berry regarding Carlin's Restaurant, Depot Square, Ayer, Ma.

Mr. Lessa stated that Philip Berry expects to remain as President, Treasurer and Manager of Carlin's Restaurant but David Berry will be the owner of the voting shares of the corporation.

David Berry is 21 years old and has been working at Carlin's and learning the business. On the Books of the corporation there were originally 100 shares of capital stock and Philip Berry owned

all 100 shares. Pursuant to M.G.L. Chapter 138 Section 15A permission is sought to transfer 99 shares to David Berry of 59 Worthen Drive, Groton, Ma.

Chairman McKinney requested if there was anyone present to speak for or against the transfer. No one came forward.

Mr. Berry stated this transfer was being done for financial security of his business to family only.

Selectman Jones moved the Board approve this Transfer of Stock, seconded by Chairman McKinney, Vote: unanimous, so moved.

EXECUTIVE SECRETARY'S REPORT:

1. The Board was advised of meeting attended by Chairman McKinney, Mr. Higgins, Advisory Board, School Committee and Fort Devens to discuss the PL-874 account. All parties agreed to support sending correspondence to Senator Kennedy, Kerry and Congressman Atkins requesting assistance.
2. The Board was advised of Regionalization Meeting held on Saturday, 3-7-92, with Lunenburg moderated by Mrs. Miller. All parties in attendance supported an affirmative response to Lunenburg that Ayer is interested in discussions.
3. The Board were presented copies of proposed By-laws and policy from Acting Police Chief Boisseau. The By-laws relate to "Public Drinking" fifty (\$50.00) dollar fine 1ST offense to \$100.00 maximum. Selectman Jones questioning Chief Boisseau on passengers/drive drinking in motor vehicles, could see this as a problem to further review, and "False Alarms" (burgler). The policy referred to search of arrestee. Selectman Jones stated he appreciated the standardization the Town has had trouble in the past.
4. The Board was advised of request coming in from Tracy Eliades to discuss the possibility of allowing him to tie-in to the Ayer Water/Sewer system.
5. The Board reviewed a letter from MRPC which clarifies the issue of the light at the intersection of Park St. & Main St. Town Counsel to review and render opinion.
6. The Board was advised of final agreement re: Park Square being under advisement of Town Counsel.
7. The Board was advised of last meeting of the Redevelopment Board in Ayer held at the Federated Church the Land Bank was directed to draft a cover letter to be attached to the proposed revisions to the enclave offered by the Joint Boards. This was to be accomplished by March 1, 1992, the deadline established for submittal of our comments. The Board was advised that the Land bank Failed to comply with that directive for reasons unknown. The Board was advised a cover letter signed by the administrators to the Joint Boards was prepared and forwarded directly to the Pentagon, ATT: Mr. Johnson.
8. The Board was advised of interviews being conducted for the Joint Boards-Co-Ordinator on February 5,6, & 7, 1992. Five finalist are to interviewed Thursday, March 19th beginning at

6:30P.M. at Lancaster. The Board was presented resume packets of the five finalist.

9. The Board was reminded of Police Chief interviews being conducted on March 17, 1992 at 6:30p.m. at the Ayer Town Hall, second floor meeting hall.

10. Mr. Higgins recommended the award of the Mass. Small Cities Program Administrator be awarded to Communities Opportunities Group (COG) for the amount of \$100,500.00. Mr. Higgins stated 11 responses were received. COG has staff and a strong background and is familiar with the Town of Ayer. COG would hire a local person to work the admin/secretary position. Selectman Jones stated In 1985 COG saved the Town of Ayer one grant. He has a lot of confidence in them. Selectman Jones moved the Board award the Mass. Small Cities Program Administrator to Communities Opportunities Group of Boston, Ma. for the Bid amount of \$100,500.00. Seconded by Chairman Mckinney, so moved.

SUPT. REDFIELD'S REPORT:

The Board reviewed Supt. Redfield's Action List for March 5, 1992.

1. The Board upon the recommendation of Supt. Redfield awarded the contract to install the Town of Ayer's Phoenix Belt Filter Press and appurtenant to Waterline Industries Corp. for the low bid proposal price of \$88,977.00.

2. Supt. Redfield advised the Board he wrote a letter to Sen. Durand asking for his support to include in Gov. Welds's 1993 budget, under line item 6005-0027, 15% of the Gas Tax funds for distribution to cities and towns under Chapter 90, local Highway Improvements.

3. Supt. Redfield advised the Board of letter from DEP dated 2/27/92 RE: Wastewater Compliance Inspection Report performed 2/20/92 at the Ayer WW Treatment Facility. DEP is concerned with the current staffing being inadequate to handle the duties at the Waste Water Treatment Facility. A meeting for March 1, at 1:00p.m has been scheduled with DEP, Hoyle Tanner, Supt. Redfield, Bob Smith and Tim Higgins re: subjecting the Town to fines due to non-conformance.

4. Supt. Redfield submitted Camp Dresser & McKee's 2/26/92 progress report for the Grove Pond Investigation Program.

5. Supt. Redfield presented to the Board a copy of the Town's Leaf Composting Registration Application submitted to the Com. of Mass. DEP on 2/19/92 which should put the Town in compliance with DEP 310 CMR 19.000 Solid Waste Disposal Regulations.

BOSMIN3-10-92/PG.7

9:35p.m. Selectman Jones moved the Board adjourn from Open Session to enter into Executive Session pursuant to M.G.L. Chapter 39 Section 23B re: DPW Grievance-Safety Shoes, seconded by Chairman McKinney, so moved.

9:35P.M. Executive Session

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

**NORTH MIDDLESEX**

**SAVINGS BANK**

*Banking at its personal best*

January 23, 1992

Mr. Charles D. McKinney, Chairman  
Mr. Stephen M. Slarsky, Clerk  
Mr. Charles H. Jones, Member  
Ayer Board of Selectmen  
1 Main Street  
Ayer, MA 01432

Dear Chairman McKinney and Members Slarsky and Jones,

The Ayer Re-Use Committee has been meeting to formulate a recommendation to the Board of Selectmen for the economic development of Fort Devens as the Army downsizes its facility. It is our intention to provide recommendations to your Board after the next Re-Use Committee Meeting which will be held on February 18, 1992.

At its meeting held on January 21, 1992, Committee members expressed concern over the delay and preliminary plans for the Reserve Enclave on North Post. This checker-boarding proposal interferes with the continuity of the developable property and claims prime land and buildings that could be used in a more desirable economic configuration.

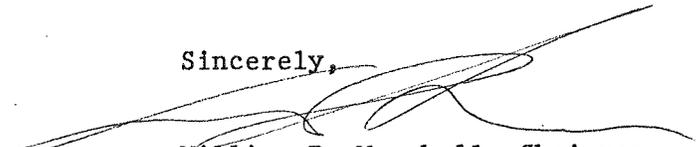
The Re-Use Committee believes it is in the best interest of the Town of Ayer that the Board of Selectmen or their representative participate in the determination of the location of the Reserve Enclave. We, therefore, urgently recommend that you contact the Department of the Army and inform them that the Town of Ayer desires to be heard on this issue before a final decision is made. The military is downsizing dramatically and should position itself in an area that is close to the training site at South Post. This will allow the least disruption of re-use to the remaining portion of the installation.

If the commitment of the Army is to work with the local towns to provide the least disruptive transition of property to economic use, the Enclave must be configured to accomodate that mission. We applaud your actions so far in demanding local input in the process and urge you to continue this dialogue before a decision on the Reserve Enclave is made so that it can truly be called a joint effort.

The members of the Ayer Re-Use Committee look forward to presenting to you its recommendations for the long-term economic benefit to the Town of Ayer.

If you have any questions regarding this request, please do not hesitate to contact me.

Sincerely,

  
William P. Marshall, Chairman  
Ayer Re-Use Committee

WPM:dem

**NORTH MIDDLESEX**

**SAVINGS BANK**

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February 28, 1992

Mr. Charles D. McKinney, Chairman  
Mr. Stephen M. Slarsky, Clerk  
Mr. Charles H. Jones, Member  
Ayer Board of Selectmen  
1 Main Street  
Ayer, MA 01432

Dear Chairman McKinney and Members Slarsky and Jones,

The Ayer Re-Use Committee, appointed by your Board, has met on several occasions to discuss its mission of providing recommendations for the economic development of Fort Devens in the best interest of the Town of Ayer. The Re-Use Committee has been following the Army decision-making process on the composition of the Reserve Enclave. It was hoped that the Enclave would have been defined more precisely so that this Committee would be able to utilize that information in its recommendations. It is apparent that the final decision is still forthcoming and, therefore, certain assumptions must be made by the Re-Use Committee in order to formulate its recommendations.

The Reserve Enclave is assumed to consist of all of the land area known as South Post and a portion of the North (or Main) Post, that will consist of land and buildings with approximately 400 to 600 acres. This will leave the remaining portion of Fort Devens' approximately 4,100 acres available for other federal usage or economic development.

The Re-Use Committee approached its task of recommending the best possible use of Fort Devens as it relates to the Town of Ayer in an enthusiastic manner. All of the members perceive the challenge as opportunities to provide economic, environmental and social enhancements to the quality of life for the community. The format is presented in a simple and straightforward manner from residents and business people who recognize that professional, technical and legal expertise must be consulted in order to provide a finished product for the installation's reuse. The following is a list and explanations of the alternatives reviewed by the Re-Use Committee. A consensus by the Committee on which alternative is recommended follows the explanations.

1. Maintain Fort Devens under a single control, either as a Federal entity or as a development authority.

As the Re-Use Committee reviewed the map of this military installation, it became apparent that the original town lines were not a consideration in the construction of the infrastructure of the Post. The Army built buildings, constructed roads, dug wells, laid water and sewer lines, constructed a waste water treatment plant and provided electric and gas utility systems which provided for its needs but blurred the town line distinctions. This physical plant infrastructure creates major problems for the individual municipalities if Fort Devens is ceded back to the individual towns.

Two proposals considered by the Re-Use Committee to keep Fort Devens as a single entity:

- A. Federal compound: The Re-Use Committee considered the establishment of a Federally-controlled compound, maintained by the Corps of Engineers with the General Service Administration responsible for leasing or sale of land and buildings. This proposal would maintain the integrity of the Post and give the Federal government flexibility in consolidating a variety of governmental agencies in one central location.

The Army would fulfill its mission of downsizing its presence at Fort Devens by turning over control to the GSA, which in turn would be able to sell or lease the property at fair market value. The committee recognizes that the local communities will have little or no control over what activity would ultimately be used on Post or what the economic impact of the jobs or Agency mission would be.

This alternative, if ever accepted, would be subject to future government review and possible budget cutbacks. This would again lead to the uncertainty that has taken place since the announcement of the Fort Devens closure by the BRAC Commission in the spring of 1991.

- B. Creation of a Fort Devens Development Authority: The Re-Use Committee perceived this proposal as a reasonable approach if the best interests of the Town of Ayer and the region is to maintain the integrity of the installation. The development authority would become the single source of responsibility for the planning and development of that portion which will be available for re-use of Fort Devens. The creation of a development corporation will require cooperation and acceptance of the four towns involved with Fort Devens, as well as the State and elected officials. The Committee recognizes that it's legal and corporate powers will need expert planning and advice and believes the following elements should be an integral part of the development corporation's charter:

1. The local towns must petition the State legislature to establish the development corporation through legislation. It's composition will be public and tax exempt.
2. The development corporation Board of Directors should consist of five or nine members, one or two of which will be appointed by each of the four towns' Boards of Selectmen and one member appointed by the Land Bank or the Governor's Designee in order to ensure that the best interests of the towns will be satisfied.
3. The mission of the development corporation is to develop an economic plan that will aid private or public enterprise in the speedy and orderly conversion and redevelopment of the Fort Devens military reservation. The development corporation would have a professional staff that would provide expertise and coordination essential to the development process.
4. The development corporation would be a single entity that could deal with the intricacies of the requirements at the federal, state and local municipal levels and provide the focal point for private businesses considering establishing facilities on the site.

5. The development authority would be the purchaser of property from the federal government as it became available. This ownership of land and buildings would be municipal real estate tax-free until such time as the property is leased or sold, which must be done in a timely manner. Tax revenues would then be paid to the town in which the land and buildings rest.
6. The development authority could be funded initially through grants from the federal government, the state legislature and/or the Massachusetts Land Bank. The Land Bank will be a valuable tool in financing some of the projects undertaken by the development authority. The Land Bank's role, as established by Governor Weld's executive order, will be facilitated by the establishment of a development authority. The Land Bank will be able to promote beneficial affordable housing and economic development at Fort Devens, as well as financial, technical and development assistance that will complement the development authority's mission. The powers vested in the development authority will allow it to apply for grants and to borrow and issue revenue bonds. The ultimate source of revenue, however, will be the prompt and efficient sale or lease of the land and buildings developed through its master plan and should be consistent with the master plans of the individual towns involved.
7. The development authority pays for the infrastructure improvements to upgrade roadways and ensure installation and utilization of utilities. It would coordinate with the municipalities for the provision of public safety services and bring water and sewer services up to standard so that it would be acceptable to the towns. It would coordinate with the public utilities to provide proper delivery of these services and meters to the individual structures.

As an alternative to the development authority being responsible for utility conversion, a separate utility authority could be established that would be responsible for the maintenance, upgrade, installation and billing for water, sewer, electric and gas services.

8. The development authority would have the responsibility for developing an economic development plan under the direction of the Board of Directors and consistent with the use of the property as determined by that Board. The property would be developed and marketed to it's highest and best use consistent with abutting property. The plan would be developed so that industrial traffic would be diverted away from residential areas through the construction of an entrance/exit ramp to Route 2 by the Commonwealth of Massachusetts. The plan should consist of mixed use of residential, commercial, industrial and recreational elements and the creation of a greenbelt along both sides of the Nashua River throughout the installation.
9. The development authority will have all of the necessary powers and resources needed for the development and completion of it's mission. The master plan of the development authority will not be undertaken until a public hearing has been held by the Board of Directors. The master plan must be approved by two-thirds vote of the town meeting of the municipalities involved. The development authority, however, shall act in a responsible manner and produce a master plan in accordance with the best interests and long-term benefits of the region. The development authority's master plan should be consistent with the master plans of the individual towns involved.

10. The by-laws of the development authority would be written in such a way that it would have all of the rights and obligations of a tax-exempt public entity and be required to comply with all the rules and regulations established by the federal government, the state legislature and the individual town's rules and regulations.

2. The installation reverts back to the individual towns.

If Fort Devens cannot be retained as a single economic entity, the Re-Use committee reviewed several issues that need to be addressed for that portion which will belong to the Town of Ayer and what development should take place.

The Re-Use Committee believes that the Town does not have the resources available to purchase and develop the land that falls within it's boundaries. Therefore, it's development will depend upon the marketplace and individual investor proposals. The Town must be in a position to ensure that this development is conducted in a manner that benefits and improves the quality of life in the municipality.

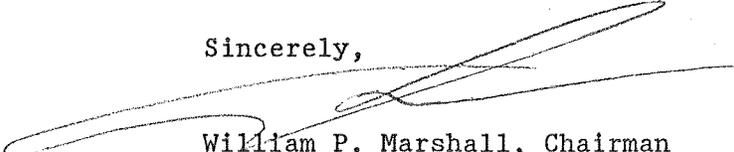
- A. A comprehensive plan should be developed by the various Boards of the Town to create a zoning requirement that will allow the highest and best use consistent with abutting property. This master plan will allow the Town to control the type of development that will take place and not hinder desirable residential, commercial or industrial development.
- B. The Re-Use Committee recommends that the town procure a guaranteed upgraded access from Ayer through the installation to Route 2. This roadway will allow greater accessibility to the Town from the major highway and will relieve congestion in the residential and downtown areas.
- C. The Re-Use Committee recommends that an entrance/exit ramp be constructed on Route 2 that would allow the development of the industrial/rail area without interference with the residential and town traffic of the municipalities. This would not only relieve traffic congestion but also provide a more desirable site for the marketing of that industrial project.
- D. Although the Committee recognizes the Town's limited resources, if grants could be obtained from the State or federal government or negotiations can take place that would allow substantial reductions in price of certain parcels of land, the Town of Ayer should consider such purchases. These parcels of land and/or buildings would be necessary for the performance of municipal services or would enhance the general public's use if it was Town property, such as water supplies, recreational areas and public safety facilities. These properties would be necessary for the provision of municipal services.
- E. The Re-Use Committee recommends the Town work diligently in cooperation with other municipalities in projects that would create economic benefits but require overlapping of town lines. If the resultant economic development is perceived to be in the best interest of the Town of Ayer, all municipal boards should provide their expertise in attaining it's completion.
- F. The Re-Use Committee encourages the Board of Selectmen to aggressively pursue any and all opportunities that would benefit the Town of Ayer in the negotiations with the Department of Defense, other federal agencies, the Commonwealth of Massachusetts and the other municipalities involved.

1. The Reserve Enclave no longer incorporates Moore Army Airfield for federal use. Members of the committee suggested that the Town of Ayer may want to consider local control over the airfield separate from the development authority. Since the flight path for this airfield impacts Ayer to a greater extent than any other town, municipal control should be considered.
2. With the development of industrial space along the railroad spur, the Committee anticipates increased traffic along the rail line. The Board of Selectmen should consider the impact of increased rail traffic as it relates to the railroad crossings within the Town of Ayer. Members of the Committee suggest a plan be developed to upgrade the railroad crossings to handle this increase in rail traffic.

The members of the Ayer Re-Use Committee were honored to be selected to participate in this vital process and viewed it's mission as one that would have a far-reaching impact on the future of the Town of Ayer. Each member thanks the Board of Selectmen for the confidence you have demonstrated that the Re-Use Committee will provide a well thought out recommendation process.

The Re-Use Committee stands ready to answer questions you may have regarding these recommendations and continue to work for the best interests of the Town of Ayer on this or any other project the Board of Selectmen deems appropriate.

Sincerely,



William P. Marshall, Chairman  
Ayer Re-Use Committee

Ayer Re-Use Committee Members:

\_\_\_\_\_  
(s)  
Russell Smith, Ayer Planning Board

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(s)  
James Hashem, Ayer Industrial Assoc.

\_\_\_\_\_  
(s)  
Rev. Phillip Goff, Federated Church

\_\_\_\_\_  
(s)  
Peter Johnston

\_\_\_\_\_  
(s)  
Thomas Poole, Ayer Conservation Comm.

\_\_\_\_\_  
(s)  
William Redfield, Superintendent  
Department of Public Works

\_\_\_\_\_  
(s)  
Kenneth Martin, Director  
Ayer Housing Authority

\_\_\_\_\_  
(s)  
William Oelfke, Ayer Advisory Board

\_\_\_\_\_  
(s)  
R. Neville Markham, Superintendent  
Ayer School Department

\_\_\_\_\_  
(s)  
Robert Lewis

\_\_\_\_\_  
(s)  
David Ross, David Ross Associates

\_\_\_\_\_  
(s)  
Manuel Velez, Chairman,  
Zoning Board of Appeals

\_\_\_\_\_  
(s)  
Jeffrey Kelley, President  
Nashoba Community Hospital

\_\_\_\_\_  
(s)  
Pauline Conley